

# Norfolk Joint Museums Committee

Date: **Friday 7 August 2020**

Time: **2.00 pm**

Venue: **Virtual meeting**

**Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 7 August 2020 meeting of Norfolk Joint Museums Committee will be held using video conferencing.**

**The meeting will be broadcast live via this link:**

<https://intranet.norfolk.gov.uk/tasks/democratic-services/committees/committees-live-stream-links>

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

## Membership

### **Norfolk County Council**

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

### **Breckland District Council**

Cllr Robert Kybird

### **South Norfolk District Council**

Cllr Robert Savage

### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Laura McCartney-Gray  
Cllr Nigel Utton

### **Borough Council of King's Lynn & West Norfolk**

Cllr Elizabeth Nockolds

### **Broadland District Council**

Cllr David King

### **Great Yarmouth Borough Council**

Cllr Geoffrey Freeman

### **North Norfolk District Council**

Cllr Virginia Gay

## **Co-opted Members (Non-Voting)**

### **Arts Council**

Liam Wiseman

### **Museum Friends**

Felicity Devonshire

### **Norfolk Black History Month**

Danny Keen

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

Tim Shaw on 01603 222948

or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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# **A g e n d a**

## **1 Election of Chairman**

**To elect a Chairman for the ensuing Council year.**

## **2 Election of Vice Chairman**

**To elect a Vice-Chairman for the ensuing Council year.**

## **3 To receive apologies and details of any substitute members attending**

## **4 To receive the minutes of the previous meeting held on 7 February 2020 (Page 5 )**

## **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. Norfolk Museums Service – Finance Monitoring Report for 2019/20 (Page 17 )**

**Report by Director of Culture and Heritage**

8. **Norfolk Museums Service –Risk Management** (Page 23 )

**Report by Director of Culture and Heritage**

9. **Equality, Diversity and Inclusion report** (Page 35 )

**Report by Director of Culture and Heritage**

10. **Norfolk Museums Service – Performance and Strategic Update Report** (Page 41 )

**Report by Director of Culture and Heritage**

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

Date Agenda Published: 30 July 2020



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## **NORFOLK JOINT MUSEUMS COMMITTEE**

**Minutes of the Meeting Held in the Edwards Room, County Hall, Norwich  
on 7 February 2020 at 2.00pm**

### **Present:**

#### **Norfolk County Council**

Cllr John Ward (Chairman)  
Cllr Phillip Duigan  
Cllr David Harrison  
Cllr George Nobbs  
Cllr Thomas Smith  
Cllr Margaret Stone  
Cllr Martin Storey

#### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Laura McCartney-Gray  
Cllr Nigel Utton

#### **Borough Council of King's Lynn and West Norfolk**

Cllr Elizabeth Nockolds

#### **Breckland District Council**

Cllr Robert Kybird (Vice-Chairman)

#### **North Norfolk District Council**

Cllr Virginia Gay

#### **Broadland District Council**

Cllr David King

#### **South Norfolk District Council**

Cllr Robert Savage

### **Co-opted Members (Non-Voting)**

#### **Museum Friends**

Mrs Felicity Devonshire

#### **Arts Council**

Mr Liam Wiseman

#### **Also Present**

Robin Hanley  
Samantha Johns  
Steve Miller  
Mary Muir

Assistant Head of Museums (Head of Service Delivery)  
Collections Development Manager  
Director of Culture and Heritage  
Arts Development Manager

### **1 Apologies for Absence**

- 1.1 Apologies for absence were received from Cllr Geoffrey Freeman, Cllr Julie Brociek-Coulton and Cllr Harry Humphrey.

### **2. Minutes**

- 2.1 The minutes of the previous meeting held on 9 November 2019 were confirmed by the Joint Committee and signed by the Chairman.

### **3 Declarations of Interest**

- 3.1 There were no declarations of interest.

### **4 Matters of Urgent Business**

- 4.1 There were no matters of urgent business.

- 4.2 The Chairman shared with the Joint Committee a letter received from the private secretary of HRH The Prince of Wales thanking them for their letter of the 12 December 2019 informing him of the acquisition of Turner's painting of Walton Bridges by Norfolk and Suffolk Council and its future display in East Anglia; as patron of the Turner society HRH The Prince of Wales wished to congratulate all involved in the display of this artwork.

## 5 Breckland Area Committee

- 5.1 The annexed report of the unconfirmed minutes of the Breckland Area Museums Committee meeting held on 15 January 2020 was presented by Cllr Robert Kybird.
- Cllr Kybird highlighted to Members exhibitions held at Ancient House, including the Studio Ceramics exhibition which was on loan from Norwich Castle and the Autumn 2018 exhibition "Pride of the People: Helping History out of the Closet"
  - In June to November 2020, a selection of items from the late Roman hoard would be exhibited on loan from the British Museum
  - Ancient House was part of the five-year Brecks River and Fen Edge landscape project which had received National Lottery Heritage Fund support to provide exhibits on the ancient river and Viking legacy
  - Friends of the Museum were fundraising for the purchase of a postcard collection of David Osborne; a £2000 grant towards the purchase had been obtained and the Victoria and Albert Museum had offered to fund half of the overall cost.
  - Cllr Kybird also highlighted to Members key events at Gressenhall, including the new exhibit "Full Steam Ahead" which was due to open in February 2020, and the new adventure playground, which was included on the agenda at item 13
- 5.6 The Joint Committee **RESOLVED** to **NOTE** the report.

## 6 Great Yarmouth Area Committee

- 6.1 The annexed report of the minutes of the Great Yarmouth Area Museums Committee meeting held on 8 January 2020 was received by the Joint Committee
- 6.2 The Joint Committee **RESOLVED** to **NOTE** the report.

## 7 King's Lynn and West Norfolk Area Committee

- 7.1 The annexed report of the minutes of the King's Lynn and West Norfolk Area Museums Committee meeting held on 8 January 2020 was presented by Cllr Elizabeth Nockolds:
- There had been a presentation by Christine Marsden on the Kick the Dust Project; she had put together a presentation to be displayed on a screen downstairs in the South Gate museum for visitors who could not visit the upstairs exhibits
  - Visitors had increased at the Lynn Museum by 1000 year to date
- 7.3 The Joint Committee **RESOLVED** to **NOTE** the report.

## 8 Norwich Area Museums Committee

- 8.1 The annexed report of the minutes of the Norwich Area Museums Committee meeting held on 7 January was received by the Joint Committee

**8.2** The Joint Committee **RESOLVED** to **NOTE** the report.

## **9 Norfolk Museums Service - Finance Monitoring Report for 2019/20**

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

**9.2** The Director of Culture and Heritage introduced the report:

- The service was currently predicting an overspend of £121,000 for the financial year 2019/20; this had been agreed and supported by CES (Community and Environmental Services) and the pressure had been noted in the recent report to Cabinet
- There had been a shortfall in admissions caused by a slight reduction in visits to Norwich Castle as a consequence of preparation work for the major development
- The overspend had been impacted by unexpected items in the current financial year, 2019-20, which had not been budgeted for

**9.3** The Joint Committee **RESOLVED** to **NOTE** the report

## **10 Norfolk Museums Service - Risk Management Report**

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

**10.2** The Director of Culture and Heritage introduced the report:

- Joint Committee were being asked to approve moving RM14162 “financial pressures” from a dormant to a live risk
- Conversations were underway and mitigations being put in place regarding this risk

**10.3** The Joint Committee **RESOLVED** to **AGREE**:

- The active and dormant risks as per appendices A and B of the report
- The movement of RM14162 from dormant status to active status and increase in its current score from 2 to 4

## **11 Norfolk Museums Service – Performance & Strategic Update Report**

**11.1** The annexed report (11) by the Director of Culture and Heritage was received.

**11.2** The Director of Culture and Heritage introduced the report:

- Despite the reported reduction in school visits, approximately 44,000 visits were expected for the year, which still met the Key Performance Indicator
- The Viking: Rediscover the Legend exhibition at Norwich Castle had received over 100,000 visits
- Dr Nick Warr, one of the curators of W.G. Sebald: Lines of Sight had been nominated as finalist in the University of East Anglia Innovation and Impact Awards
- The Tattoo Art exhibition was going well, and it was hoped that forecast visitor numbers would be achieved; the Young Communicators from Great Yarmouth had their own exhibition in conjunction with this called Tat Two
- The Beechey portrait of Nelson was now back at the National Portrait Gallery
- Kick the Dust helped engage people who would not normally be involved in museum events and was nominated for the annual Children and Young People Now award

- The King's Lynn Festival was being organised for summer 2020 with the support of the Norfolk Museum Service; the festival would be promoted from 26 February 2020
- There had been an increase in weddings at Norwich Castle since the Colman Space had been used instead of the Benefactor's Room due to preparations for building work
- A second escape room game had been launched at the Bridewell Museum, "Goin' up City"; these games had helped an uptake in visits to the museum
- The Norwich Castle: Gateway to Medieval England Project Board had met and were informed of the notice of intent to award the contract for principal contractor by Cabinet Member for Communities and Partnerships, Cllr Margaret Dewsbury, subject to final conditions of the contract being agreed by the project team and the professional team
- The areas of the Castle that would present risks and challenges during construction had been explored and preparatory work carried out in preparation
- Partnership working with the British Museum was going well and a list of artefacts to borrow from them was being finalised
- The 5-year strategic framework, which was endorsed by Cabinet on 13 January 2020, had been adopted
- The Arts Council 10-year strategy launched on 27 January 2020, focussed on individual creativity and maximising chances for people to be involved in the arts; it was unlikely to cause major changes in ways of working for Norfolk Museum Service

### 11.3 The following points were discussed and noted

- The Deep History Coast Discovery Centre would open in the week beginning 10 February 2020 and discovery points on the route would open in March 2020; Cllr Gay thanked Norfolk Museums Service and Dr Waterhouse for their help in developing this project. The Tourist information Centre would remain housed in the Discovery Centre but there would be a focus on introducing the Deep History Coast
- The Director of Culture and Heritage clarified that the schools' offers at the Museum of Norwich and Strangers Hall had been developed; some of the parties who were unable to book Norwich Castle due to it being fully booked had been transferred to these sites. Schools were also signposted to other opportunities around the county. The Museum Service was developing its outreach offer to maintain contact with schools during the construction period and test out sessions which would become part of the future programme
- The opportunity of developing digital and virtual reality escape room games at the museum was discussed; the Director of Culture and Heritage reported that the History Mystery games were unique in using the building and museum collections and involved digital content. Officers hoped to create a franchise model to support other sites to set up their own games within Norfolk and further afield
- East Coast College in collaboration with Kick the Dust were developing digital games using the museums' collections as inspiration
- Redevelopment of Norwich Castle Keep included a digital strategy to ensure that people could engage with the site through digital media, including virtual reality, and funding was being sought from the Arts Council to support developing skills to increase customer engagement with the collections
- Expansion of the wedding offer at other museum sites was queried; the Director of Culture and Heritage clarified that some areas did not see the same level of bookings as Norwich Castle due to competition in their area from other venues
- The projections due to be displayed on Norwich Castle from 13-15 February 2020 were part of the Love Light Festival arranged by Norwich Business Improvement District (BID) supported by Norwich City Council and Norfolk County Council

through Norfolk Arts Service

- Liam Wiseman confirmed that the Arts Council 10-year framework's focus was on maximising potential for everyone to be involved in arts and culture, ensuring that organisations carried out work which enhanced opportunities for this
- The impact of the Historic Environment Service leaving Gressenhall was queried; the Director of Culture and Heritage confirmed that conversations had been held with the Environment team, Norfolk Museums Service and Norfolk Record Office and a staff consultation carried out. A proposal had been approved to move the Historic Environment Team to locations in Norfolk Record Office, County Hall and Shirehall, allowing them to co-locate with teams they worked closely with. This would allow the wing at Gressenhall to be developed for income generation

**11.4** The Chairman **proposed**, seconded by Cllr Elizabeth Nockolds, that Mr Keen be co-opted to the Joint Committee as representative of Black History Month; this proposal was **agreed** unanimously

**11.5** The Joint Committee **RESOLVED** to:

1. **NOTE** progress against the key performance indicators for 2019/20 including total visits and school visits.
2. **NOTE** progress regarding development of the Norwich Castle: Gateway to Medieval England project.
3. **NOTE** progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2019/20.
4. Formally **APPROVE** an invitation to Mr Danny Keen, Chair, Norfolk Black History Month, to become a co-opted Member of the Joint Museums Committee.

## **12 NMAS' Collection review and Rationalisation Programme**

**12.1** The annexed report (12) by the Director of Culture and Heritage was received.

**12.2** It was queried whether the railway items would be of interest to preserved railways; the Collections Development Manager confirmed that these items did not meet with the current collecting policy as they were of higher risk and unsafe; other collections would also have this same issue with the items

**12.3** The Joint Committee **RESOLVED** to **APPROVE** the rationalisation of:

- The Great Yarmouth social history items at Appendix 2.1&2 of the report
- The Lynn Museum social history items at Appendix 3 of the report

## **13. New Gressenhall Play Area**

**13.1** The Assistant Head of Museums (Head of Service Delivery) gave a presentation on the new play area being developed at Gressenhall; see appendix A of the minutes

- The current adventure playground was an important part of the visitor offer; its installation saw a significant increase in visitor numbers to the site
- The existing playground was made from timber and beyond effective maintenance capability and therefore needed replacing
- Capital funding had been obtained from Norfolk County Council to replace the adventure playground and Officers had been working with Norse to let the contract to undertake the work. Playdale had been appointed for this work; they were able to produce the equipment as well as install it and it was hoped that this would

- ensure a high quality of installation and support ongoing repairs
- It was hoped that the new playground would be opened to coincide with spring half term, 25 May 2020
- The playground would feature two 10 metre towers and play equipment suitable for children with disabilities
- It was hoped that investing in the adventure playground would stabilise and grow visitor numbers and support in the sale of museum passes

**13.2** The following points were discussed and noted:

- the accessibility of equipment for children with disabilities in the main part of the playground was noted as positive; the tallest tower had an accessible walkway, an accessible lower platform and a slide for disabled children to access with support
- It was noted as positive that there would be activities to engage children in nature
- Part of the planning permission for the playground took local wildlife habitats into account and ensured that impacts on them were mitigated, for example, work would be hand dug rather than by machinery

**13.3** The Joint Committee **NOTED** the presentation

**14. Creativity and Wellbeing Week**

**14.1** The Arts Development Manager gave a presentation to the Joint Committee; see appendix B of the minutes:

- Creativity and Wellbeing Week had been established in 2012 as part of a cultural Olympiad to celebrate the ways that arts, culture and creativity contribute to wellbeing. The first Creativity and Wellbeing Week in Norfolk was held in 2019
- Culture, arts and heritage partners were brought together with health and wellbeing partners to showcase the link between creativity, health and wellbeing
- Norfolk's Creativity and Wellbeing Week was one of the biggest outside of London
- Norfolk's Creativity and Wellbeing Week in 2020 was being planned for May 18-24
- So far, 26 partner organisations were involved, and 70 events were planned, including a 2-day professional development programme to look at national evidence
- May 2020 had been named creativity month and there were three festivals being held in Norfolk including Creativity and Wellbeing Week
- "Our Day Out" 3-year programme for older people living in rural areas had won an arts and creativity award

**14.2** The following points were discussed and noted:

- Libraries were involved in the Creativity and Wellbeing Week
- The Arts Development Manager **agreed** to send a copy of the presentation to Joint Committee Members that they could share
- The Arts Development Manager **agreed** to find out information on who was involved in the work on Creativity and Grief and send details to Cllr Kybird

**14.3** The Joint Committee **NOTED** the presentation

**The meeting concluded at 3.35 pm.**

**Chairman**



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# Appendix A

NB - The UK Playground industries interpretation of BS EN 1176:2017 would recommend slides face a northerly direction, to help prevent the surface heating up in the sun.



## Norse Commercial Services Ltd - Gressenhall Adventure Playground

Scheme No: 20308rev5/NFK Date: 16/9/2019 Drawn by: KT/MH Scale: 1:200@A2

All plans are to scale unless otherwise stated. Artists impressions are provided as a visual only and may not accurately represent the layout of the finished site.  
All plans, quotations and correspondence between Playdale and the addressee are to remain strictly confidential between those parties only. Playdale reserve the right to make modification in design and specification.



www.playdale.co.uk



**Playdale**  
Playgrounds





# Norse Commercial Services Ltd - Gressenhall Adventure Playground

Scheme No: 20308rev6/NFK Date: 11/12/19 Drawn by: ML

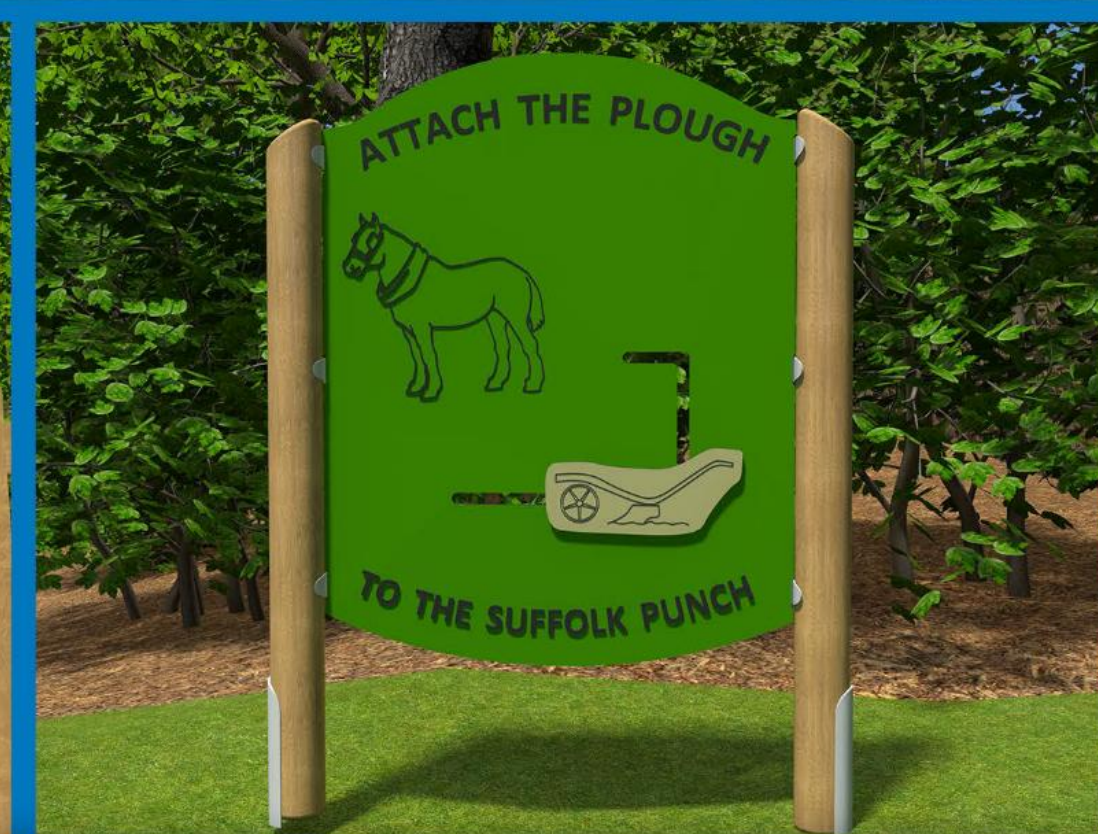
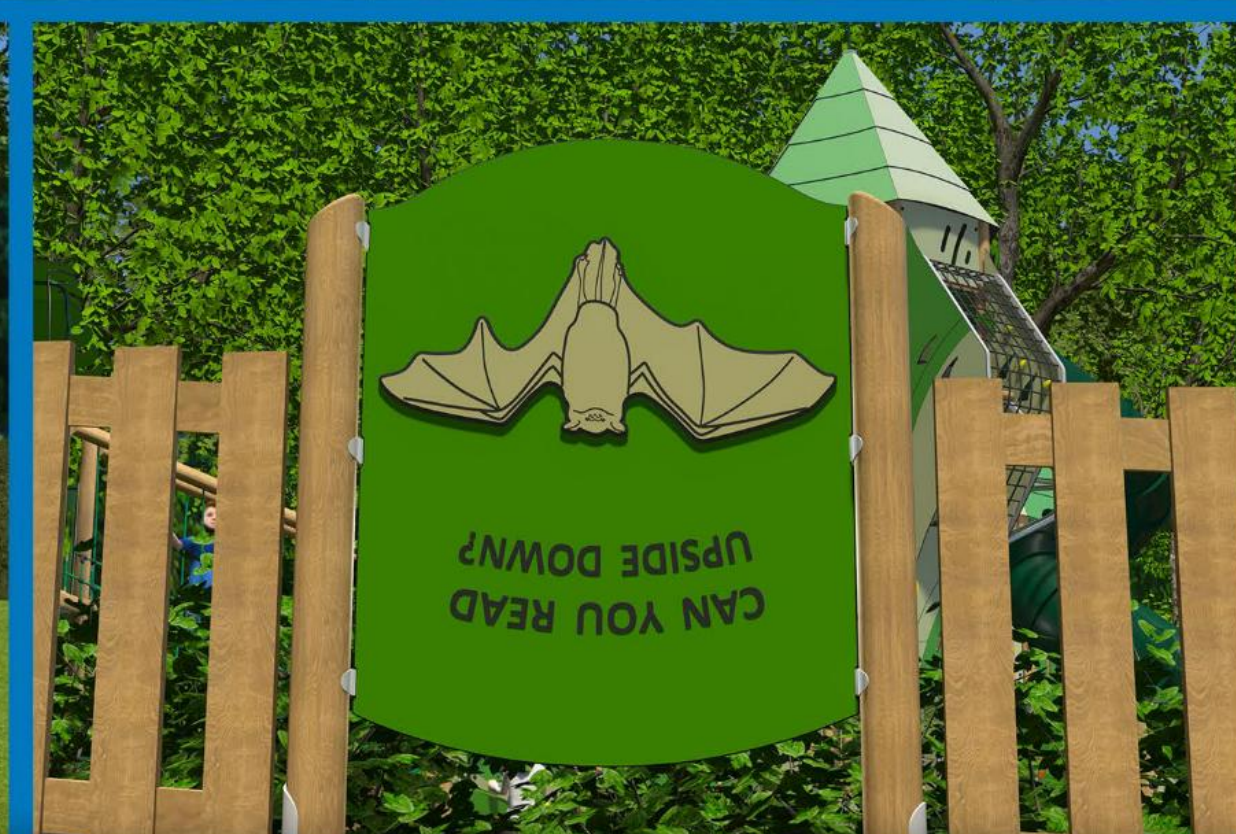
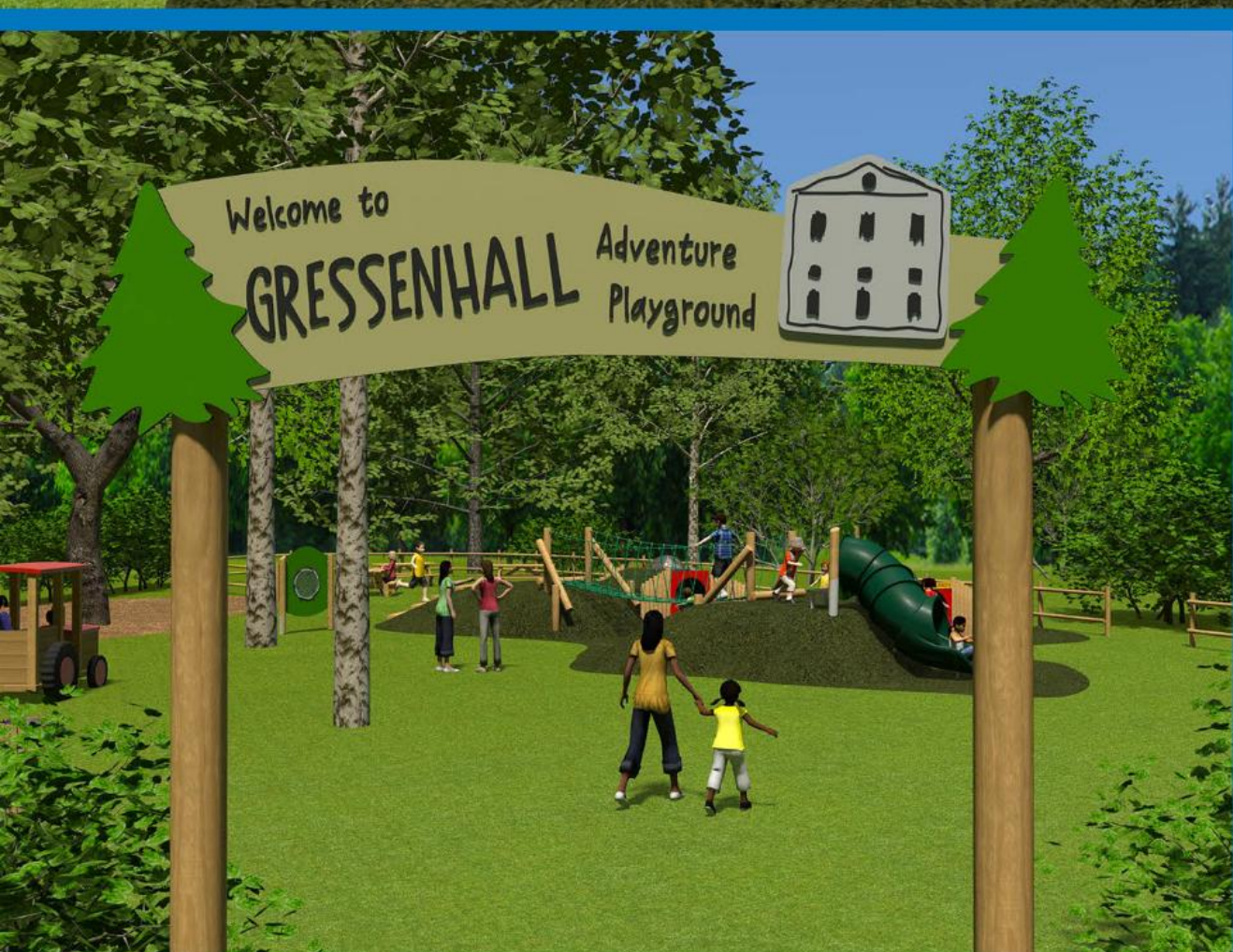
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# Norse Commercial Services Ltd - Gressenhall Adventure Playground - Theming

Scheme No: 20308rev6/NFK Date: 11/12/19 Drawn by: ML

All plans are to scale unless otherwise stated. Artists impressions are provided as a visual only and may not accurately represent the layout of the finished site. All plans, quotations and correspondence between Playdale and the addressee are to remain strictly confidential between those parties only. Playdale reserve the right to make modification in design and specification.



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## Appendix B

# Norfolk Creativity and Wellbeing Week 2020

Mary Muir  
Arts Development Manager  
Norfolk Arts Service



Norfolk: 18 - 24 May 2020

www.norfolk.gov.uk

Norfolk County Council

# Creativity and Wellbeing Week



Culture Health & Wellbeing Alliance

Creativity and Wellbeing Week was set up by London Arts in Health Forum in 2012 as part of the Cultural Olympiad;

The aim was to highlight and celebrate the many ways in which arts, culture, heritage and creativity contribute to health and wellbeing outcomes;

In 2019, the Culture, Health and Wellbeing Alliance joined forces with the London Arts and Health Forum and, for the first time, regional areas were invited to establish their own Weeks. We immediately jumped at the chance!



CREATIVITY & WELLBEING WEEK 2020

18-24 May 2020

London Arts in Health Forum

# Norfolk Creativity and Wellbeing Week 2019 10-16 June

- Over 30 organisations and artists collaborated with Norfolk Arts Service to make our Week a great success;
- The inaugural programme promoted over 75 events in communities across Norfolk including: open days, craft sessions, film and theatre performances, singing workshops, writing for wellbeing, exhibitions and talks;
- It also included a 2 day professional development programme exploring and showcasing the links between creativity, health and wellbeing;
- The Culture, Health and Wellbeing Alliance described Norfolk Creativity and Wellbeing Week 2019 as a 'beacon' in 'a brilliant first year as a national festival'



Norfolk: 10-16 June 2019

www.norfolk.gov.uk

Norfolk County Council

Norfolk Creativity and Wellbeing Week 2019

636 Events across the county

1.1K People reached

3.3M Views

760 Posts

50,880 People reached

92% Increase in social media followers

# Norfolk Creativity and Wellbeing Week 2020 18-24 May

- So far 26 partner organisations and artists have registered over 60 events
- The 2-day professional development programme includes:
  - Saiorse Finn, University College London
  - Alex Coulter, Director, Arts & Health South West
  - Victoria Hume, Director, Culture, Health and Wellbeing Alliance
  - Dr Hannah Zeilig, Senior Research Fellow at the University of the Arts, London
- As well as a wide range of case studies/sessions including:
  - Archives for Wellbeing
  - Healthy Libraries Programme
  - Norwich Theatre Royal Creative Matters Programme
  - Creativity and Carers
  - Kick the Dust NMS programme



Toddler Dance, The Garage

Wepsum Lodge, Adult Learning

Norfolk Creativity and Wellbeing Week provides the opportunity to showcase, and to advocate for, the many ways in which creativity impacts positively on our health and wellbeing, not just during this celebratory week, but all year round.



## May 2020 is Creativity Month

The Collaborative partnership of Creative Festivals aims to turn May 2020 into a month of creativity and culture with three festivals working closely together

AGE OF  
CREATIVITY  
FESTIVAL 2020

1-31 May

Creative or cultural events

Age Friendly

Free or low fee

Get Creative  
Festival

9-17 May

Creative, participatory events

Open to anyone

Free or cost-recovery



18-24 May

Creative or cultural events

Connection to health & wellbeing

Free or low fee

## Joint Health & Wellbeing Strategy

Health and Wellbeing Board  
Norfolk & Waveney

2018 –  
2022

A single  
sustainable health &  
wellbeing system

*'There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. It is most encouraging to see just how much potential and ambition there is for joined up action on this vital work in Norfolk.'*

Sir Nicholas Serota, Chairman of Arts Council England

# Norfolk Joint Museums Committee

Item No 7

<b>Decision making report title:</b>	<b>Norfolk Museums Service – Finance Monitoring Report for 2019/20</b>
<b>Date of meeting:</b>	<b>07 August 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture and Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report covers Norfolk Museums Service (NMS) out-turn for 2019/20. Details the early monitoring position of the revenue budget, capital programme, reserves and provisions for 2020/21.</p> <p>The main issues for consideration by this Committee are:</p> <ul style="list-style-type: none"> <li>• Out-turn for the 2019/20 revenue budget.</li> <li>• Monitoring of the NMS Revenue Budget indicates that the Service is currently projecting a number of significant pressures for 2020/21.</li> <li>• Latest monitoring position of NMS Capital Budgets.</li> <li>• Movements in NMS Reserves &amp; Provisions.</li> </ul> <p><b>Recommendations:</b></p> <ol style="list-style-type: none"> <li><b>1. To note the 2019/20 revenue out-turn and to consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions for 2020/21</b></li> </ol>	

## 1. Background and Purpose

### 1.1. Revenue Budget 2019/20

- 1.1.1. NMS was over-spent by £0.145m on the revenue budget as at the end of 2019/20, this was slightly higher than previously forecast. As previously forecast the overspend was partly due to an expected shortfall in income linked to preparation work for the delivery of the *Norwich Castle: Gateway to Medieval England* project, including site enabling works which took place over the Autumn and Winter and a reduction in the exhibition programme at Norwich Castle. However, this financial pressure was significantly worsened by the loss of income during the month of March, including reductions in visitors over the first part of the month and the closure of all museums as part of the national

Lockdown from 19 March. Loss of income was partly offset by a reduction of all non-essential spend during the year.

1.1.2. **Revenue budget 2020/21**

1.1.3. Due to the impacts of the Covid-19 pandemic the Service is currently facing significant uncertainty in relation to its financial position. All museums have been closed to the public since the end of March with significant impacts on the income generating activities.

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

Service	Approved budget £m	Forecast Outturn £m	+Forecast Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.748	4.157	+1.409	+51%
<b>NMS Total</b>	<b>2.721</b>	<b>4.157</b>	<b>+1.409</b>	<b>+51%</b>

1.1.5. The forecast overspend is most significantly due to the predicted loss of income for the Service during the extended period of closure and a reduction in normal visitor numbers beyond any site re-openings.

1.1.6. Due to the unprecedented nature of the pressures that the Service is facing this is an issue that is being managed at a wider CES departmental level.

1.1.7. As part of the response to COVID-19 the Government has provided support to authorities in the form of a COVID-19 emergency grant funding specifically to cover issues such as the loss of income. Cabinet agreed that CES will have access to a substantial proportion of this additional emergency grant funding and, therefore, the expectation is this funding will significantly help to mitigate the Service pressures. We are potentially planning to utilise the Income Reserve, as set out later in this paper. The Government have recently also announced further funding for local authorities, specifically in relation to the loss of income and also a significant UK wide fund to support the cultural sector in general. We are awaiting further details of this funding, but it is anticipated that this will help mitigate the Service pressures further.

1.1.8. We have also been engaging with the Arts Council and applied for £0.978m from their Emergency Response Fund to help mitigate the serious negative impacts of COVID-19 on our operation. Unfortunately, this application was

1.1.9. Whilst it is not expected that the Service will return to normal in the short term, we are currently planning to re-open our three largest sites during July and August, which will very much help with the current financial pressures.

## 1.2. Capital programme

- 1.2.1. Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2. The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3. NMS 2020/21 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2020/21 – Norfolk Museums Service

Scheme or programme of work	Approved 2020/21 Capital Budget £m	2020/21 Forecst £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Norwich Museums Capital Projects	0.020	0.020	0	
Norwich Castle Critical M&E Services	0.691	0.691	0	
NLHF Keep Delivery	10.063	10.063	0	
Gressenhall Playground Improvements	0.331	0.069	0	
Gateway to Medieval England Project Management	0.181	0.181	0	
<b>Total</b>	<b>11.024</b>	<b>11.024</b>		

### Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.

- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. The Norwich Castle: Gateway to Medieval England has now entered its delivery phase, with all capital works expected to be completed by early 2022.
- Policy & Resources Committee approved the funding of £0.400m to replace the woodland adventure playground at Gressenhall Farm & Workhouse which had become date and the key structures and equipment had reached the end of their lifespan. The new development is expected to give a substantial return on investment in terms of additional visitors in the current financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.165m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.

### 1.3. **Reserves and Provisions**

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

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



Reserves and Provisions 2020/21	Balances	Forecast	
	at 01Apr20	Balance at 31Mar21	Forecast Change
	£m	£m	£m
<b>Norfolk Museums Service</b>			
Museums Income Reserve	0.163	0.000	-0.163
Museums Repairs and Renewals Reserve	0.154	0.154	-0.003
Unspent Grants and Contributions Reserve	0.561	0.561	0.000
Service Total	0.878	0.878	-0.163

## 2. Financial Implications

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

## 3. Issues, risks and innovation

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

## 4. Background

- 4.1. There are no other documents to refer to.

## Officer Contact

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

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# Norfolk Joint Museums Committee

## Item No 8.

<b>Decision making report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>7 August 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr. Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director, Culture and Heritage)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Introduction from Cabinet Member</b> One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.</p> <p><b>Executive Summary</b></p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at August 2020. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in February 2020, and following review in late June 2020, there are changes to report to the risks presented, detailed in the proposals section of this report below.</p> <p><b>Recommendations To consider and agree:</b></p> <ul style="list-style-type: none"> <li>• <b>The active and dormant risks as per appendices A and B, noting score changes and latest updates associated with the COVID-19 pandemic.</b></li> </ul>	

## 1. Background and Purpose

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

The COVID-19 outbreak, which started in late 2019 and developed rapidly during early 2020, meant that the Council deployed the Civil Contingencies Act 2004 and in order to follow government guidance on remote working and social distancing, suspended Council meetings. Due to the suspension of Council meetings the April 2020 Joint Museums Committee was cancelled.

Norfolk museums were closed to the public in March 2020 in line with central government guidance for museums nationwide but will re-open when the necessary health and safety risk assessments have been completed and the physical environments adapted to safely accommodate staff and visitors. Risks facing museums have continued to be closely monitored, with changes to risks noted below in the proposals section of this report.

## **2. Proposals**

- 2.1. There are key changes to risks to report primarily associated with the disruption caused by COVID-19. These are as follows;

### Active risks

For the active risks, there are two risk score amendments to report;

#### **RM14162 - Failure to generate additional income streams for the remainder of 2020/21 in accordance with the service plan**

This risk has increased from a current score of 4 to 15, with the likelihood of this risk increasing from a score of 2 to 5, and the impact increasing from a score of 2 to 3. The risk now focusses on the remainder of this financial year.

The closure of museum sites (e.g. Norwich Castle) has disrupted not only the flow of revenue from visits, but from weddings and other functions hosted here too (e.g. Norwich Castle). To limit the impact of this risk, a phased re-opening plan is being implemented, with health and safety risk assessments being carried out for all museums sites to ensure the safely adapted re-opening to the public, and ongoing revenue generation.

#### **RM14207 – Theft of Museum Objects**

This risk has increased slightly from a score of 3 to 6, with the likelihood of this risk increasing from a score of 2 to 3.

At time of writing, museums remain temporarily closed to the public. With staff normally working at museums temporarily based offsite, there is an increased reliance on the security staff on site to remain vigilant against unauthorised entry and theft. Subsequently, this risk has moved from being a dormant risk, to an active one.

## **3. Impact of the Proposal**

- 3.1. The current risks are those identified against departmental objectives for 2020/21 and are included in Appendices A and B.

The risk register currently contains seven risks. Of these, four risks are actively being managed, as presented in Appendix A, with the remaining three risks maintained on the risk register as low and continuous risks in their nature, as shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

#### **4. Evidence and Reasons for Decision**

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

#### **5. Alternative Options**

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

#### **6. Financial Implications**

- 6.1. As set out in section 2.1 above, there are financial implications for revenue generation resulting largely from the effects of site closure owing to COVID-19. This is also noted in risk RM14162 in Appendix A. Further more detailed financial reporting can be viewed in the Finance report to this Committee.

#### **7. Resource Implications**

##### **7.1. Staff:**

Museums staff continue to work offsite and will return to working in museums at the earliest opportunity where it is safe to do so. Many museums staff have continued working with the online museums offer.

##### **7.2. Property:**

Museum sites continue to be staffed on site by security teams to protect collections. Precautions have been taken to protect the external and internal

environment of museum sites and the collections that they house from any effects of prolonged exposure to natural elements.

7.3. **IT:**

There are no IT implications to report and the online offer for museums continues whilst physical sites are temporarily closed.

**8. Other Implications**

8.1. **Legal Implications:**

There are no legal implications to report.

8.2. **Human Rights implications:**

There are no human rights implications to report.

8.3. **Equality Impact Assessment (EqIA)**

Not applicable.

8.4. **Health and Safety implications**

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

8.5. **Sustainability implications**

There are no sustainability implications to report.

8.6. **Any other implications**

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

**9. Risk Implications/Assessment**

9.1. Currently there are no other risks or issues directly linked to the Norfolk Museums Service not already covered within this report.

**10. Select Committee comments**

10.1. There are no Select Committee comments to report.

**11. Recommendations ...”**

11.1. **To consider and agree:**

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

## **12. Background Papers**

12.1. Not applicable.

### **Officer Contact**

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

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<b>Risk Number</b>	RM14381					<b>Date of update</b>		23 June 2020		
<b>Risk Name</b>	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Apr-21	Amber
<b>Tasks to mitigate the risk</b>										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
<b>Progress update</b>										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place.										



Risk Number	RM14286					Date of update		23 June 2020		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Sep-20	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution.										
Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										

<b>Risk Number</b>	RM14364			<b>Date of update</b>			23 June 2020			
<b>Risk Name</b>	Failure to deliver Arts Council England business plan 2018-22									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury				<b>Risk Owner</b>		Steve Miller			
<b>Risk Description</b>				<b>Date entered on risk register</b>				03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Sep-20	Amber
<b>Tasks to mitigate the risk</b>										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
<b>Progress update</b>										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be maintained and monitored.										

<b>Risk Number</b>	RM14162					<b>Date of update</b>		23 June 2020		
<b>Risk Name</b>	Failure to generate additional income streams for the remainder of 2020/21 in accordance with service plan.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-21	Amber
<b>Tasks to mitigate the risk</b>										
Establish and implement a phased re-opening plan for post COVID-19 lockdown. Continue to review additional income levels generated.										
<b>Progress update</b>										
Phased re-opening plan in place and being implemented for the re-opening of services. This looks at how we can safely re-open services, including those where additional income can be generated. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score is 5 and the impact score 3, as some savings set for this financial year from additional income generation won't be achieved.										

<b>Risk Number</b>	RM14027					<b>Date of update</b>		23 June 2020		
<b>Risk Name</b>	Theft of museum objects									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Mar-21	Green
<b>Tasks to mitigate the risk</b>										
Review of display case security undertaken Review of security staffing and systems completed, factoring in museums being currently closed due to COVID-19. Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.										
<b>Progress update</b>										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given that museums are currently closed due to COVID-19, with staff normally based at museum sites working offsite (except for security staff who continue to work onsite), the likelihood has been raised from 1 to 2 to reflect this. The impact remains scored at 3. Given the temporary Museums closures, this risk has been moved from being a dormant risk to an active one.										
As this is an ongoing low level risk, the target date remains as end of March 2021.										

<b>Risk Number</b>	RM13947					<b>Date of update</b>		23 June 2020		
<b>Risk Name</b>	Failure to maintain historic buildings									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-21	Met
<b>Tasks to mitigate the risk</b>										
Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
<b>Progress update</b>										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.										
As this is an ongoing low level risk, the target date has been amended to end of March 2021.										

<b>Risk Number</b>	RM13948					<b>Date of update</b>		23 June 2020		
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-21	Met
<b>Tasks to mitigate the risk</b>										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
<b>Progress update</b>										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is an ongoing low level risk, the target date is set for the end of March 2021. There is no material change to this risk following COVID-19.										

# Norfolk Joint Museums Committee

Item No 9:

<b>Decision making report title:</b>	<b>Equality, Diversity and Inclusion report</b>
<b>Date of meeting:</b>	<b>07 August 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture &amp; Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report provides the Committee with an update on actions to promote equality, diversity and inclusion, remove racism and increase representation across Norfolk Museums Service (NMS).</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li><b>1. To approve the NMS public statement</b></li> <li><b>2. To note the commitment to decolonising museum displays</b></li> <li><b>3. To note the plans to create an anti-racism network and working groups</b></li> </ol>	

## 1. Background

- 1.1. The events in the news in recent weeks have highlighted the many and frequent injustices caused by racism, discrimination and the marginalisation of communities. It has also highlighted the lack of awareness of Black history in the UK and the impact of Britain's colonial past on contemporary society. These events have generated a strong sense of feeling amongst museum staff and demonstrated a shared desire to see positive change and make NMS a more inclusive service.
- 1.2. To increase representation our museums will need to include the voices of more Black, Asian and Minority Ethnic (BAME) people, share the narratives of Black history and culture and showcase Black talent. As a predominantly white workforce we cannot, and should not, do this alone. Staff will need to consult, collaborate and co-curate.

- 1.3. As part of this commitment we extend a warm welcome to Danny Keen, Chair of Norfolk Black History Month, to his first meeting as our newly appointed co-opted member of the Norfolk Joint Museums Committee.
- 1.4. NMS already has a good track record of listening and responding to communities to promote equality, diversity and inclusion, particularly in improving access and representation for disabled people and the LGBT+ community. Our ongoing commitment to addressing wider inequalities is set out in a separate document – the NMS Equalities Action Plan.
- 1.5. This paper focuses specifically on race and suggests ways in which NMS can do more to promote equality, increase representation and remove discrimination for Black, Asian and Minority Ethnic people.

## **2. Creative Case for Diversity**

- 2.1. The Creative Case for Diversity is Arts Council England's strategic priority for ensuring that the cultural sector reflects the diversity of society across all its work. The strategy mirrors the areas of focus for this report and challenges NMS staff to consider the following areas for development:

- how our programme and collections reflect the diversity of contemporary England
- how we make sure that diversity is an essential part of NMS' programme of activity
- how we plan to develop the collections and programmes, providing opportunities for diverse practitioners and developing partnerships with diverse organisations
- how we recruit, select, and involve people with protected characteristics and from diverse backgrounds and communities when developing and delivering our programme
- how we respond to challenges and barriers facing members of protected characteristic groups in participating and engaging with the arts and cultural sector
- Our plans to share best practice and continued learning around diversity to promote change in the arts and cultural sector

## **3. Unconscious and Structural Bias**

- 3.1. An important milestone ahead is that Norfolk County Council agreed in December last year to undertake a review of how it works and communicates, to identify any unconscious bias in the system. This will cover issues such as structural racism. NMS will be a key participant in this review, and it will help us to look objectively and independently at how we are operating and priorities to



be tackled. The Council is also preparing what will be challenging and thought-provoking training on unconscious and structural bias, which we will be encouraging all staff to participate in.

#### **4. Recruiting for Diversity**

- 4.1. NMS is committed to diversifying its workforce to be more inclusive and representative of the communities we serve, but this will only happen if there is a change to current recruitment practice. New guidelines on Recruiting for Diversity have been drawn up and shared with all managers, providing recommendations that aim to encourage applications from a wider range of applicants. In all areas relating to recruitment we will continue to work within NCC guidelines and best practice approaches.

#### **5. Decolonising our Museums**

- 5.1. Museum collections were largely formed or greatly expanded in the 19th century as a direct result of the colonial expansion of the British Empire. As a result, the information we hold and the stories we tell through our displays are nearly always from a white European colonial point of view. The information we present about objects tends to focus on the collector and rarely presents stories from the perspective of the source community.
- 5.2. Decolonisation is not about removing objects or erasing history. It is about addressing the imbalance and adding context by increasing the narratives to include the perspectives of the people who made and used the objects before they were acquired by European colonists and gifted to museums. It is about making space for the people represented in our collections, past and present, to tell their own stories. To achieve this, we need to work in collaboration with communities in an inclusive and transparent way.

#### **6. Making a Public Statement**

- 6.1. In terms of next steps, and in light of the national debate on structural racism, there is a strong feeling amongst staff that NMS should make a public statement that will send a clear message to our audiences, BAME artists and practitioners, as well as our current and potential employees and volunteers, that we strive to be an anti-racist organisation and are taking actions make structural change.
- 6.2. On 20 July Norfolk County Councillors backed a motion that affirmed:  
  
*Council is committed to tackling discrimination and prejudice in all of its forms and recognises our responsibility to lead by example. Council affirms its commitment to continue work to address disadvantage, promote equality and eradicate racism. In particular Council welcomes the spotlight that the Black Lives Matter campaign has shone on racism. We recognise our role and responsibility, as councillors and Norfolk County Council as a whole, to tackle racism locally, nationally and internationally.*

- 6.3. The following draft statement for Norfolk Museums Service dovetails with Full Council's motion and has been based on the Local Government Association's own statement:

*Norfolk Museums Service is wholly committed to equality, diversity and social justice. We denounce racism in all its forms. Our museums must be inclusive and reflect the communities we serve and we will do all we can to ensure we confront racism and discrimination. In the coming weeks and months we will be taking concrete actions to demonstrate our commitment to making structural change.*

## **7. Developing an Anti-Racism Action Plan**

- 7.1. The Creative Case for Diversity working group has recommended that NMS creates an Anti-Racism Action Plan, which will sit within our wider Equality, Diversity & Inclusion work. This will focus on all areas of the Museum Service's work, from the collections we curate and preserve, the people who make up the Service's workforce and the learning programmes we deliver. The following draft has been developed from the [Museums Association Joint Heritage Statement of Intent](#).

- 7.2. The objective of the Action Plan will be for all NMS staff to commit to pro-actively:

1. be anti-racist – e.g. by challenging unconscious bias and calling out discrimination if or when it occurs; telling people how to do this constructively; making sure that managers know how to support staff that are affected by racism
2. ask questions and challenge practices that support racism in all its forms.
3. acknowledge that our county's history and heritage is an invaluable tool in the fight against racism and discrimination
4. enable anti-discrimination debate and discussion in the care of and access to heritage collections
5. seek, and take care of the needs of a diverse workforce
6. develop diverse collections
7. adopt a decolonial approach to community engagement, bringing new voices into the museum on an equal footing
8. review and report on progress of our actions.

- 7.3. We aim to develop practice in these different areas over the next few months by:
- a. enabling debate amongst the workforce and encourage review and re-drafting of the action plan as part of that debate
  - b. researching and recording our collection for objects that reflect the experience of BAME communities in Norfolk

- c. Seeking opportunities to have conversations about collections which include multiple perspectives and a diversity of experience so that our documentation and interpretation of collections can engage with diverse audiences
- d. Seeking to acquire objects from a diverse range of Norfolk's communities
- e. Building new and develop existing partnerships to diversify our workforce
- f. Promoting the work in the action plan by publishing the outcomes
- g. The development of a new staff group with a Teams channel and regular sessions to discuss issues, share best practice and resources for self-education
- h. The setting up of the Equalities Working Group with representatives from CES services to share good practice as detailed in the existing Equalities Action Plan.

## **8. NMS Anti-Racism Network**

- 8.1. We will seek to develop new communication and support networks within NMS that will involve staff at all levels to feel involved in embedding anti-racist practice throughout our museums. An Anti-Racism Network will be formed to provide peer support to champion the action plan and to take forward the ongoing work to decolonise the documentation and interpretation of collections and to ensure better representation and inclusion of BAME staff, volunteers, artists, collaborators and audiences.

## **9. MS Teams Channel**

- 9.1. It is proposed to set up an open access MS Teams channel for staff to engage with anti-racism issues through the sharing of resources on best practice and as a forum to seek advice and support from their peers. Members will be able to share links to articles, online talks, exhibition and book reviews. Members will also be able to post questions for other members to signpost them to sources of help or information.

## **10. Working Groups**

- 10.1. Smaller working groups will meet regularly to discuss approaches to their existing work and plan improvements to current practice to move forward the agenda of anti-racism and embed principles of inclusion and decolonisation. Initially two working groups are proposed: a documentation/curatorial group and a learning/engagement group. Below are the proposed areas of development that would be the focus of the Documentation and Curatorial working group:
  - 1. Develop a Collections Decolonisation Policy to encompass guidance for all collections staff and volunteers on managing collections data including appropriate terminology
  - 2. Carry out data cleaning to replace culturally inappropriate language from publicly viewable elements within MODES but keep them in the record for in-house users.

3. Work from the Decolonisation lists developed in 2019-20 to develop a series of events, online exhibitions, short-term displays, alterations to labelling for objects which are already on display to make those histories visible within our interpretation.
4. Contemporary collecting to reflect Norfolk's diverse communities.
5. Find ways within MODES to flag up records which either reflect diversity or articulate the history of racism.
6. Make contact with Subject Specialist Networks and sector networks such as Museum Detox to ensure current best practice is disseminated to NMS staff.
7. Develop a research strategy to target areas of the collection where we need to consult with experts in order to improve our understanding of objects.
8. Circulate training opportunities and then helping attendees to share their learning with the network possibly using the live events function on the Teams channel.
9. Plan consultation to improve interpretation of collections on display, in temporary exhibitions and through digital collections access.

## 11. Conclusion

- 11.1. NMS staff are committed to creating a more inclusive museum service for the benefit of staff, volunteers, partners and audiences, and request the committee members' support for the proposed actions that aim to embed anti-racist practices across all areas of museum work.

## 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.

# Norfolk Joint Museums Committee

Item No 10.

<b>Decision making report title:</b>	<b>Performance &amp; Strategic Update Report</b>
<b>Date of meeting:</b>	<b>07 August 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture &amp; Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li><b>1. To receive an update on 2020/21 position in light of the impact of Covid-19</b></li> <li><b>2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.</b></li> <li><b>3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2020/21</b></li> </ol>	

## 1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2020/21 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk. Committee Members will note that many normal activities, including site visits and school visits, have been severely impacted due to Covid-19. However, Members should also note that many NMS staff have been involved in key duties relating to the Council's Covid-19 emergency work, including helping to coordinate volunteer activities, managing the distribution of food and medicine to residents who needed this support, and making telephone calls to identified vulnerable residents.

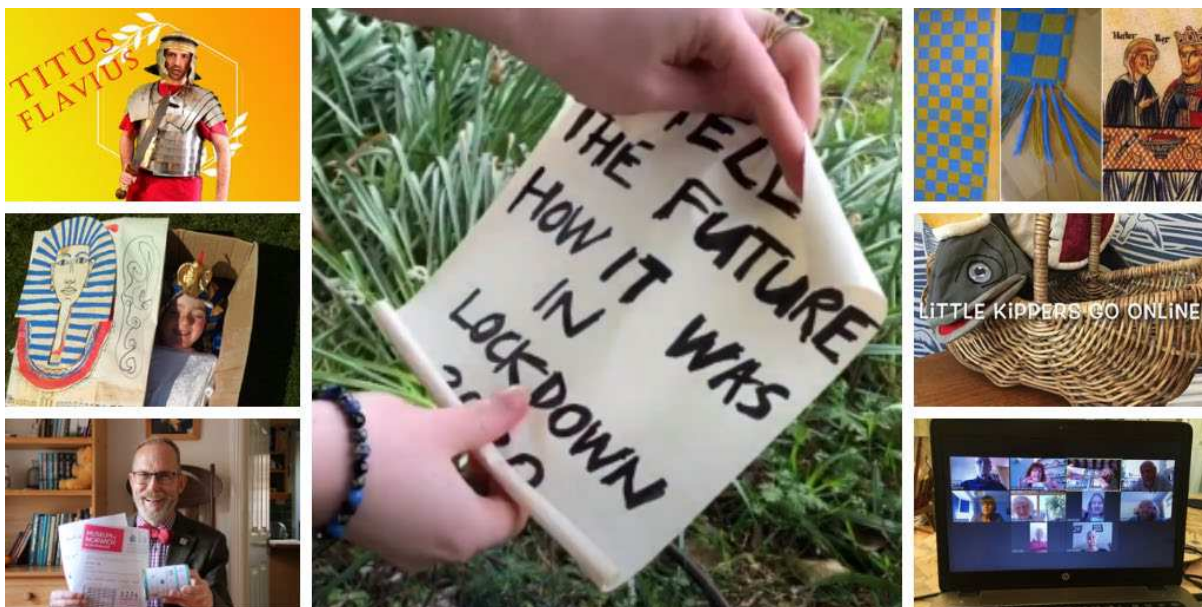
## 2. Performance Summary

- 2.1. The following details the performance summary for the first quarter, 1 April 2020 – 30 June 2020.
- 2.2. No physical museum visits have been possible during the current financial year due to the museums being legally required to close by Government.
- 2.3. Likewise, no school visits have been possible, though the Museums Learning Team have been very busy as outlined in the following sections.

## 3. Digital engagement and Learning Team Highlights

- 3.1. Whilst NMS's 10 museum sites have been closed since 19 March 2020, the following report shows some of the Digital activities and Learning Team highlights from the last quarter.

### Summary Report: Norfolk Museums Service key activities, April-June 2020



1. Social Media
2. Video Content
3. Learning Resources for Children and Adults
4. Online Exhibitions
5. Documenting Experiences
6. Supporting Volunteers Digitally

## 1. Social Media

Social Media teams across the service have been focused on creating engaging social media content, as well as joining in with national and international events online, including:

- BBC Culture's Museum From Home day (#MuseumFromHome) – an overview of content from around the Service can be found in [this Twitter thread](#).
- International Museum Week (#MuseumWeek)
- VE Day (#VEDay75 and #Victory75)
- Refugee Week (#RefugeeWeek2020)
- Pride Month (#PrideMonth #PrideMus)
- Volunteers Week (#VolunteersWeek2020)
- Creativity & Wellbeing Week (#NCWW20ReImagined)
- Curator Battle (#CuratorBattle) which resulted in a tweet from Norwich Castle being [featured on CNN](#)

Time & Tide Museum of Great Yarmouth Life launched a new collections blog in April 2020, and Norwich Castle are launching a new blog in June 2020.

**Ancient House Museum** and the Sikh Museum Initiative hosted an exciting social media event around the life of Maharajah Duleep Singh, last Maharajah of Punjab and Squire of Elveden Hall, near Thetford, Norfolk UK – a virtual screening of the 2017 film, 'The Black Prince' starring Satinder Sartaaj, Indian singer, songwriter, actor and poet, followed by an after-show discussion on Facebook Live.

Audiences around the world were invited to press 'play' at 2pm on Sunday 14th June on the film and follow along with the chat on Twitter via the hashtag #BlackPrinceAlong. Ancient House, the Sikh Museum Initiative, Essex Cultural Diversity Project and others shared historical context, objects from collections and interesting information along the way.

Following the tweet-along, there was a Facebook Live event with a panel to chat about the film and an opportunity for discussion and asking questions. The panel was chaired by Learning Officer Melissa Hawker and featured contributions from Satinder Sartaaj, who played Maharajah Duleep Singh, Peter Bance, Sikh Historian, Rup Magon who played Arur Singh in the film, Gurinder Mann Singh from the Sikh Museum Initiative, Festival of Norfolk and Punjab Director Indi Sandhu, and film producer Jasjeet Singh.



## Headline Social Media Statistics February – May 2020

Norwich Castle, Gressenhall Farm & Workhouse and Time & Tide

We've seen a significant increase in followers across our three key social media platforms during lockdown:

Facebook		
Account	Total Page Likes as at 1 June 2020	% Page Likes Increase February-May 2020
Norwich Castle	10339	3%
Gressenhall	5703	3%
Time and Tide Museum	3559	4%

Twitter		
Account Name	Total Followers as at 1 June 2020	% Follower Increase February - May 2020
Norwich Castle	13,524	6.0%
Gressenhall	5980	1.3%
Time & Tide	5267	2.8%



<b>Instagram</b>		
<b>Account</b>	<b><i>Total Followers as at 1 June 2020</i></b>	<b><i>% Follower Increase February-May 2020</i></b>
<b>Norwich Castle</b>	3575	17.44%
<b>Gressenhall</b>	1504	4.30%
<b>Time and Tide</b>	1293	5.29%

## Twitter

We have seen a dramatic increase in our Twitter impressions across the board (the number of times our tweets appeared in people's feeds, an indicator that more people are seeing and interacting with our content). Impressions are up **164%** for May 2020 on February 2020 across the three largest sites.

We have also seen an increase in the number of retweets of our content during the month of February compared to the month of May – up by **127%** across the three largest sites.

Similarly, the total number likes on tweets across the three largest sites has increased by **147%** from February compared to May.

We have gained **973** new followers across the three largest sites in the period March to May 2020.

## Facebook

Monthly engagement rates across Facebook (the number of people who saw our posts divided by the number of people who engaged with them in some way, e.g. liked, shared or commented) have also increased across Gressenhall (5% in February to **8%** in May) and Time & Tide (5% in February to **7%** in May), and remained stable at Norwich Castle (**6%**).

We have gained **over 650** new followers across the three largest sites in the period March to May 2020.

## Instagram

Our Instagram follower numbers have had the largest total increase, with an increase of 12% across the three largest sites – over **650** new followers in total.

Of Norwich Castle's ten most-liked posts of all time, **seven** are from the period April-May 2020.

## 2. Video Content

Teams around the Service have responded to the needs of their communities by creating exciting new video content for different audiences.

### Museum of Norwich: Lockdown Living Room Escape Challenge

In May, the Museum of Norwich launched the **Lockdown Living Room Escape Challenge**. Jenny Caynes worked with the developers of the hugely successful escape rooms at the museum to devise a series of five short filmed tutorials teaching people some of the tricks of the trade to build an escape game from home. The films were professionally filmed and launched on Facebook Premiere on Monday 25 May.

The films were preceded by a number of filmed trailers which appeared on Twitter and Facebook the week leading up to the launch. The films will stay on the museum's Facebook page and You Tube channel now indefinitely and can be used as a resource for families and/or youth engagement for months to come. This is an ongoing live campaign but social media analytics for the first phase show the filmed trailers on Twitter had over 2,000 views, and over 6,000 impressions (the number of times a user sees a tweet) with almost 300 engagements (i.e. shares, likes, retweets, replies and follows). On Facebook the filmed trailers had 4.2k views reaching almost 7,000 people with 175 comments, reactions and shares. The trailer for the escape game was the highest performing post to date on the Museum of Norwich Facebook page.



The videos launched on Mon 25 May, in the first week received 2,976 views.

Advertising was taken out on YouTube, with links to the films. YouTube paid advertising campaign generated 7100 views from 3762 viewers for the for Lockdown Living Room Challenge trailer in the first week.

## Gressenhall: Murder in the Workhouse

The team at Gressenhall developed a brand-new online **Murder in the Workhouse mystery** to keep families entertained over the May half term. The series of films, premiered each day on Facebook, invited viewers to take notes and help Detective Lightfoot figure out who did away with Mr Richard Barker.

The activity had great engagement from families and positive feedback (as well as theories on the murderer):

- “We're thinking Jacob Flowerdew might be one to watch... his mum has a nasty-looking iron... (great so far, and educational - kids couldn't believe the finger stocks!)”
- “Mrs Barker is odds only favourite here so far! But I've got a suspicion there's more to the story with the cook. my girls are loving it though, thanks!”
- “We think someone hit Mr Barker in anger and dragged his body to the pond to hide it. Or my daughter thinks Mr Barker bumped into something which made something fall on his head. We think it must be someone strong to drag the body. My daughter also thinks something was hidden is the missing shoe!”
- “My granddaughter is loving this. Brilliant idea”
- “This is great. I can't wait for the next episode.”

Learning teams around the Service have also been looking at ways to support families, children and young people through video content online. For early years groups, the **Norwich Castle** team took Snap, the Castle's famous dragon, online with a series of videos featuring Snap's little cousin Snappy, called 'Snap at Home'. The four-part series, based on the Snapdragons sessions which usually take place in person, premiered on Facebook on Monday mornings, with songs, activities and stories to engage young viewers, and has had over 2500 views so far.



At **Time and Tide** the team have used King Kipper to engage young children with their weekly series 'Little Kippers', which includes songs, stories and games. There have been seven episodes so far, based on the Little Kippers group which meets regularly at the museum.

**For older children, Time and Tide produced two new films** putting potential recruits to the Roman army through their paces with tough centurion Titus Flavius. These were chosen by Kids in Museums as one of their [top 10 resources for May](#).

**Norwich Castle** created a parody of the popular Joe Wicks PE videos with Roman soldier Josephus Wickus, who led viewers through a series of educational keep-fit activities in full Roman armour.

The **Norwich Learning Team** produced a series of nine short videos which were shared daily on social media over the May half term looking at emotional responses to works in the Castle's art collection. Titled '*In The Picture*', they encouraged viewers to consider the works from their own point of view and think about their personal response.

### 3. Learning resources for adults and children

In addition to the video content above, the learning teams have been busy creating resources for all ages, including school resources and adult programmes.

Norwich Castle's monthly creative writing workshop, **Castle Writers**, has moved online. These have been designed in partnership with author and regular Castle Writers' tutor, Amanda Addison, and are for people to use at home. Each digital workshop offers several writing prompts to choose from, using objects from the Castle collections to help inspiration.

# castle writers goes digital!

NORWICH CASTLE MUSEUM  
AND ART GALLERY



new release  
4 July

#NorwichCastleWriters



**Norwich Castle** have been working closely with Norfolk's teachers, and when they requested a study resource for GCSE students, they responded with a brilliant resource and activity pack on [Crime and Punishment](#). Students can discover about the Castle's prisoners, reformers, architects, prison staff and even those found guilty of murder.

The Norwich learning team have produced a selection of learning resources for different ages and key stage groups, including a series of animal-themed prompt cards for ages 3-7 to encourage imagination and conversation, a video tour of Norwich Castle Keep aimed at KS3, and videos on the Great Fire of London and Ancient Egypt for KS1 and 2. These are all available on the [Norwich Castle website](#).

Some feedback from teachers:

- "My class will certainly enjoy looking round the museum, even if this is only virtually."
- "Thank you so much for these resources. I will share them with the parents in my class."

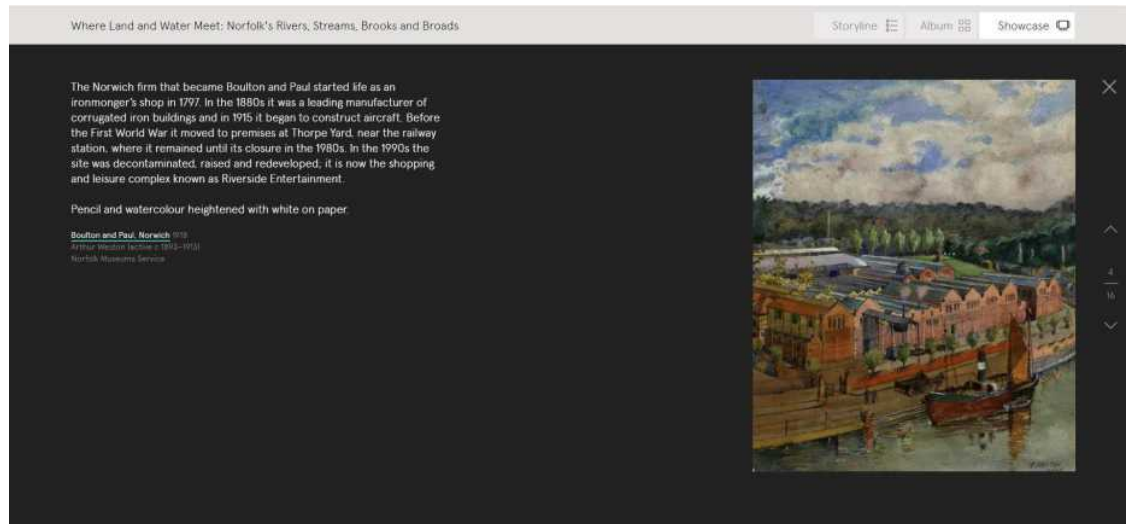
We were also sent a lovely photo from a boy who had been inspired by the Ancient Egypt activity pack to create his very own sarcophagus!





## 4. Online Exhibitions

**Time and Tide** Curator Wayne Kett has been working with **Art UK** to upload more of the art collection to their website (artuk.org). The first batch of 26 Time and Tide artworks are now ready to view on the Art UK website with more due to be uploaded over the coming weeks.



A [special preview](#) of **Norwich Castle's** upcoming exhibition *Where Land and Water Meet: Norfolk's Rivers, Streams, Brooks and Broads* is now available to view on **Art UK**. The public can now explore Norfolk's iconic rivers and broads, featuring curator Giorgia Bottinelli's original labels. Giorgia has also helped this exhibition reach more people through preparing last month's [Object of the Month](#) article with the EDP.

**Lynn Museum** is seeing increased traffic to their Google virtual museum tour with visits up from 309 in February to **1,887 in March and 2300 hits in April**. Visitors to the museum's virtual galleries have come from all over the world including France, Italy, Spain, US, Australia, Azerbaijan and one from Zambia.

**Museum of Norwich** have found that links to the 360-degree virtual tour of the museum on the Google Arts and Culture platform are some of the most popular on social media in recent months.

## 5. Documenting Experiences

Staff at **Lynn Museum** are working to keep a record of these extraordinary times and the effect on the people of West Norfolk. **Journeys Through a Pandemic** is a new project created in response to the current situation and inspired by the museum's exhibition *Journeys: People, Places and Pilgrimage* which looks at the different types of journeys people make. Lynn Museum is asking members of the public to document their experience of the Coronavirus outbreak by responding weekly to a set of two questions about their feelings and experiences. These stories will then become part of the museum's permanent collection.

Time and Tide have created a new public engagement project on Twitter, Facebook and Instagram – **Message in a Bottle**. The project invites members of the public to document their experience of lockdown using the hash tag #TTMessageInABottle and tagging @timetidemuseum so that they all appear in one place – a virtual online bottle. The team are considering how the content generated might be used in the future, for example in an exhibition. As with Lynn Museum’s Journeys Through a Pandemic, this project will provide a valuable snapshot of what life was like in this unprecedented time for future generations.



## 6. Supporting Volunteers Digitally

**Norwich Castle**’s passionate **Norwich Friends Tapestry** volunteers have not let the lockdown get in the way of their amazing work. Whether working on the Tapestry, the Great Hall textiles, or even their own projects, many have used their skills to keep themselves entertained and mindful during lockdown. They were perfect ambassadors during Creativity and Wellbeing week, and Norwich Castle featured their work every day on their social media platforms. Here is some of the feedback we have received from the volunteers:

*“It has been a huge privilege to be able to contribute. I wonder if in a thousand years, there will be people who look at it all and wonder about us who stitched it in such extraordinary circumstances, during a battle of our own, rather than after one.”*

*“Recently my granddaughter gave me a box with kind messages for Granny, she did them at Guides I think. I decided to stitch them and it’s ended up as a sort of sampler. Hope you don’t mind me sharing them, they helped me at a difficult time, now difficult times for all. Keep safe.”*

**Time & Tide** have developed a number of digital documentation projects that can be undertaken by volunteers from the safety of home. The great advantage to this type of volunteering is that many of the usual barriers to participation do not apply. The team now includes two volunteers from outside Norfolk, another who works full-time and another

with a disability. All of them have indicated that our usual site-based volunteering opportunities would not be suitable for them. These volunteers have commenced work on a project to digitise a collection of previously undocumented seaside postcards. You can read more about their work (and enjoy lots of great images of seaside postcards) on the Time and Tide blog [here](#).

Social media has provided a home for a popular volunteer forum at **Cromer Museum** – the monthly Mardle. Recently the team responded to a Facebook request to fill in for the real Mardle that occurs monthly each second Tuesday in the museum – a time for tea, a chat and a talk with slides; a community event attended by 30+ people. The ‘virtual’ topic was the various popular stores in the town, through the ages. Nostalgic photos of the shops were published on separate threads and attracted great interest and invited many comments and ‘chats’ bringing the virtual community and the museum together.

#### **4. Teaching Museum, Kick the Dust & Skills**

- 4.1. Ten new Teaching Museum trainees took up their appointments on 1 April 2020. Five are funded by our core ACE funding, one via SHARE Museums East, and another thanks to the Arts Council’s Designation Development Fund. Three of the cohort are part of the NLHF funded Kick the Dust programme which is targeted at young people and has a focus on addressing barriers to engagement in the Arts and Cultural Heritage.

While we had initially expected to wait a month before we started working together on site, it soon became clear that trainees should be inducted remotely and establish themselves, working from home, for the foreseeable future. By the end of April, they all had their NCC laptops and a programme of induction had started online. By this point most colleagues were well-established in their new home working routines and were able to bring their new trainee into their team.

This year we have trainees working in Collections Management, Learning in Great Yarmouth and Norwich, Curatorial in Norwich, Thetford, Kings Lynn and Great Yarmouth, Display and Technical, Share and in Digital Communications. Several have not yet had the chance to visit their museums, but all have made a positive contribution to the new ways of working which are being discovered and developed across the service. Several trainees have featured in or produced short films which encourage engagement in our collections. Elected Members are also encouraged to seek out #NMSLoves, the #PrideIn1Word challenge #JigsawThursday to name just three of some of the great new content on all social media platforms.

The training programme is still forming an important part of the trainee experience. While the planned sessions have had to be shelved, this situation has been an opportunity to bring an even greater range to our trainees. The training has focused on shorter sessions, but with no one having to travel across the county, it has been possible to bring more variety of activity to the trainee home-office. They are now well versed in collections management and getting up to speed with MODES, the software we use. By the time they come to their museum in person, trainees will



have 'met' or worked with most colleagues and have a good idea of where their professional practice 'fits in'.

- 4.2. Despite the impact of Covid-19, strong progress continues to be made with the Kick the Dust Norfolk project, a £750,000 project funded by the National Lottery Heritage Fund. This national project aims to transform how heritage organisations engage with young people and in Norfolk the work is being delivered in partnership with the YMCA Norfolk and other key public and third sector partners.

**Current number of interventions with young people:**

From the start of lockdown to the 29 June there were a total of 581 interventions, involving 166 individual young people taking part in 295 hours of quality activity. 12 Kick the Dust groups have been taking part in 46 different digital activities across the county with a further 5 YMCA groups involved in 42 heritage related activities, plus an additional number engaging in activities left at their residences to complete independently during lockdown.

Project workers have developed 18 resource packs which have been shared across partners and NCC Children's Services. The Kick the Dust team have led on the Art Parcels Initiative, linking to others in Children's Services and other partners including Norfolk and Norwich Festival Bridge, YMCA and the Benjamin Foundation. 1,000 young people living in digital poverty and our most vulnerable are being supported through this initiative.

The 1,000 Art Parcels will be packed on 1 July working with colleagues from the Library Service and distributed through partners on 2 July. It is hoped that young people will wish to share their work through their partner organisation to capture their thoughts, ideas and feelings during lockdown.

A number of young people are following an Arts Award using evidence from their involvement in an activity to upload to their Arts Award files.

Volunteers continue to support activity producing quality resources which were used in Refugee week and other events, linking the museums to their areas of research.

**Breakdown of participants by age:**

- 18.6% aged 11-13 years
- 29.6% aged 14-16 years
- 36.2% aged 17-19 years
- 13.1% aged 20-22 years
- 2.5% aged 23-25 years

As part of their feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people.

- 79% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 85% felt that museums were a space they could use and would use in the future.

Following their engagement:

- 96% of young people said they had learnt new and interesting things about heritage; 71% of young people felt that heritage reflected them and 93% felt heritage would engage other young people.
- 70% of young people said they were more likely to become a volunteer as a result of their involvement in KTD.
- 100% of young people stated they felt welcomed and respected by staff.
- 85% of young people felt a sense of achievement.
- 93% stated they now had a better understanding of heritage having taken part in the programme.

- 
- 4.3. NMS had confirmed that it would host a cohort of international colleagues as part of the British Museum's International Training Programme (ITP) in the summer of 2020. This programme has been deferred.

The British Museum's International Training Programme works to develop a sustainable global network of inspired museum and heritage professionals, through sharing knowledge, skills and experiences.

## **5. Partnerships**

- 5.1. At the request of Broadland DC, NMS continues to support the excavation of a Roman villa close to Aylsham. Dr John Davies, the Service's recently retired Chief Curator, gave a lecture on the project in Aylsham in February and the project featured on Radio Norfolk in April. This year's schedule has been impacted by Covid-19 and is currently under review.
- 5.2. Despite the impact of Covid-19, Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership.
- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.
- 5.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity. Current work is focused on business

planning and the submission of a funding application to Arts Council England for support for a learning and engagement programme. The Steering Group will be reviewing the situation in light of the impact of Covid-19.

- 5.5. NMS continues to support the Friends of the Norwich Museums as they look ahead to their centenary year in 2021.

## **6. Commercial Developments**

- 6.1. A review of all on-site commercial activities is currently underway following the temporary closure of the NMS museum sites.
- 6.2. It is hoped that wedding ceremonies will be able to continue at Norwich Castle and other sites later in the year. Other commercial activities, including Escape Room games at the Museums of Norwich, are currently being reviewed in light of the changing legislation around business activities and social distancing.

### **6.3. Conclusion**

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

## **7. Strategic Developments**

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

Despite the impact of Covid-19, progress on the Norwich Castle: Gateway to Medieval England project has been very positive over the last quarter, with a focus on the discharge of planning conditions and detailed design work. A full update will be given at the meeting.

### **7.2. Norfolk Museums Development Foundation (NMDF) & Fundraising**

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation is: <http://nmdf.org.uk/>
- 7.2.2. Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing. The Foyle Foundation is the latest grant-giving trust to make a significant donation to the project and we are very grateful to the Trustees and Executive of the Foyle Foundation for their vital support.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched in time for Christmas 2019 and performed very well with many new adoptions.

For more details, visit [www.adoptanobject.co.uk](http://www.adoptanobject.co.uk)

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

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

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

### 7.4. **Arts Council England**

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

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

#### **An update will be given at the meeting on the current situation in terms of delivery of both our NPO programme and SHARE Museums East**

7.4.2. The Museums Service has received feedback following its annual assessment. The Arts Council England annual review highlighted the following:

#### **Strengths:**

- Keep Project developing well
- Strong partnerships made with other museums, resulting in, for example, the Paston Treasure and Viking: Rediscover the Legend exhibitions
- Push to be more representative with communities with events such as Festival of Norfolk & The Punjab and Pride to the People exhibition
- Teaching Museum programme is increasingly known nationally for its excellence
- Efforts to develop the volunteer programme and diversify our volunteer profile
- Teenage History Club – 'an absolutely first-class example of working closely with young people to ensure their voices are heard and presented within the museum context'
- School visits remain strong and Sandford Award received
- Significant improvement in the quality of social media being created
- Museum of Sanctuary status
- Partner in the British Museum's International Training Programme
- SHARE is an exemplary museum development programme nationally

#### **Areas for development:**

- NMS is not a visibly diverse organisation, more effort is needed to diversify the workforce
- Need to ensure a diverse range of community voices at Joint Museums Committee meetings

Following the discussion at the last Joint Museums Committee, Mr Danny Keen, Chair, Norfolk Black History Month, has accepted the invitation to become a co-opted Member of the Joint Museums Committee.

- 7.4.3. A key focus for the Arts Council over the current period continues to be the Creative Case for Diversity and significant development work and staff training continues to in this important area.

#### 7.5. **Deep History Coast Project**

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of new external interpretation boards across the North Norfolk Coast along with a digital App which allows visitors to interact with the environment through the use of augmented reality.
- 7.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the 2020/1 programme of activities and a major academic event is currently being explored, although the impact of Covid-19 will require a review of the existing plans.

#### 7.6. **National Lottery Heritage Fund**

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

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

The NLHF has been very responsive in terms of discussions around the delivery of our two major projects, the Norwich Castle: Gateway to Medieval England project and Kick the Dust.

#### 7.7. **Health & Wellbeing**

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

#### 7.7.2. Norfolk Creativity and Wellbeing Week, 18-24 May 2020

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

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

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

## **7.8. Volunteering**

- 7.8.1. With support from Arts Council England, NMS appointed Maanik Chadda as maternity cover for Volunteer Coordinator Michelle Gaskin. Maanik has been playing a vital role in terms of the County's emergency response to Covid-19, helping coordinate volunteers assisting with the distribution of essential food and medicine to Norfolk's most vulnerable residents. Following the completion of this important work, Maanik has been able to return to NMS.

## **8. Museum Development across Norfolk**

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support is delivered by SHARE Museums East.
- 8.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.3. 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.
- 8.4. Arts Council England funding has enabled the recruitment of a new museum development officer for Norfolk. Su Booth, the new post-holder, is supporting museums across the County in a variety of ways and is based at Cromer.
- 8.5. The SHARE Museums East team has been focused on supporting museums across the East of England in dealing with the Covid-19 crisis, including distributing a range of grants and providing essential business support and advice. In addition to this emergency work, the team have moved many activities online and were able to deliver the biannual SHARE Museums Volunteers Award virtually on the 4 June, with Liam Wiseman, Relationship Manager for Arts Council England, giving the keynote address.

## **9. Issues, Risks & Innovation**

### **9.1. Issues**

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

## 9.2. **Risks**

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

## 9.3. **Innovation**

New initiatives in the Museums Service include the delivery of its major programmes online and the distribution of essential work including Arts Parcels and support for vulnerable residents.

## 10. **Conclusion**

- 10.1. Normal operations in terms of museums visits, school visits and work on site has been temporarily halted. New work, especially relating to digital output, learning programmes and work with vulnerable individuals, has increased significantly.
- 10.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively.
- 10.3. Work on the new Arts Council England business plan for 2018-22 has been temporarily paused due to the impact of Covid-19.

## **Officer Contact**

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