

# Norfolk Joint Museums Committee

Item No.

<b>Report title:</b>	<b>Performance and Strategic update</b>
<b>Date of meeting:</b>	<b>13 January 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

## Executive summary

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

### Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note the plans for 2016/17 including the exhibition and events programme and the Service's progress in achieving a balanced budget
- To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications

## 1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2016/17 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Voices from the Workhouse project at Gressenhall and the Keep development at Norwich Castle.

## 2. Performance Summary

- 2.1 Total museum visits across all 10 NMS sites for the period 1st April 2016 to 31st October 2016 were 265,614 compared to 268,823 for the equivalent period 1st April 2015 – 31st October 2015. This represents a 1% decrease on last year's total visitor numbers for the equivalent Period. Factors impacting negatively on the overall visitor figure include an early Easter in 2016 (meaning Easter holiday visits were split between two financial years) and a very hot summer, which saw a small percentage reduction in visits to Norwich Castle over the summer holidays. However, the visitor figures for the autumn period have been very strong and, given that 2015/16 represents a record year for the Museums Service, the total visitor figure year-to-date is very encouraging.
- 2.2 School visits across the 10 NMS sites for the period 1st April 2016 – 31st October 2016 were 24,791 compared to 23,244 for the period 1st April 2015 – 31st October 2015. This represents a 7% increase on the year-to-date. This is a very strong performance, especially as it is benchmarking against the excellent total for school visits achieved during 2015/16.

### **3. Performance/Service Plan highlights**

#### **3.1 LITTLE LIVES: Snapshots of Childhood 1800 to the Present Day: exhibition at Lynn Museum, King's Lynn**

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

The exhibition ran from 23 September 2016 and continues into 2017.

#### **3.2 Flint Rocks: exhibition at Ancient House Museum**

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

The exhibition ran until 29 October 2016.

#### **3.3 'Sixty Years On': Norfolk Contemporary Art Society; exhibition at Norwich Castle**

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

Exhibition in the Timothy Gurney Gallery running until spring 2017.

#### **3.4 Fishermen & Kings: The Photography of Olive Edis. Exhibition at Norwich Castle**

An exhibition celebrating the pioneering photography of Olive Edis who worked in North Norfolk in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. As well as being a talented portrait photographer, Edis was also the world's first female war photographer and this exhibition showcases both her photographs of local people and celebrities alongside her record of women during the First World War and her documentary on the battlefields of Northern Europe.

The exhibition is part of a wider project supported by the Heritage Lottery Fund with additional support provided by Arts Council England, East Anglia Art Fund and the John Jarrold Trust.

A touring exhibition of Edis' work will be shown at community venues across North Norfolk during 2017.

The exhibition runs from 8 October 2016 to 22 January 2017.

#### **3.5 Punk in the East. Exhibition at Museum of Norwich at the Bridewell.**

An exhibition celebrating 40 years of punk heritage and influence in Norwich and beyond, told through stories, photos and punk memorabilia.

The exhibition runs from 22 October – 28 January 2017.

#### **3.6 Never Had It So Good: Exhibition at Time and Tide Museum, Great Yarmouth**

Emerging from austerity and rationing, the 1950s was a time when Britain led the world in the quality and innovation of its decorative and applied arts, and when good design became affordable by all. This exhibition creates a vision of the 1950s through many different aspects of design, both inside and outside the home.

Never Had It So Good is a touring exhibition from Compton Verney Museum in Warwickshire.

The exhibition runs from 22 October 2016 - 5 March 2017.

## **4. Learning Programmes**

- 4.1 The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children.
- 4.2 Members of the Teenage History Club from Ancient House Museum, Thetford, have been preparing their 'Dream Rooms' for inclusion in the V&A Museum's 'Small Stories: At Home in a Dolls' House' exhibition at Norwich Castle in 2017.
- 4.3 Rachel Duffield, Learning Officer at Gressenhall Farm & Workhouse, featured in the Heritage Lottery Fund's 'Changing Lives' national social media promotion during December talking about the 'Creating a Stir' programme, part of the Voices from the Workhouse project. 'Creating a Stir' involved work with inmates from HM Prison Wayland, local community groups and older people in residential care.
- 4.4 As previously reported, the Department for Education (DfE) and Arts Council England have confirmed a further extension to the schools' literacy programme 'Museums and Schools'. This funding extension is enabling NMS to roll out the very successful *Stories from the Sea* in North Norfolk whilst continuing to build the programme in Great Yarmouth.
- 4.5 A partnership project application to deliver educational theatre sessions for schools in the Shirehall Courtroom has been successful. The project is being supported by the Heritage Lottery Fund.

## **5. Teaching Museum & Skills**

- 5.1 The briefing sessions for the next round of the Teaching Museum were held on 9 & 10 December. As in previous years, the Service received a huge amount of interest in these unique posts with hundreds of people attending.
- 5.2 The Heritage Lottery Fund has launched a second round of *Skills for the Future*, a programme which focuses on the development of heritage skills and supports training for entrants to the heritage sector. NMS ran the largest Skills for the Future programme in the UK in partnership with the Museum of East Anglian Life in Suffolk. An application for the new programme was submitted in November.
- 5.3 A joint application for *Kick the Dust*, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was also submitted in November by the Service in partnership with YMCA Norfolk.

## **6. Marketing and PR**

- 6.1 Time and Tide Museum won the Best Small Visitor Attraction (under 50,000 visitors) in the EDP/Hoseason's Annual Tourism Awards, 2016. This success

follows on from Ancient House Museum who won the same award in 2015.

- 6.2 The award was accepted at an awards ceremony attended by Cllr John Ward and Andrew Smith, Operations Manager for the East. Congratulations go to the team at Time and Tide.

## **7. Partnerships**

- 7.1 NMS continues to work closely with the national charity *Kids in Museums* and other learning partners on the 'Takeover Day' initiative which gives young people the chance to run an institution for the day. The latest programme, delivered at Time and Tide Museum, was with Gyros, an organisation who exist to support the integration of communities in the Great Yarmouth area.
- 7.2 The Museums Service will be lending the wing of the P10 aircraft to be displayed in the ground-breaking Norwich International Aviation Academy. The wing, from the first steel-framed plane in the world, was made by Norwich manufacturing company, Boulton & Paul and was exhibited at the Paris Air Show in 1919.
- 7.3 Norwich Castle worked with the Norwich Business Improvement District (BID) and Norwich City Council on the Remembrance Day and Christmas projections on Norwich Castle. Both of these projections have generated international interest via social media.

## **8. Commercial Developments**

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 To date, over 500 ceremonies have been held within the Benefactors' Room at Norwich and advance bookings for 2017 are very strong. In September, Norwich Castle hosted its first wedding reception in the Rotunda and across our other sites a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 8.3 The Arts Council England supported project developed in partnership with Norwich University of the Arts (NUA) to create commercial opportunities using the Museum's collections has been completed. Evaluation has now been completed on this innovative project and the findings will inform future projects.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

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

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

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

## 8.6 Conclusion

Despite the challenges of an early Easter and a very hot summer, the Service's financial performance up to the end of September has been positive and, with a strong exhibitions and events programme in place across the 10 museums over the current and final quarters, a breakeven budget position is forecast.

Commercial income strands including conference and banqueting, conservation and design services and weddings continue to develop positively, especially the Registry partnership at Norwich Castle.

## 9 Strategic Developments

### 9.1 Norwich Castle Keep

- 9.1.1 Norfolk Museums Service has received earmarked funding from the Heritage Lottery Fund (HLF) for the *Norwich Castle: Gateway to Medieval England* project.
- 9.1.2 An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.
- 9.1.3 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 9.1.4 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.5 The following important meetings have been held since the last AMC report:
  - The second Academic Advisory Board meeting was held on 16 September 2016
  - The second Project Board meeting was held on 12 October 2016
  - The second HLF Monitor/Mentor meeting was held on 21 October 2016
- 9.1.6 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team has been scheduled for 14 December 2016 and the contract will officially commence on 9 January 2017.
- 9.1.7 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep. An important and creative full-day meeting was held with the Head of National Programmes, Project Curators of Late Medieval Europe and Loans Administration Team at the British Museum and NMS Project Team on 24 November 2016. The meeting was

focussed around working in collaboration on the new displays, including digital initiatives, but also saw significant progress made towards developing working practices.

- 9.1.8 A new member of staff, Dickon Whitewood, was successfully appointed as Research Assistant on 28 November 2016. This 12-month HLF-funded post will focus on gathering archival material for Development-Phase work, as well as researching the townscape of medieval Norwich.
- 9.1.9 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall. The Project Team is awaiting written feedback.

## **9.2 Norfolk Museums Development Foundation (NMDf) & Fundraising**

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well and a Board Development Day has been held which has been helpful in assisting the Trust in developing a clear vision which complements the work of the Joint Museums Committee and our other sister charities.
- 9.2.2 A new website for the Foundation has been created to give the charity a profile for potential supporters and grant giving bodies – <http://nmdf.org.uk/>
- 9.2.3 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken ahead of the submission of applications to grant-giving trusts and foundations in the New Year.
- 9.2.4 The forthcoming Norwich Castle exhibition programme, including the Nelson exhibition in the summer and the Rembrandt exhibition in the autumn, are also being supported by fundraising through the Foundation.

## **9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project**

- 9.3.1 The *Voices from the Workhouse* development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, is progressing according to schedule and the main exhibition was opened to the public in May.
- 9.3.2 The VIP opening with the Heritage Lottery Fund took place on Friday 8<sup>th</sup> July, with the relatives of workhouse inmates whose stories are told in the main exhibition cutting the ribbon to officially open the new galleries.
- 9.3.3 Positive work on the digital App to support the interpretation in the new galleries has been completed during the period and the Heritage Lottery Fund has also given their approval to the redevelopment of the Collections Gallery above the new workhouse displays.
- 9.3.4 Learning and outreach work with local schools and community groups linked to the project continues.
- 9.3.5 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).

## **9.4 Arts Council England**

- 9.4.1 Whilst NMS continues to deliver its current funding programme (2015-18), work is underway to prepare for the application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. The application will be submitted in February. In addition to the NPO application, the Service will also be submitting an application to continue as one of the nine national providers of Museum Development services.
- 9.4.2 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference on 12 December and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- 9.4.3 The Museums Service has received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

## **9.5 Deep History Coast Project**

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.
- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September.
- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 A partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was submitted at the end of June and has been successful in obtaining a Stage 1 pass. The second round application was submitted in December following a programme of exploratory work and detailed planning supported by NMS. If successful, the funding will enable the development of new tourism facilities across the North Norfolk Coast and improvements to the area immediately in front of Cromer Museum.

## **9.6 DCMS National Museums Review**

- 9.6.1 The Department for Culture, Media and Sport has begun a National Museums Review, the first such review in more than 15 years.
- 9.6.2 As part of the Review, the Museums Service received a visit in August from Neil Mendoza, Chair of the Review, Dr Simon Thurley and Kate Bellamy from the

DCMS.

- 9.6.3 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums sector across the UK and produce a report by May 2017. NMS is represented on the Steering Group for this piece of work.

## **9.7 Health & Wellbeing**

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May, development work has been undertaken over the summer and early part of the autumn. An application has been made to the national Great Place programme, funded by the Arts Council England and the Heritage Lottery Fund. The application proposes a series of health and wellbeing projects across the County, led by Creative Arts East and supported by Norfolk County Council's Cultural Services and Public Health.

## **10. Museum Development across Norfolk**

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2016-17 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards was held at the Fitzwilliam Museum in Cambridge in June.
- 10.5 This year's annual SHARE Museums East conference was held in November at the newly developed National Horseracing Museum at Newmarket. The theme of the conference was Place Making and speakers included Paul Bristow, Director of Strategic Partnerships at Arts Council England and Robyn Llewellyn, Regional Director of the Heritage Lottery Fund.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

## **11. Equality Impact Assessment (EqIA)**

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



## **12. Section 17 – Crime and Disorder Act**

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

## **13. Conclusion**

- 13.1 Meeting the Service's financial targets for 2016/17 is dependent on the delivery of commercial and fundraising targets as well as the maintenance of high visitor numbers across the 10 museums.
- 13.2 Following the opening of the new *Voices from the Workhouse* galleries at Gressenhall and a strong exhibitions and events programme across the County, the Service remains optimistic of meeting its challenging targets.
- 13.3 The redevelopment of the Keep at Norwich Castle is the key focus for the Service for the coming period.

## **Officer Contact**

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

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