



Norfolk County Council

Norfolk Joint Museums Committee

Date: Friday 2 February 2024

Time: 2pm

Venue: Council Chamber, County Hall, Martineau Lane, Norwich

Membership:

Cllr John Ward (Chair)	Norfolk County Council
Cllr Tony Adams	Norfolk County Council
Cllr Lesley Bambridge	Norfolk County Council
Cllr Martin Booth	Broadland District Council
Cllr Julie Brociek-Coulton	Norfolk County Council
Cllr John Fisher	Norfolk County Council
Cllr Geoffrey Freeman	Great Yarmouth Borough Council
Cllr Jacob Huntley	Norwich City Council
Cllr Claire Kidman	Norwich City Council
Cllr Robert Kybird (Vice-Chair)	Breckland District Council
Cllr Ed Maxfield	Norfolk County Council
Cllr Saul Penfold	Norfolk County Council
Cllr Simon Ring	Borough Council of King's Lynn and West Norfolk
Cllr Jeremy Rowe	South Norfolk District Council
Cllr Robert Savage	Norfolk County Council
Cllr Martin Schmierer	Norwich City Council
Cllr Karen Vincent	Norfolk County Council
Cllr Liz Withington	North Norfolk District Council

Co-Opted Members:

Felicity Devonshire	Friends of the Norwich Museums
Danny Keen	Norfolk Black History Month
John Simpson Wedge	Arts Council England

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

Laine Tisdall on 01603 222 053
or email committees@norfolk.gov.uk

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

Agenda

1. Apologies for Absence

2. Minutes

To confirm the minutes of the meetings of the Norfolk Joint Museums Committee held on the following dates:

28 July 2023
27 October 2023

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3. Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

District Council representatives will be bound by their own District Council Code of Conduct.

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| 5. | Great Yarmouth Area Museums Working Group Minutes
from the meeting held on 3 October 2023 | Page 22 |
| 6. | Norwich Area Museums Committee
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| 7. | King's Lynn and West Norfolk Area Museums Committee
Minutes from the meeting held on 8 January 2024 | To follow |
| 8. | Informal Discussion from 27 October 2023 | Page 44 |
| 9. | Norfolk Museums Service – Finance Monitoring Report for 2023/24
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| 10. | Norfolk Museums Service – Risk Management Report
Report from the Director of Culture and Heritage | Page 53 |
| 11. | Norfolk Museums Service – Performance and Strategic Update Report
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Tom McCabe
Chief Executive
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 25 January 2024



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 28 July 2023 at 2.00pm at Norfolk County Council

Present:

Norfolk County Council

Cllr Lesley Bambridge
Cllr Julie Brociek-Coulton
Cllr Daniel Elmer (sub for Cllr John Fisher)
Cllr Saul Penfold
Cllr Will Richmond (sub for Cllr Tony Adams)
Cllr Robert Savage
Cllr Karen Vincent
Cllr J Ward (elected Chair)

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

Co-Opted Member (Non-voting)

Museum Friends

Felicity Devonshire

Norwich City council

Cllr J Huntley
Cllr Kate Oliver (sub for Cllr Claire Kidman)

Broadland District Council

Cllr Martin Booth

Breckland District Council

Cllr Robert Kybird

1 Election of Chair

1.1 RESOLVED

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

(Mr J Ward in the Chair)

2 Election of Vice-Chair

2.1 RESOLVED

That Cllr R Kybird be elected Vice-Chair of the Joint Committee for the ensuing year.

3 Apologies for Absence and Comments by Chairman

3.1 Apologies for absence were received from Cllr Tony Adams, Cllr Ed Maxfield, Cllr Ben Price, Cllr Claire Kidman, Cllr Jeremy Rowe, Cllr Liz Withington, Mr John Simpson Wedge and Mr Danny Keen.

3.2 The Chairman welcomed new members who were attending their first meeting of the Joint Committee.

3.3 The Chairman also welcomed the Norfolk Teaching Museum Trainees and fellows

from the British Museum's International Training Programme who were in attendance for the meeting.

- 3.4** The Chair placed on record the Joint Committee's thanks to Tim Shaw, Committee Officer, who would shortly be retiring from the County Council. Tim was attending his last meeting of the Joint Committee after serving as Committee Officer to the Joint Museums Committee for many years.

4. Minutes

- 4.1** The minutes of the previous meeting held on 14 April 2023 were confirmed by the Joint Committee and signed by the Chair.

5 Declarations of Interest

- 5.1** There were no declarations of interest.
- 6.1** There were no matters of urgent business.

6 Breckland Area Museums Committee

- 6.1** The annexed minutes of the Breckland Area Museums Committee meeting held on 5 June 2023 were received and noted.
- 6.2** In introducing the minutes, Cllr Robert Kybird outlined the latest position regarding building works at the former King's Head public house, a listed building next door to the Ancient House Museum at Thetford, and the hard work that had gone into making the museum's *The Vikings, History on your doorstep* exhibition a great success.
- 6.3** Cllr Kybird also spoke about the wide range of events and activities at Gressenhall Farm and Workhouse, including activities associated with the *Kick the Dust: Norfolk* as well as the work on the Wendling Beck Environment Project (WBEP) which formed part of the wider *Gressenhall Access to Nature* project.

7 Great Yarmouth Area Museums Working Group

- 7.1** Cllr Geoffrey Freeman presented the annexed minutes of the Great Yarmouth Area Museums Working Group meeting held on 22 March 2023 which were noted.
- 7.2** In introducing the minutes, Cllr Geoffrey Freeman drew attention to the forthcoming inhouse curated art-based exhibition entitled *Turner and Bridges, Old and New* which would focus on the history of bridges, both in Great Yarmouth and nationally and celebrate the opening of the Third River Crossing.
- 7.3** During discussion of the report, the Committee's attention was drawn to the links that young people from Kick the Dust had built with students from Paston College in North Walsham in the production of an award -winning film about the Deep History Coast project. Cllr Saul Penfold, whom had Paston College in his division, asked if he could be kept informed about developments which were expected to lead to the production of a second film.

8 Norwich Area Committee

- 8.1** Cllr Jacob Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 6 June 2023 which were noted.
- 8.1** In introducing the minutes, Cllr Jacob Huntley said that the Area Committee had received progress reports on the *Kick the Dust Project* and the *Norwich Castle: Gateway to Medieval England Project* and discussed the works that were in place to resolve the infestation of dry rot in the Shirehall.
- 8.2** Cllr Huntley said that Strangers' Hall was celebrating its centenary as a museum in July 2023. The celebrations included a full programme of activities at the museum, the reworking of the window displays (featuring key figures and objects from the museum's long history to entice visitors into the building), and the introduction of new exhibits. The Service was looking at creating a strong narrative based around historic characters linked to Strangers' Hall. The Chairman of the Joint Committee added that he hoped Joint Committee Members would be able to find the time to visit the museum.

9 King's Lynn and West Norfolk Area Committee

- 9.1** It was noted that King's Lynn and West Norfolk Area Committee had not met since the previous meeting of the Joint Committee.

10 Norfolk Museums Service - Finance Monitoring Report for 2023/24

- 10.1** The annexed report (10) by the Director of Culture & Heritage was received.
- 10.2** The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2023/24 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 10.3** The Joint Committee noted the following issues:
- The Service was projecting an over-spend for 2023/24. This was attributed to significant uncertainty in relation to the main income streams following a slower than hoped return to normal, pre-pandemic visitor numbers and patterns. The cost-of-living pressures and reduced visitor offer in place at Norwich Castle Museum because of the ongoing work for the Keep re-development were also key factors.
 - It was noted, however, that the first two-months of admissions income for 2023 was 24% higher than this time last year, along with secondary spend over double. It was hoped this very strong start to the year would be maintained to ensure any over-spend was minimised before Norwich Castle Museum fully reopened.
 - NMS continued to closely monitor all spend on utilities, given the continuing price increases by energy companies and the significant impact that this had on the operation of Service, especially over the winter period.
 - The detailed budget position for 2022/23 was as set out in the table at paragraph 1.1.5 of the report.
 - The roll out of events and activities associated with *The Last Voyage of the Gloucester* exhibition at the Castle Museum, the *Bare Bones* touring exhibition at Time and Tide in Great Yarmouth and the exhibitions and the events

programme for Gressenhall Rural Life Museum were having a positive impact on visitor numbers and on NMS income.

- The costs of the project management and contract administration for the Norwich Castle: Gateway to Medieval England project were being met as part of the cost of the project funding received from the National Lottery Heritage Fund.
- The table at paragraph 1.2.3 of the report set out the capital building programme for 2022/23.
- The position regarding reserves and provisions was as set out in paragraph 1.3 of the report.

10.4 The Joint Committee resolved:

To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2023/24.

11 Norfolk Museums Service - Risk Management Report

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

11.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register at July 2023. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in April 2023.

11.3 The Committee's attention was drawn to the following issues:

- There were no considerable changes to existing risks in the risk register since this matter was last reported to the Committee.
- Management of the NMS risk register complied with the way in which the risk register was managed for other services across the County Council.
- The risk register contained seven risks. Of these, five risks were actively being managed, as presented in Appendix A of the report, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B of the report.
- When Norwich Castle Museum was brought back to full operational capacity from Easter 2024 this was expected to have a very positive impact on NMS income streams. There were, however, events outside of the control of the NMS, such as the impact of cost-of-living pressures and additional pressures on secondary spend that could have a negative impact.
- Where the NMS developed new projects with external trusts and other organisations (such as for *the Changing Tides redevelopment project* at Time and Tide) projects would be aligned to the new policy framework of the National Lottery Heritage Fund. Discussions with the National Lottery Heritage Fund had, however, shown that this new policy framework was not expected to have any significant impact on the funding and strategic direction of new or existing NMS projects.
- NMS along with Brighton & Hove Museums Service had put in a joint application for continuing funding to deliver museum development for the south-east of England. This matter would be reported to the Joint Committee in October 2023.

11.4 The Joint Committee resolved:

To agree the active and dormant risks as per appendices A and B of the report and the key changes to risks as set out in Section 2 of the report.

12 Norfolk Museums Service – Performance & Strategic Update Report

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

12.2 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2023/24 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families, and vulnerable older residents across the county. The report also provided an update on all major projects, including the National Lottery Heritage Fund supported *Norwich Castle: Gateway to Medieval England* project and youth development programme, *Kick the Dust Norfolk*.

12.3 In response to Members questions, the following points were discussed and noted:

- Members were encouraged to explore the links in the periodic performance report to museum blogs and museum activities that were designed to be of interest to a wide range of NMS audiences.
- The strong start to the season was attributed to good numbers visiting the Gloucester exhibition, plus good figures to the other NMS sites, including Gressenhall and Time and Tide.
- By the time that the Gloucester exhibition, created in partnership with the UEA, had seen c.50,000 visitors by the start of the summer holidays, with many more thousands of visitors due before the exhibition closed on 10 September 2023.
- The Joint Committees attention was also drawn to partnership working with Broadland and South Norfolk particularly in relation to development programmes linked to Market Towns, and a digital learning programme around Robert Kett. The Museums Service had delivered a range of partnership activities at Harleston at a special event on Saturday 11 March 2023, and a similar range of activities were planned to be held at Wymondham on 17 September 2023.
- The Joint Committees attention was also drawn to the superb painting '*Panoramic Landscape with Cornfields and Dunes Beside the Sea*' by the most influential Dutch landscape painter of the seventeenth century Jacob van Ruisdael that had taken pride of place in Norwich Castle Museum & Art Gallery. The acquisition was made possible thanks to a hybrid of the Government's Acceptance in Lieu scheme, together with generous support from the National Heritage Memorial Fund, Art Fund and the Rought Fund, The Arts Council England/V&A Purchase Grant Fund and the Friends of the Norwich Museums.
- The Assistant Head of Museums gave an oral update on the *Norwich Castle: Royal Palace Reborn Project*. Details regarding the latest construction work and interpretation work were as set out in the periodic report and were regularly updated on the project website which outlined the latest position. The next stage in the development of the project would be the completion of the new visitor entrance, café and shop. Members would be provided with an opportunity to visit the site before the next meeting of the Joint Committee.
- The Head of Development gave an oral update on the work of the NMS as an Arts Council England (ACE) National Portfolio Organisation (NPO) which in

future would be presented to the Joint Committee on a regular basis. The NMS was awarded £1,375,308 per year for 2023-26 for activity that contributed to ACE's 10 Year Strategy *Let's Create* which had 3 outcomes and 4 investment principles. The NMS was considered a minor risk in terms of ACE clients. The Head of Development said that she would be happy to provide details about any of work in the NPO to members on request.

- The Head of Development agreed to provide Cllr Alexandra Kemp with details outside of the meeting about how the King's Lynn museums had indirectly benefitted from the activities associated with the NMS attaining NPO status.
- It was noted that during Covid the NMS had created a lot of digital resources which were now available to schools both before and after school visits.
- The NMS 5-year strategy was due to conclude at the end of this calendar year. Members of the Joint Committee would be invited to attend engagement activities with other stakeholders and partners about the content of the replacement strategy which was planned to be created by Easter 2024.
- The publication on the Deep History Coast project was expected shortly and Members would be invited to celebrations to mark the event. The publication could be expected to lead to opportunities for other activities associated with the Deep History Coast Project.
- The NMS had participated with other Norfolk arts organisations in Creativity and Wellbeing Week a national festival celebrating the power of creativity and culture to transform our health and wellbeing, promoted by the London Arts and Health Forum and the Culture, Health & Wellbeing Alliance and Norfolk now had more events than anywhere else in the country.
- In reply to questions, it was noted the Change Minds project was led by the Norfolk Record Office and supported by the NMS. The Head of Development would be able to supply Cllr Kemp with a list of the range of cultural programmes in Norfolk that supported mental health and wellbeing which was embedded into the work of the NMS.

12.4 The Joint Committee resolved:

- 1. To receive an update on the 2023/24 Service position to date**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project**
- 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's delivery of its Arts Council England National Portfolio Organisation programme for 2023-26.**

The meeting concluded at 3.30 pm.

13 Joint Committee Presentations

- 13.1** At the end of the formal part of the meeting, the Joint Committee received two presentations. The first of these was from Sarah Gore, the Teaching Museum Manager, and could be found on the County Council's Committee Website. The trainees, Alex, Daniel, Lucy, and Jasmine were present at the meeting, together with

fellows Aymen, Mustafa and Twana from the British Museum's International Training Programme.

- 13.2** This was followed by a presentation from Dr Robin Hanley, the Assistant Head of Museums, and outlined the latest position regarding the Kick the Dust Project. This presentation could also be found on the County Council's Committee pages website.

Chair

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Norfolk Joint Museums Committee

Minutes of the Meeting held on Friday 27 October at 2.00pm at County Hall, Norwich

Present:

Cllr John Ward (Chair)	Norfolk County Council
Cllr Lesley Bambridge	Norfolk County Council
Cllr Martin Booth	Broadland District Council
Cllr John Fisher	Norfolk County Council
Cllr Robert Kybird (Vice-Chair)	Breckland District Council
Cllr Simon Ring	Borough Council of King's Lynn and West Norfolk
Cllr Robert Savage	Norfolk County Council
Cllr Karen Vincent	Norfolk County Council

Also present:

Felicity Devonshire	Museum Friends (Co-Opted Member)
Jonathan Hall	Committee Support Manager
Robin Hanley	Assistant Head of Museums
Steve Miller	Director of Community, Culture & Heritage
John Simpson Wedge	Arts Council (Co-Opted Member)
Laine Tisdall	Committee Officer
Jo Warr	Head of Development, Norfolk Museums Service

1. Remarks by Chair – inquorate meeting

- 1.1 With only eight voting Committee Members present and the quorum being nine, the meeting was declared inquorate by The Chair and subsequently closed.

The meeting closed at 1415

Cllr John Ward, Chair



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BRECKLAND COUNCIL**At a Meeting of the****BRECKLAND AREA MUSEUMS COMMITTEE**

Held on Monday, 4 December 2023 at 10.00 am in
The Beech Room, Gressenhall Farm & Workhouse Museum, Gressenhall, Beetley,
Norfolk, NR20 4DR

PRESENT

Cllr Robert Kybird (Chairman)
 Cllr Linda Monument
 Cllr Harry Clarke

Mr P. Duigan (Vice-Chairman) (NCC)
 Cllr W Richmond (NCC)

Also Present

Mr R. Brame
 Mrs H. Bainbridge

Mr J. Ward
 Dr K. Robinson

In Attendance

Dr Robin Hanley
 Andrew Smith

Mr. Oliver Bone

Mr Colin Stott

Ruth Tudge

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

Action By**27/23 MINUTES**

The minutes of the meeting held on 2 October 2023 were confirmed as an accurate record.

28/23 APOLOGIES

Apologies had been received from Councillors Blackburn, Jermy and Kiddle-Morris.

29/23 CHAIRMAN'S ANNOUNCEMENTS

The Chairman informed the Committee that he had recently visited the English Heritage owned Weeting Castle, a rare surviving example of a grand 12th century manor house, and a typical example of an East Anglian 'great house' which was of national significance as a scheduled ancient monument. The visit was hosted by officers from Historic England and a significant programme of repairs was being carried out.

The Chairman also commented that, although currently closed for

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conservation work, a new visitor centre was to be provided at Grimes Graves, at Lynford, near Thetford, an English Heritage site. It was also likely that a further English Heritage site, Thetford Warren Lodge would see some remedial works in the near future.

The Chairman also asked if a new agenda item could be added to future agendas to report on recent acquisitions, and also agreed to Cllr Ward's suggestion of adding recent decommissions and rationalisations as an item on future agendas.

30/23 URGENT BUSINESS

None.

31/23 DECLARATION OF INTERESTS

None.

32/23 ANCIENT HOUSE MUSEUM REPORT

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the report on activities at the Ancient House, Museum of Thetford Life, covering the period August 2023 to October 2023.

CO2 monitors provided through Norfolk County Council (NCC) continued to operate in a number of spaces across Norfolk Museums Sites (NMS), where there was limited natural/mechanical ventilation. The CO2 detectors were monitored locally by staff and linked into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and trends. Infection control priorities remained including ventilation, cleaning regimes and hand sanitisation.

Building works continued at the former King's Head pub, a listed building next door to the Ancient House, which had caused some disruption to the museum operations since work had started in late autumn 2020. The King's Head remained covered in scaffolding following the involvement of Breckland Council and the Health and Safety Executive. A Party Wall Surveyor had been appointed and had made a record of the condition of the party wall.

The 'Vikings, History on your Doorstep' exhibition which had finished in July had since gone on tour. The touring element had been supported through the Brecks Fen Edge and Rivers (BFER) project with funding from the National Lottery Heritage Fund (NLHF). The current BFER project 'Made by the River' featured stories of making beer, malt, fertilizers, steam engines and pulp ware. Also featured in this project was the Thetford coffee mill, and the town's tannery and cannery.

Further information could be found online:

<https://www.museums.norfolk.gov.uk/ancient-house/whats-on/exhibitions/made-by-the-river>

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<https://brecks.org/bfer/projects/under-the-surface-discovering-heritage/2-3-industrious-rivers/>

An events programme to support the exhibition included talks on beer and brewing, digital talks on the history of coffee, family trails, a Heritage Open Day event, and more.

The Ancient House staged a Beer in Norfolk talk in September, one of a series of talks funded by the BFER project and linked to the Made by the River, Thetford's Industrious Rivers exhibition.

An application to the NLHF had been submitted in early November for a project at Ancient House to support improved interpretation about the Duleep Singh family. The museum planned to explore the stories associated with the family of the founding patron, Prince Frederick Duleep Singh. It was likely to go to a December committee and if successful, this work would enable the museum to celebrate the anniversary of the museum and its links to the Duleep Singh family. If the bids were competitive, more information to support the bid might be necessary and it may then go to a spring committee for a decision.

Ancient House continued to offer a varied programme of school workshops led by Learning Officer Melissa Hawker, along with support from the Learning Manager, Colin Stott. Ms. Hawker was extremely flexible in her methods and adapted to different needs to support the learning. Ms. Hawker also looked after the museum's Teenage History Club which met on a Friday and in September the club saw several new recruits who had graduated from the younger age History Club.

The Ancient House had built excellent links over the last 10 years with a museum in Nagawa, Japan. In Japan prehistoric people had used obsidian to make stone tools, whilst in Norfolk people had used flint. In August a group of ambassadors from Nagawa had visited Thetford and spent time doing activities and tours with the Teenage History Club. Councillors John Ward (NCC) and Robert Kybird (BDC) spent some time to meet the Japanese guests.

In September, the museum had delivered two Heritage Open Days, one themed around Riverside Industries and one around the stories of the Duleep Singh family.

The October Half Term event was themed around the First World War and for Halloween, the museum had hosted a performance of Ghost Stories by Candlelight (battery powered) by the High Tide Theatre company.

Volunteers at the museum continued to scan the postcards from the recently acquired David Osborne collection. This had proved time consuming to achieve the right quality digitally and the volunteers had currently scanned approximately 400 out of 1,150 postcards. Once the scanning had been completed, the volunteers would move on to the research of the history surrounding the postcards.

The Textile groups continued to support the museum's exhibition

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programme and had been working on an exhibition with a festive twist where Santa had landed on the brewery. The Museum Art Group had created a painted model scene in the bow window featuring riverside industries to link with the current exhibition. The Friends of the Museum continued to work to support the Museum through regular fundraising and promoting of the Museum in the town. The Ancient House's monthly talks programme in association with the Ancient House Friends continued to be popular. Dr Keith Robinson would send the calendar of talks to be distributed to the Committee Members. Forthcoming events could also be seen, including the digital talks at the following link: <https://norfolk-museums.arttickets.org.uk/ancient-house>

The Ancient House continued to have regular media coverage through a regular slot on Radio Norfolk in the About Thetford magazine.

The Ancient House had recently had external redecoration, overseen by the Norse Total Facilities Management team. The final touch was the signwriting, including the gold lettering 'Age and the Beauty of Age' above the bow window. This was a quote from a lecture by Prince Frederick Duleep Singh where he admired the beautiful patination of age on old buildings and spoke out against over eager Victorian restoration.

Members of the Committee noted the report.

33/23 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager, East & West, Andrew Smith, presented the report which covered the period from September 2023 to November 2023.

As with other NMS sites, where there was limited natural/mechanical ventilation, CO2 monitors provided through NCC continued to operate across Gressenhall Farm & Workhouse Museum with 16 monitors placed across the main site and the farm.

The Gressenhall events programme continued to run four operational models and the programme for the 2023 season concluded at the end of October half term. This would be reviewed in late November to assess visitor attendance and feedback.

Special Event days – major events which required full event staffing and set up, including the use of large parking fields. A premium ticket price was applied for these event days to reflect the high level of activities taking place. Free admission continued to be provided to Norfolk Museums Pass holders and Friends of Gressenhall members.

Heritage Open Day took place on 10 September 2023, and welcomed 2,027 visitors to Gressenhall. The Norwich & Dereham Metal Detectorists kept people engaged with their finds and the steam volunteer team were able to get multiple engines up and running in the engineering galleries on the day, all linked to the recently

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refurbished Farmers Foundry steam engine, whilst the Panhard car team connected with over 200 visitors and showcased the rare vehicle with their expertise. Suffolk Punch horses were shown in action during working demonstrations on the farm whilst tractor and trailer rides were available throughout the day.

The annual Apple Day event took place on 15 October 2023. On the farm the Suffolk Punch horses worked in the fields alongside a traditional steam threshing machine sorting the oat harvest. The East of England Apples and Orchards Project led an orchard tour relating to climate change and weather impact on local heritage fruit. The NMS Teaching Museum trainees connected with hundreds of visitors through object handling and event evaluation. Golden Star Morris Dancers and folk band Joan's Silver Pin performed multiple times throughout the event, drawing large crowds at every performance. Apple sales on the day raised £300 for local foodbanks. Gressenhall welcomed 1,554 visitors on Apple Day and the team also signed up 11 new Norfolk Museums passholders.

Days with a Difference – smaller themed events. These required smaller staffing compliment and utilised core parking. They were aimed at attracting audiences of 500-800 visitors and were offered free to Norfolk Museums Pass holders and Friends of Gressenhall members.

Gressenhall hosted the annual Horsepower (Heavy Horse Day) on 24 September 2023 and 456 people attended to enjoy the activities. In addition to Gressenhall's own six Suffolk Punch horses on site, there were a further six visiting Suffolk Punch horses. Visitors could take part in rosette making demonstrations and an accessible plaiting craft in Cherry Tree Cottage plus self-led horse-themed artwork. Up on the main museum site, fun hobby horses and jumps were enjoyed by families in the Courtyard whilst the Farmers Foundry 1923 engine was in steam from 11am and Panhard car demonstrations ran at set points during the day. A Collections Highlights tour proved popular, with curator Rachel Kidd hosting two events at 11am & 2pm.

Norfolk School Holiday activities – extra themed activities delivered each day of the Norfolk School holidays, with minimal increase in staffing. Free to Norfolk Museums Pass holders and Friends of Gressenhall members.

For October Half Term the theme was Talking Trees, and activities ran from 21 to 29 October. The programme included seasonal eco-friendly craft activities every day: Odd Object Handling; Early Years' Spooky Storytime! & Gallery Exploration; Wyrđ Woodland Wednesday Forest School fun for under 12-year-olds and a drop-in seed collecting workshop with the Community Tree Nursery.

Gressenhall also partnered with the Norfolk Folklore Society to produce the Folklore Findings trail, highlighting interesting collection items on permanent display supported by crafted mushrooms to discover along the journey, created by Crafty Volunteers.

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For Halloween, pumpkins decorated by staff and volunteers were on display in the Courtyard. These were judged by the public both on site and via social media between 25 to 29 October, with over 500 votes in total.

Ticketed Events – pre-booked and pre-paid events. These events, held outside of standard opening hours or out of the main season, offered a reduced charge to Norfolk Museums Pass holders.

A Relaxed Early Bird Opening was offered on 21 October to support neurodiverse audiences and visitors who would prefer a calmer start to their visit - with reduced audio and video in the galleries wherever possible, and full access to the Comfy Space and Book Nook on the first floor. The museum was accessible for an hour before standard opening when a free entry ticket was booked. The quieter, more relaxed environment also gave attendees the chance to explore the museum and temporary exhibition From Axes to Acorns.

The final event for 2023 was the Festive Wreath Making workshop held on 1 December 2023, with all 14 available spaces booked up.

In November, Events Officer Fiona Ashley and Curator Rachel Kidd were awarded funding through the Costume & Textile Association to support the delivery of a Day with a Difference scaled event relating to the upcoming exhibition, Connie Flynn: Making the Rounds. This would be a textiles takeover day, Gathered at Gressenhall, and will take place in September 2024. This follows a successful application earlier in the year with Learning Officer Ben Earle for a SERM grant to support a Biodiversity project. This funding would be used to deliver another Day with a Difference event, BioBlitz, which would take place in July 2024.

Gressenhall continued to focus on digital delivery as an alternative means of engaging with both existing and new audiences. The Gressenhall events programme continued to be communicated via social media, Art Tickets and the Gressenhall website via the online Events Calendar.

Preparations for the 2024 temporary exhibition were underway. Planned to run from 9 March 2024 until 3 November 2024 it would be a contemporary textile-art exhibition based on research about workhouse nurses at Gressenhall. A launch event was planned for late March. Artist Connie Flynn had been working alongside volunteer researchers and the Gressenhall Curator, looking into the lives, work and living conditions of the nurses based at the Gressenhall workhouse. Spanning from the building's origin as a House of Industry and early Workhouse (c.1777-1840s) when pauper inmates typically carried out nursing duties, through to the professionalisation of nursing and medical care (late 1800s-1900s) and ending with the building's conversion to a care home (1948). Connie would be producing five newly commissioned textile-art pieces which responded to the research and would be displayed through the 2024 season, alongside sketches and collections. This exhibition had been supported by the Friends of Gressenhall by the generous funding of

the artists' fee.

Planning was underway for a series of deep cleans and collections audits during the closed period in preparation for the reopen in March 2024.

The Friends of Gressenhall had generously pledged £20,000 to support a refresh of the Village Row displays, currently housed in the outbuildings of Gressenhall Farm and Workhouse. These displays were set-dressed historic spaces which portrayed a rural Norfolk village circa 1930s. These rooms included Cherry Tree Cottage, the Forge, Seed Merchants, Village Shop, Panhard motorhome and the Post Office. Additionally, the money would be used to incorporate family-friendly, interactive elements to provide a sense of a 'lived in' space. Planning and consultation would take place during the 2024 open season, with changes being made in winter 2024.

On the farm, Richard Dalton, Gressenhall Farm Officer, had continued training the two young Suffolk Punch horses who came to Gressenhall just over a year ago. Jack, who was now 3 ½ years old and Kingsman at 2 ½ years, had both started working with the harness and being driven and were becoming familiar with working around other livestock on the farm. When both horses were performing well individually, they would be worked together and driven as a pair before putting them onto a light training vehicle so they could get used to the feel of being either side of a pole. The goal over the next eighteen months was to have the next generation of working horses active on the farm.

Replacement of very old fencing with good quality livestock fencing had been undertaken by contractors to bring all the farm fields back into full use. The farm cows had been with the bull and should now calve next spring. They were all in now for the winter in the recently refurbished yard as the ground was too wet to keep them in the fields.

In the Community Tree Nursery, the new three bay pole barn was in use and supporting the work of the Trees Outside Woodlands Project Officer and her volunteers. The long-term aim of the nursery was to supply young trees to be planted at various sites around the county and tied in to the NCC ambition to plant a Million trees for Norfolk as well as to support the DEFRA Trees outside woodland scheme.

Work continued with colleagues from NCC, in partnership with neighbouring landowners in the delivery of the Wendling Beck exemplar project. This project had many different themes from managing a wetland, creating an arboretum, regenerative farming practices as well as improving public access to the whole area. New riverside boardwalks and bridges would eventually link the Gressenhall site to the Dillington Carr area across the river.

Gressenhall continued to investigate a range of commercial activities as a means of generating income in the future, including room and venue hire.

The Friends of Gressenhall remained very supportive and continued

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to explore new ways to support Gressenhall. The Friends continued to operate the second-hand bookshop which remained very popular. The Friends of Gressenhall had also supported the Panhard Volunteer Team (who maintain and run the 1898 Panhard et Levassor car) by pledging funds to employ a wheelwright to repair the wheels. The wheels had become loose and were at risk of becoming inoperable. This volunteer team would remove the wheels and perform annual maintenance to the car over winter.

Gressenhall volunteers would continue to volunteer throughout winter period. The new volunteers recruited during summer 2023 were now trained and embedded in their teams.

Teaching Museums trainee placement, Lucy McClure, Collections and Curatorial Trainee, was now halfway through her Teaching Museum traineeship based jointly at Gressenhall Farm and Workhouse and the Norfolk Collections Centre. At Gressenhall, Lucy had been leading on the completion of the Collecting Covid project, as well as developing social media posts and a large-text accessible format version of the From Axes to Acorns exhibition.

Despite some schools regretfully having to cancel at the last minute due to the cost of coaches, school visitor numbers remained robust at 1,642 for the months of September and October. Feedback remained positive with 94% of teaching staff replying to feedback forms with an excellent mark.

The Environment Hub engagement programme had interacted with 929 students over September and October through its outreach programme. Northgate High School made a trip to the Tree Nursery to volunteer for the day and their 10 pupils learnt about tree growing. Their Orchard Committee, supported by the Environment Hub, continued to run every week. Their committee welcomed five new pupils at the start of the academic year, and they had been nominated for the Bishop of Norwich's First Nature Award. The second year of the Forest Gardens outreach began this term. The two Breckland schools involved had two sessions each, with 210 students participating in each session. The Beetley Cubs had also been involved in activities and had prepared some tree seeds for planting in their local area next year.

Gressenhall continued to be registered with NCC as a Care Farm. Work-based placements to adults with learning difficulties would be reviewed and re-introduced gradually.

Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery), gave an update on the 'Kick the Dust' project, initially funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk and ran from October 2018 to March 2023.

Kick the Dust provided a progression pathway for young people, enabling them to use heritage to develop their confidence, skills and routes into employment using the Player-Shaper-Leader model.

Action By

For the original project, total participation from October 2018 to March 2023 included 13,905 interventions, involving 4,527 individual young people taking part in 7,039 hours of quality activity.

Following the successful conclusion of the NLHF funded Kick the Dust project, NMS had secured additional funding through an Arts Council England National Portfolio Funding Uplift award for the period 2023-2026. This would enable NMS to continue to support young people in the three Levelling Up for Culture places of Great Yarmouth, King's Lynn and Thetford. This additional funding would enable young people to participate in high quality cultural and heritage activities that would develop their creative and digital skills and potential, as well as prepare them for the workplace.

During 2023-2024 NMS would also be receiving funding from NCC Public Health to support Kick the Dust activities that focussed on mental health and wellbeing of Norfolk's young people.

The key aims of the new Kick the Dust project were to:

- develop transferable work-related skills with the aim of supporting more working age young people into employment, training or further learning
- develop digital skills linked to creative industries to address the digital skills gap in heritage and cultural sectors
- increase young people's creative skills and for young people to gain a range of new cultural experiences
- encourage an appreciation of the history and culture of their local communities

Young people would work alongside professionals to develop their transferable work-related and creative skills, through the co-production of activity and events, volunteering and work experience operating at a level that meets their needs.

The young people would have access to all of NMS sites and could visit with a friend or family member for free during their engagement for that year. Free passes were issued to those beginning on the programme in June 2023. Data showed that passes were being used outside of the times the young people would attend a session in their home museum.

The offer to support young people around the important theme of mental health and wellbeing was on-going and would be measured through the new evaluation framework using data from the young people's feedback forms.

The new young people's feedback form included the 78 positively worded items from the Warwick-Edinburgh Mental Well-being scale for assessing a populations' mental well-being. The Young Ambassadors worked alongside Norfolk Public Health team to devise the questionnaire, and this would be used in addition to the other measures to show impact in this key area.

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The strong partnerships that had been developed through Kick the Dust provided a strong base on which to build, bringing new young people into museum and library spaces.

Members of the Committee noted the report.

34/23 NEXT MEETING

The arrangements for the next meeting to be held on Monday, 4 March 2024, in the Beech Room, Gressenhall Farm & Workhouse Museum, Gressenhall, Beetley, Norfolk, NR20 4DR, were noted.

The meeting closed at 11.30 am

CHAIRMAN



GREAT YARMOUTH
BOROUGH COUNCIL

Great Yarmouth Area Museums Working Group

Minutes

Tuesday, 03 October 2023 at 14:30

Councillor Freeman (in the Chair), Councillor Jeal, Councillor McMullen, Councillor Galer, Councillor Kybird, County Councillor Ward

Also in attendance at the above meeting were:

Andrew Smith (NMS), Dr Robin Hanley (NMS), Colin Stott (NMS) Hannah Woodruff (Cultural Support Officer) and Andrea Krout (Democratic Services Officer)

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Bird, Mogford and Bensley.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared.

3 MINUTES

The minutes of the meeting held on 1 August 2023 were confirmed.

4 MATTERS ARISING

Councillor Ward asked that he was shown as present at the above meeting.

5 GREAT YARMOUTH AREA MUSEUMS COMMITTEE REPORT

The Working Group received and considered the report which was jointly presented

by Andrew Smith, Robin Hanley and Colin Stott. The contents of the report are reproduced as follows: Great Yarmouth Museums briefing for the period: August and September 2023.

1. COVID-19 & infection control update

1.1 Infection control procedures

A number of the COVID-secure systems and procedures implemented across Norfolk Museums Service (NMS) sites during the pandemic remain in place. Infection control priorities remain:

- Ventilation
- Cleaning regimes
- Hand sanitisation

CO2 monitors provided through Norfolk County Council (NCC) continue to operate in a number of spaces across NMS where there is more limited natural/mechanical ventilation. These CO2 detectors are monitored locally by staff and they also link into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and ventilation.

At Time and Tide the CO2 monitors are located in the 1920's Row, Temporary Exhibition Gallery (an air purifier is also in use due to no natural or mechanical ventilation available), Education Room, Education Office, Duty Managers Office, Blackfriars Meeting Room, Collections Archive, Exhibitions Office and War Years Gallery. In the Tolhouse Gaol the monitors are sited in the Cells and the Sarah Martin Room whilst at Elizabethan House they cover the Conspiracy Room and the Dining Room.

2. Exhibitions at Time and Tide

2.1 Current Exhibition - *Bare Bones* (27 May to 1 October 2023)

Bare Bones explores the often-unseen anatomy of animals through a stunning displays of real, articulated animal bones, supplemented by some fascinating specimens of the Natural History collections held by NMS. The specimens are displayed in a dynamic fashion, allowing visitors to have an insight into what makes animals function anatomically with very simple display cases allowing younger visitors full access to the objects.

The *Bare Bones* exhibition continues to be well received and has been popular with visitors over the summer. The interactive aspects have been well used and enjoyed by people of all ages – the skeleton selfie photo boards have been very well received.

2.2 Forthcoming Exhibitions

Turner and Bridges, Old and New (28 October 2023 to 25 February 2024)

Celebrating the opening of the new Herring Bridge in Great Yarmouth and tying in with the loan of Turner's painting *Walton Bridges* to Time and Tide in the autumn, our winter exhibition will showcase a celebration of bridges, both locally and nationally.

We will be showcasing works from our own NMS collections, alongside loans from Tate Britain. The Turner sketches of the South Quay, last displayed in Great Yarmouth as part of the *Drawn to the Coast* exhibition will be displayed alongside ephemera celebrating the opening of the Haven Bridge by the King

in 1930.

Curatorial work continues for the forthcoming exhibition, celebrating the history of bridges in the town and the works of JMW Turner, with research being undertaken on the many Haven Bridges to have spanned the river, and how these are reflected in the collections.

Walton Bridges was saved for the nation by NMS in 2019 and is the only oil painting by Turner in public ownership in the East of England. The painting was acquired with the generous support of the National Lottery Heritage Fund, the Art Fund and a private funder.

A 'construction zone' encouraging children and adults to build and experiment with their own bridge building is included in the exhibition, with many items loaned or donated by the BAM Farrans Joint Venture team - the Herring Bridge construction contractor. With the addition of these branded contemporary items and child friendly interactives, the exhibition is shaping up to be the perfect celebration of the opening of the Third River Crossing in the Autumn.

***Dinosaurium* (March to September 2024)**

This family friendly exhibition will be a highlight at the museum from Easter 2024 onwards.

Dinosaurium explores the long history of our relationship with dinosaurs.

The exhibition is based around the collections of the Hampshire Cultural Trust and supplemented by our own extensive collections of fossils and animal bones. We are now also finalising the loans from the impressive collections at the Sedgewick Museum of Earth Sciences at the University of Cambridge and looking forward to displaying them alongside our own objects.

The exhibition will also include details on the life of Anna Gurney, the Norfolk born philanthropist and geologist, alongside the main exhibits. This will build on the extensive research work undertaken by Queer Norfolk telling Anna's story in a contemporary manner.

2.3 Community Displays and Exhibitions

The Red Herring Gallery has been transformed from a consultation space for the major redevelopment planned at the museum to a showcase for the work of our young people who belong to the National Saturday Art Clubs.

Their works have been returned to us after being displayed at Somerset House this summer, and have been installed into the Red Herring gallery, alongside a video that the young people have created to commemorate the anniversary of the floods in 1953.

The gallery will be completed shortly with the display of contemporary railway posters that the group will be working on this new school term.

3. Events

3.1 Summer Holidays 2023

Behind the Scenes Tour: Life Saving Inventions and Shipwrecks was the first event of the summer holidays and aligned with World Drowning Prevention Day. A small group got the chance to explore some lifesaving apparatus invented in Great Yarmouth along with key wreck and rescue histories during a behind the scenes archive tour hosted by the Great Yarmouth Museums Curator.

Big Blue - Exploring the sea. This two-day event was all about the big blue and was included as part of the Norfolk Green Care Festival. We asked visitors to explore what role the sea played in their lives and how they connect with it. There was a self-led activity about the cycle of water and visitors enjoyed a

cyanotype printing workshop from Under Open Skys, as well as meeting a volunteer from the RNLi and exploring a sensory blue room. Across the two days 384 visitors joined this event.

How do you feel when you are near the sea?

'Happy, calm and excited'

Repeated on three days through the holidays, *Seaside Fun Days* provided regular Punch & Judy shows, seaside handling collection sessions and a finger puppet crafting activity.

These sessions also involved a volunteer who led costumed character sessions as a Victorian lady during her university holiday break. Our own NMS Teaching Museum learning trainee, Jasmine delivered one of these sessions.

'This is really fun' - feedback from finger-puppet craft.

The summer trail was based on the *Bare Bones* exhibition and featured a 'hunt for the herring bones' activity. This was designed by Fearne, a Year 10 work experience placement who spent a day with the events team in July. She also helped promote the *Bare Bones* themed events online.

Exploring the temporary exhibition theme through different creative events this summer included the arrival of *Mini Monsters* to the museum. The creepy crawly roadshow allowed visitors to get up close to the minibeasts, reptiles and invertebrates brought along. Visitors were encouraged to compare these animals to the skeletal structures displayed in *Bare Bones* and many people drew links between the live snake and the python skeleton they had seen in the exhibition. Over the two days 344 visitors enjoyed this event.

The drop-in event *Shadow Puppets* was a shadow puppetry workshop led by artist Zannie Fraser. It was inspired by the *Bare Bones* exhibition and the mechanics and movements of animals. Visitors created their own articulated skeleton puppet to dance in the light and cast an animated shadow. Many visitors took part as family groups creating a puppet together, with 317 attending the workshop sessions.

Draw, Sketch, Doodle was a behind the scenes sketching club which gave people an opportunity to tour the exhibition, learn about taxidermy and explore some of our collections up close. The small group had a go at sketching in the gallery before having a longer seated session drawing some of the natural history collection.

'This was great, I haven't drawn since I was in school'

Behind the Scenes Tours with the Curator were a popular special event for the holidays and included a guided tour of the *Bare Bones* exhibition before going into the archive store and seeing some of the bones held there, including human remains, with participants discussing why they are there and how they are used as part of the museum collection.

The Elizabethan House and the Tolhouse Gaol hosted joint event days, with discounted entry tickets available to enjoy both sites. For this summer the joint event days included *Tudor Medicine; Meet the Medieval Gaoler & Medieval Illumination craft; Victorian Washerwoman and Victorian Peg Doll craft; Bug House Builders and Sensory Art*.

As ever, visitors enjoyed meeting costumed characters. People of all ages had a go at responding creatively to the themes with a related craft activity for each event.

As ever, visitors enjoyed meeting costumed characters. People of all ages had a go at responding creatively to the themes with a related craft activity for each event.

The community poem from the *Sensory Art* musical themed activities at Tolhouse, with local artist Sara Moreira:

'Music is a sound you enjoy, music is a sound you enjoy, Music, music makes me happy and feel freedom, Freedom, I like music because it will never stop embracing my heart, confidence and build up... Freedom, happiness and love It's a place where you can dream WEIRD!!! Different emotions depending on the music, But most pieces of music effects people, in a good way or bad, but mostly in a good way Happy... Listening to music makes me Happy I love music it makes me happy Music is love and self-expression'.

A Letterpress Day craft activity and trail by Donna Thompson, professional print maker, was inspired by Elizabethan House and gave visitors the opportunity to try this endangered traditional craft.

Elizabethan Dress invited visitors to meet Elizabeth I and learn about how she dressed. *Elizabethan Makeup* was also demonstrated in an activity designed and delivered by the YMCA Kick The Dust group of young people. On special display were the Elizabeth I dress figures kindly loaned by the Costume and Textile Association.

3.2 DIAL Summer Family Event 23rd August

DIAL, a local charity offering free confidential information and advice to disabled and vulnerable people within Great Yarmouth, Waveney and Norfolk areas hosted a community event on Blackfriars' road. The museum was represented with a mini museum activity and costumed fisher girl character. This engaged local people with Time and Tide and the wider museum offer and staff the opportunity to connect with other local services and organisations. This event was located on the green by the Town Wall, as part of Active Norfolk's promotion of underused green spaces.

3.3 Heritage Open Days

On Saturday 16 and Sunday 17 September Time and Tide offered free entry to all as part of the national Heritage Open Days programme and welcomed 1,178 visitors through the celebratory weekend. Elizabethan House and Tolhouse Gaol also took part across four days from Thursday to Sunday, 14 to 17 September and greeted 761 and 903 visitors respectively.

4. Other Museum Projects and Developments

4.1 Time & Tide Museum - *Changing Tides* redevelopment project

The *Changing Tides - Shaping Our Great Yarmouth* project team at Time and Tide are intending to submit a National Lottery Heritage Fund Grants for Heritage Round One bid in November. The proposed project will create spaces for engaging audiences and a sustainable future for our museum. Time and Tide Museum was built upon the foundation of community engagement and the redevelopment will uphold those values by continuing to embed co-production into the collections, displays, engagement programmes and exhibitions. We will also be developing our partnership with the National Maritime Museum (Royal Museums Greenwich).

We will develop new approaches to using digital interpretation in the museum, reflecting the advances in digital technology and social media since the museum first opened in 2004. Many of the galleries, especially those on the first floor, will be redisplayed in new and engaging ways giving us the opportunity to showcase different collections and maritime themes.

The project designs, cost plan and feasibility studies are being refined through a project schedule with a firm of architects and a Norse project management

team. The core aim of adapting and glazing the courtyard space to accommodate increasing demand from visitors, schools, events and other community groups is progressing.

4.2 Collections Management

Since the last update in July, work has continued on the store move and audit project looking at stored collections which have not been utilised in recent times and checking their relevance to the story of Great Yarmouth life. Large format charts, maps and plans have been photographed for the first time. Many of these items were previously held at the Tolhouse Gaol Museum and Great Yarmouth Library prior to the 2004 collections move to Time and Tide Museum. The digital images will be uploaded to our public facing collections website allowing service users all over the world to view these interesting historical documents. With this process largely taking place away from the public gaze, utilising volunteers and trainees, we felt it was appropriate to offer some public tours of our stores over the summer, to give our visitors a themed taste of work behind the scenes at the museum.

Several themed 'behind the scenes' tours were run as part of our summer events programme, including lifesaving apparatus stored in the collections linked to World Drowning Prevention Day. This tour covered the work of Captain Manby and his inventions, as well as general historic lifesaving equipment not usually on display. The other tours focused on the *Bare Bones* exhibition theme and included a highlights tour of displayed collections and also stored human and animal bones. A special tactile bone themed curatorial tour was provided for visually impaired users from the Vision Norfolk organisation.

The *Living in Changing Landscapes Community Participation Project* is one of the research strands being explored as part of a 3D project being delivered jointly by the museum and the Restoration Trust with NUA as the academic lead. The focus is on the changing landscape of Great Yarmouth and the Broads and how people perceive both the natural and man-made changes to our area over time.

Participants were invited to bring along a 'treasured object', something that is particularly relevant to them and where they live. Family heirlooms, personal artefacts or things that they are really attached to helped create a *Museum of Me* display supplemented by the museum collections which were scanned in 3D to create a lasting record.

The museum objects help tell the story of landscape change over the last 10,000 years and are being 3D scanned by volunteer participants from the local community who are also bringing in their own personal collections and stories to add to an end of project show. Further follow-up workshops are scheduled to occur over the autumn and winter months with new participants from the local area.

A Spoonbill taxidermy bird, similar to the first breeding pair to successfully hatch eggs in Norfolk for 400 years at Hickling Broad this summer, was a key object, displayed alongside archaeological material and a tin of Ethiopian coffee from the 1953 floods. These items were joined by family rolling pins, jewellery, action figures and written memories to create a virtual display. Curatorial work continues on preparing for the National Lottery Heritage Fund grant application to redevelop the museum, looking at how the collections will be impacted and re-displayed by this in the galleries.

5. Learning

5.1 Early Years

Our monthly *Little Kippers* sessions for under-fives and their parents or carers have continued successfully. We have taken a break over the summer but the first session of the new school year has now taken place. The bookings are good despite several families having little ones who have now started school. This was a lovely piece of feedback from one parent in that situation:

'How lucky Molly was to have an extra year attending Little Kippers but she will definitely be starting school in September so our pre-school journey has come to an end. What I will be doing, is telling everyone I know what a wonderful group Little Kippers is to attend'.

We are looking forward to another year of fun introducing our youngest visitors to Time and Tide and exploring the wonderful collections. We have already begun to plan a session exploring the new Turner and Bridges temporary exhibition which will be opening in October.

5.2 Schools

The summer is a quiet period for the school team in terms of on-site activity, but that does mean we can research, plan, revamp and get ready for the new academic year.

The school year 2023-2024 will see us piloting *The Gloucester a Royal Shipwreck* school event. Learning Officer Clare Fellas supported the planning of this event, which was originally offered in the last school term to accompany the Gloucester exhibition at Norwich Castle. The wreck of the Gloucester is a very exciting local event and we look forward to being able to tell the story of such a high profile shipwreck.

Planning has also begun for a *Nelson and the Navy* school event and we have a school booked in to pilot this in next term. This will form part of long-term plans for a *Nelson and the Navy* gallery as part of the Time and Tide Museum redevelopment plans. This will be supported by our successful long-standing partnership with Royal Museums Greenwich.

To ensure we maintain our high standards, two training sessions were delivered for the learning team at the start of term, drama-based training and child centred learning. Both of these were positively received and were important to ensure our team continue to deliver high quality learning sessions. We look forward to a busy Autumn term and bookings are looking buoyant despite the ongoing challenges to schools posed by the cost-of-living crisis including increased coach costs.

5.3 Youth Engagement

Enjoy LCEP

We continue to lead the Enjoy Cultural Education Partnership which co-ordinates creative and cultural activities across the culture and education sectors of Great Yarmouth. Since September 2022 we have been delivering the *Let's Enjoy* project, led by St Nicholas Priory school and funded by Arts Council England and St George's Primary. The summer term culminated in a fabulous carnival parade around Anchor Gardens, with children from two of the schools that have participated in the project.

As part of the *Let's Enjoy* project the partnership has delivered:

- 50 workshops with a variety of cultural activities including visual art, 3D art,

- history, creative writing, circus skills, music, singing and dance.
- We have worked with 13 primary schools (66 different classes and 3 whole schools); 9 of which have not previously engaged with CEP activity; 8 from the most deprived wards in the UK.

Participation numbers:

Children and Young People	2043
Freelancers	23
Cultural Organisation staff	21
Teaching staff	194
Young Comms	9
Emerging artists	3

- Our talented Young Comms group from East Norfolk Sixth Form College have produced fantastic photos and film footage of the events and learnt alongside industry professionals
- One of the emerging artists who worked on the visual arts sessions has gone from being a support artist to leading their own session. This artist, (who is Portuguese) also suggested an adaption to the session that saw more participation from children and in particular, from those pupils for which English is a second language.

In June we ran a music and dance sharing event at the Drill House with Dance East and Norfolk Music Hub. This saw an audience of 200 family and friends along with VIP guests enjoy performances by children from four local primary schools. Of the families who took part in the event evaluation, 74% strongly agreed with the statement *'I value that my child takes parts in arts and cultural activity such as this event'*.

Project feedback has included these positive comments:

'The workshop was excellently planned and well stocked with resources. A great opportunity for pupils to get out of the classroom and be creative'.

Teacher, Cobholm Primary

'With the current high-level focus on curriculum, our school was delighted to be able to participate in the amazing opportunities presented by the project. It has totally enriched what we are able to offer the children in our care, generated interest and raised aspiration. The impact on personal development has been significant as have the possibilities for truly creative inclusive education. The networking has been another significant aspect of the project which will have a long- lasting impact for our school community'.

Head, St Nicholas Priory CEVA primary school

'I feel much better and happy and energetic'.

Pupil, after taking part in the dance workshop.

'I loved it and I found out I can play an instrument'.

Pupil, taking part in the music workshops.

Make Yarmouth

Make Yarmouth works with The Shaw Trust to engage vulnerable teenagers aged 13-16 in positive activities. We use a variety of creative arts approaches and the museum collections to investigate heritage. These session runs every Tuesday evening in term time.

This summer, Make Yarmouth have been working with artist and NMS Youth Engagement Officer Alex Day, the Sainsbury Centre Learning Team,

Associate Artists, and the Museum of Anthropology in Vancouver on a project called *Coastal Communities*. Our young people have been working alongside the MofA's Native Youth Program to create artworks, document and share their experiences of being part of a coastal community, including aspects they like and dislike about living by the coast, the places they like to hang out and their interpretation of community in Great Yarmouth.

These ideas are being turned into a collaborative artwork to display in the Sainsbury Centre gallery, which include printed tablecloth made by the participants depicting ghost ropes and their drawings of Great Yarmouth, hanging sculptures incorporating materials that remind them of the coast e.g. Hagstones and handmade binoculars. We have also been working with Gary Standley from Play, Produce, Promote to put on a gig at the Time and Tide Museum in December. Play, Produce, Promote is a local organisation that is aiming to create a team of young people aged 14-18 who will help to rebuild the music scene in Great Yarmouth. They equip young people with specific musical skills, as well as skills in lighting, promotion, photography, and stage promotion, whilst giving them a safe space to perform. Gary and Gaby (our Events Officer) have begun to support sessions with our young people to establish a venue space at the museum, curate a line up for the event and create promotional material.

Great Yarmouth Heritage Collective (YMCA)

The Great Yarmouth Heritage Collective is a group of young people aged 19-25 based at the Great Yarmouth YMCA and supported through the NMS Kick the Dust programme. We have continued to create an engaging programme of positive activities for young adults who struggle with their mental health and wellbeing which are held every Wednesday throughout the year.

The Great Yarmouth Heritage Collective are currently working in collaboration with Humap and the Norfolk Library Service to create an online archive map of Great Yarmouth. In August, we visited the Great Yarmouth Library to research archive materials surrounding our topic of Crime and Punishment and were given a tour of the archives underneath the building. We will be returning to the library soon to research GOAD maps of Great Yarmouth and explore the newspaper archive for information about retro arcade games.

In August, we helped Gaby to put on an event at the Elizabethan House. Over a series of sessions, the YMCA clients researched Elizabethan fashion and makeup and designed makeup looks and tutorials surrounding the topic. On the day, the YMCA clients dressed up in Elizabethan costume, painted visitors faces and posed for photos with visitors who had decided to embrace Elizabethan fashion.

During the rest of September, we explored the topic of retro arcade games.

This will include creating our own model versions of pinball machines using 80s iconography and visiting the Merrivale Model Village to research vintage machines, before uploading our research onto the archive map.

National Saturday Art & Design Club

A new exhibition has been installed into the Red Herring gallery entitled *Roll, Pitch and Yaw*, featuring new work by National Saturday Club members. This includes a selection of 10 kites made with Vattenfall (European energy company) and a new film about the 1953 floods, *The Calm Before the Storm*. The work is the result of a last year's academic terms (2022-2023) and has been designed and curated by Club members aged 13-16 who are all local to

the area. The kites were recently displayed at Somerset House in London at the NSC Summer Show and are now on display in the Red Herring Gallery at Time and Tide.

A new academic year of sessions is beginning on 30 September. Club members will explore the new *Fantasy* exhibition at the British Library and - in collaboration with local libraries and Kick the Dust – create a fashion capsule collection inspired by myth and marine ecology.

Eighteen sessions will take place until July 2024, responding to collections, creating collaborative artworks and supporting transferable skills for local young people.

Big Norfolk Holiday Fun

A workshop in response to the *Bare Bones* exhibition at Time and Tide was delivered on 15 August in collaboration with University of Suffolk students at East Norfolk College and funded by BNHF. The workshop, titled *All Our Bones Are Different* involved papier mâché making and saw 20 participants across the day, eight families were provided with free lunches from The Feed, and surplus food was donated to GYROS who distributed food to the local refugee community after the session.

Feedback from *All Our Bones Are Different*:

'We collected Sol's bone on Sunday and had another look round the exhibition. Just wanted to say thanks again for being so flexible and accommodating in Sol joining the workshop'.

New Navigators

Workshops for our New Navigators advisory group programme will begin on 9 October at Time and Tide. During the session, participants aged 16-25 will work with evaluation consultant Harriet Foster to give their feedback on plans for the Time & Tide Museum redevelopment project.

Stitchers

The Great Yarmouth 'Stitchers' group have created many wonderful creations since July. They have been knitting and crocheting sea creatures for the café to 'catch' in their new nets and stitching new nurses' outfits and Victorian ladies outfits for the Norwich museums schools team. During October, they will be embarking on a new project making Mods and Rockers outfits and props for the school team at the Time and Tide Museum.

5.4 Kick the Dust: Norfolk – countywide project update

The Kick the Dust: Norfolk project, initially funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk, continues to engage with young people aged 11-25. The project provides a structured progression pathway for young people: Player-Shaper-Leader.

Following the successful conclusion of the National Lottery Heritage Fund funded Kick the Dust project, Norfolk Museums Service (NMS) has secured additional funding through an Arts Council England NPO Uplift award for the period 2023-26. This will enable NMS to continue to support young people in the three Levelling up for Culture places of Great Yarmouth, King's Lynn and Thetford. This additional funding will enable young people to participate in high quality cultural and heritage activities that develop their creative and digital skills and potential, as well as prepare them for the workplace. Additional funding has also been identified to support continuing Kick the Dust activity in Norwich.

During 2023-24 NMS is also receiving funding from Norfolk County Council (NCC) Public Health to support Kick the Dust activities that focus on the mental health and wellbeing of Norfolk young people.

NMS is partnering with Norfolk Library & Information Service (NLIS) to deliver an exciting programme of activity enabling us to strengthen partnership working between museum and library staff and increase levels of cultural engagement by young people in a sustained way, employing the successful Kick the Dust approach to youth engagement that uses the three-stage progression model Player-Shaper-Leader. The programme will be aimed at those in the three priority places aged 16-25 years, with opportunities for 13–16 year olds to engage as part of the progression framework.

The key aims of the new Kick the Dust project are to:

- develop transferable work-related skills with the aim of supporting more working age young people into employment, training or further learning;
- develop digital skills linked to creative industries to address the digital skills gap in the heritage and cultural sectors;
- increase young people's creative skills and for young people to gain a range of new cultural experiences;
- encourage an appreciation of the history and culture of their local communities.

Young people will work alongside professionals to develop their transferable work-related and creative skills, through the co-production of activity and events, volunteering and work experience operating at a level that meets their needs.

The following data is based on the start of the project covering the period 1/5/23 to 9/8/23.

Number of interventions with young people:

Between 1/5/23 and 9/8/23 there have been 282 interventions involving 149 individual young people taking part in 374 hours of quality activity. 92% of the activities were face to face, the other sessions being offered online with young people in the principal target areas.

This blended approach offers a wider range of opportunities for young people to engage in heritage:

- 17% of activity was at Player level (to introduce new young people to the project)
- 63% at Shaper level (longer term project with young people determining the content)
- 20% at Leader level (long term engagement – young people leading projects, acting at governance level, mentoring staff)
- 82% of all activity involved young people in leading and designing projects

Breakdown of activity taking place in each area:

- 60% (50 opportunities) in the West (covering Kings Lynn, Thetford),
- 19% (15 opportunities) in the East (covering Great Yarmouth, Cromer)
- 19% (15 opportunities) in Norwich
- A further 2 opportunities were offered to young people at alternative venues outside of Norfolk including attendance at the 'Young People and Skills' conference in London at the Houses of Parliament and Norwich City Hall in May 2023.

- 18 volunteering opportunities have been provided to 10 individual young people.

The young people have access to all of NMS sites and can visit with a friend or family member for free during their engagement for that year. Free passes were issued to those beginning on the programme in June 2023. Data shows that passes are being used outside of the times the young people would attend a session in their home museum. To the end of July, 8 young people had used their free pass – 1 at Gressenhall, 1 at Ancient House Museum, 3 at Time and Tide, 1 at Elizabethan House and 2 at Norwich Castle.

We continue to deliver a blended training offer for all staff and volunteers who support youth engagement in NMS. Staff input to the training programme will be formulated as the new project progresses and needs are identified. Training around safeguarding was delivered in-house in June, two of the new Project Workers took part of a Mentoring in Museums course, the team attended the Library Living Networks event on video making in July and further opportunities are being planned for the Autumn term to include SEND and Mental Health First Aid training as well as social media working with a specialist from Libraries and the Young Ambassadors.

Our offer to support our young people around the important theme of mental health and wellbeing is on-going and this will be measured through the new evaluation framework using data from the young people's feedback forms. At the end of the NLHF funded project in March 2023, 26% of young people identified as having a mental health issue. Up to 31 July 2023 data shows that 24% of the individual young people who have taken part in the new programme of activity identify as having a mental health issue (an increase of 1% on June data), showing the need for this programme. Through a systematic approach to evaluation, in partnership with Libraries, the team will be able to demonstrate impact on those taking part and the young people will be able to monitor their progress through the programme in relation to skills, confidence and mental health.

NMS and NCC continue to work together through the 'Making Creative Futures' group where members from across NCC Children's Services identify ways to engage the hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme (Big Norfolk Holiday Fun - Active Norfolk) and through our own contributions through our Kick the Dust offer. The focus is on mental health and wellbeing and now has representation from the NCC Public Health team.

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

- FE/HE – 18%
- YMCA clients – 6%
- Secondary schools – 15%
- Young people with mental health issues – 24%
- SEND – 3%
- Outside of mainstream education – 9%
- NEET – 15%
- Looked after children and adopted living those at home - 0%
- Care Leavers – 0%
- Young Carers – 0%
- New arrivals and refugees – 6%
- Pregnant young mums and teenage parents – 0%

Impacts on mental health and wellbeing

The new young people's feedback form includes the 78 positively worded items from the Warwick-Edinburgh Mental Wellbeing scale for assessing a populations' mental well-being. The Young Ambassadors worked alongside Norfolk Public Health team to devise the questionnaire, and this will be used in addition to the other measures to show impact in this key area.

Of the 8 responses to 31/7/23, the following data chart highlights how young people were feeling before taking part in Kick the Dust:

Of the 8 responses to 31/7/23, the following data chart highlights how young people were feeling before taking part in Kick the Dust:

QUESTION – pre engagement	All of the time	Some of the time	Often	Rarely	Most of the time
I've been optimistic about the future	14%	43%	14%	28%	0%
I've been feeling useful	28%	43%	14%	14%	0%
I've been feeling relaxed	28%	43%	0%	14%	0%
I've been dealing with problems well	14%	28%	43%	14%	0%
I've been thinking clearly	14%	28%	57%	0%	0%
I've been feeling close to other people	14%	28%	28%	28%	0%
I've been able to make up my own mind about things	20%	0%	43%	14%	0%

The following data chart highlights how 4 young people were feeling following their engagement in Kick the Dust:

QUESTION- post engagement	All of the time	Some of the time	Often	Rarely	Most of the time
I've been optimistic about the future	0%	50%	50%	0%	0%
I've been feeling useful	25%	25%	50%	0%	0%
I've been feeling relaxed	25%	25%	25%	0%	25%
I've been dealing with problems well	25%	0%	50%	25%	0%
I've been thinking clearly	25%	25%	50%	0%	0%
I've been feeling close to other people	0%	0%	75%	25%	0%
I've been able to make up my own mind about things	25%	0%	75%	0%	0%

Summary

The NLHF funded Kick the Dust project ended in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. The programme is now moving into a new phase, with funding support from ACE and NCC.

Kick the Dust is a three-stage journey, with young people developing transferable work-related skills including digital skills and gaining experiences that they would struggle to find elsewhere, to support them in securing employment. Whilst young people cite being involved in curation and creating exhibitions as the main areas they have enjoyed, it is through these activities that they hone their skills and understanding of the workplace, which will help them secure employment longer term.

Our aim as we move forward is to support more working age young people to progress into employment, training, or further learning and long-term volunteering. The strong partnerships that have been developed through Kick the Dust provide a strong base on which to build, bringing new young people into museum and library spaces.

Success comes in many guises and this month we have had one of our YMCA young people progress into independent living and gain a place on a Level 3 Access course, with the Kick the Dust programme and pre traineeship giving her the confidence to take these steps. She has also secured a role in the Visitor Services team for Norwich Castle. Another young person has progressed from being a Young Ambassador to gaining a L4 Apprenticeship with Channel 4 in London.

Quotes from our Young Ambassadors regarding their engagement in Kick the Dust and their involvement in the *'Done and Dusted'* celebration event, show the impact that the programme has had on them:

'Kick the dust gave me hands on experience of the industry I want to work for while becoming more proficient in the skills I need to get me there.' Chloe, Young Ambassador

'The most important thing that Kick the Dust did for me was increase my confidence through representing the voices of other young people, inspiring me to pursue a career in the museum sector by showing me that it's a place where I'm able to make positive institutional change.' Emily, Young Ambassador

'A fantastic opportunity to develop my confidence, experience and skills for future employability, and learning more about different opportunities in the heritage sector, as well as the next steps I want to take and my future aims' Emily following her engagement in Kick the Dust

'Kick the Dust has played such a key part in my life and helped me secure employment when most doors were closed to me, giving me the skills and confidence to move forward. It is like being part of a family'. Jazz, Young Ambassador

'My experience has been highly positive. It has allowed me to connect with other young people with a similar interest in the industry. It has also provided me with varied work experience that will contribute significantly to my search for employment in the sector. I have learnt so much more about the heritage sector and the abundance of roles at play, which has led me to new interests and career goals. Engaging with people currently working in the sector has been invaluable and deepens my understanding of the importance of the work the museum services do in the local community.' Marr, Young Ambassador

New funding bid to the National Lottery Heritage Fund

A successful National Lottery Heritage Fund Grants for Heritage Round 1 application was submitted to the NLHF for the Your Heritage Your Future project. The application was submitted by YMCA Leicester, with NMS as Lead Partner. This complex application was put together by a joint project team of staff from YMCA Leicester and NMS, who will now work on the Development Phase of this application, ahead of a Round 2 bid submission in early 2024. If the Round 2 bid is successful, project delivery would commence in later 2024.

6. Participation numbers

6.1 Visitor figures are shown below for the year to date up to August. They will also be circulated with the meeting minutes.

7. Recommendations

That the Area Museums Committee notes the report.

Councillor Kybird asked whether items are offered to other museums first when disposing of items. Robin Hanley advised that the museum follows ethical disposal guidelines and advertises such items through the Museums Journal.

Councillor Freeman asked how visitor numbers were faring. Robin Hanley advised that there had been a real steady recovery and were now at pre-pandemic levels. Visitor numbers at all three Great Yarmouth museums had shown an increase on the figures from the same period last year. Temporary exhibitions had helped to bring the visitor numbers up and people were coming specifically to see them.

Councillor Jeal asked whether the museum had an entertainments licence for the proposed concert in December and was advised by Colin Stott that a licence will be obtained but the event would not finish late.

RESOLVED:-

That the Committee noted the Great Yarmouth Area Museums Committee report.

6 ANY OTHER BUSINESS

Councillor McMullen asked members to consider the suggestion that free museums passes could be offered to families in need who were nominated by various means including Head Teachers and Young Carer co-ordinators.

Robin Hanley detailed the various free and reduced price admission schemes currently offered by the Norfolk Museums Service including free entry for Norfolk children on a school trip from Little Kippers up until the age of 18, as well as UEA and

NUA students, Grab a Grown Up vouchers and the Kick the Dust programme as well as free entry during Heritage and National Lottery Open Days.

Councillor Jeal asked whether the two schools in the ward, Greenacres and St George's visit the museum and was advised by Colin Stott that the museum works closely with both schools and there is an open invitation to go round the museum for free when picking up children from a school trip at the museum.

Robin Hanley advised that it would be possible to offer local head teachers a number of free passes.

The Chair thanked everyone for their positive responses to Councillor McMullen's suggestion.

The meeting ended at: 16:30

MINUTES

Norwich Area Museums Committee

14:30 to 16:00

5 December 2023

Present:

City Councillors:

Huntley (chair)
Hoechner
Kidman
Schmierer
Wright

County Councillors:

Ward (vice chair)
Reilly
Watkins

Co-opted non-voting members:

Felicity Devonshire (Friends of the Norwich Museums), Amanda
Geitner (East Anglia Arts Fund and Councillor Graham (South Norfolk
District Council)
Councillor Kybird (ex officio member)

Apologies:

County Councillors Birmingham, Brociek-Coulton and Rumsby,
Councillor Booth (Broadland District Council) and Danusia Wurm
(Norfolk Contemporary Art Society)

Also present:

Robin Hanley, assistant head of museums
Jan Pitman, learning manager (Norwich)
Emma Clarke, learning officer
Francesca Vanke, senior curator of Norwich Museums and keeper of
fine and decorative art

1. Declarations of interest

There were no declarations of interest.

2. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 5 December 2023, subject to noting that Councillor Kybird had sent apologies for that meeting.

3. Norwich Museums Report – August to October 2023

The assistant head of museums introduced the report (which is available on the website [here](#)) and proposed that he and his colleagues would present the relevant sections and pause after each section for members to ask questions or comment.

The assistant head of museums presented sections 1 and 2 of the report. He confirmed that the Covid-19 measures, as detailed in the report, were still in place. The situation was being monitored as the winter period due to the increase in respiratory infections. The pop-up café and temporary retail offer in the Rotunda continued to be popular and it was positive to see that some form of refreshments and retail offerings had continued. The number of ceremonies continued to be increasing and this had led to an additional 18,500 guests to the museum.

The learning manager (Norwich) presented section 3 of the report, Norwich Learning Team activities – highlights report. He highlighted the work that the service had done regarding Early Years learning through a partnership with Earlham Nursery. This partnership allowed the service to interact with families in a holistic manner and it was looking at ways of improving access for these visitors. This formed part of the Early Years learning Strategy which included the Early Years Saturdays. The focus on improving access was a key area for the service, and this would form part of a review of the learning service. Through the work undertaken with children with Special Educational Needs and Disabilities (SEND) the service had been looking at different approaches to delivering the material. Members were referred to the number of activities that had taken place for a range of learners through events and conferences. Highlights of these events included tours of *The Last Voyage of the Gloucester* exhibition which were conducted in British Sign Language (BSL) led by a Deaf tour guide. The guide had been a participant of the Kick the Dust work experience programme. Further crossover with the Kick the Dust programme had been through the *Knights of the Sound Table* which was working with the Keep project to create a soundscape based on objects within one of the new galleries. This had encouraged the participants to engage with heritage objects in different ways. The service had also begun piloting a new Key Stage 2 event based in the Boudica and Romans gallery, which was enquiry based. This allowed the students to engage with the objects in the gallery and explore the information within. During the summer a number of events has been held around the *Gloucester* exhibition, which included *Shipwrecked!* an event that had been held in the Castle Quarter which allowed members of the learning team to engage with a broader range of people. The partnership with the Royal National Lifeboat Institution (RNLI) had given the opportunity to give visitors a better understanding of the work of the RNLI and water safety.

A member commented that it was positive to see the service looking at ways to break down barriers to engaging with people who would not ordinarily engage and queried whether any monitoring had taken place on the activity in Castle Quarter. The learning manager (Norwich) said that the service were looking at ways to monitor this in more detail. The people who had been engaged with during the event in Castle Quarter had been given free tickets to attend the Castle Museum. There had been a variable return on the number of tickets used and there were likely to be a range of other barriers to visiting the museums.

In response to a member's query the learning manager (Norwich) said that the focus of the Romans event was based on a particular time period during Boudica's revolt and therefore it did not necessarily contain references to Icenian sites near Thetford, however any queries related to this would be addressed during the sessions. A member queried whether the sessions also explored the historical fact of the adversarial nature of the time period. In response the learning manager (Norwich) said that the event was focused on the beginning of the rebellion and on the

experience of an individual who was caught between the Romans and Iceni. The schools that visited would then be able to explore with the pupils the details of the rebellion.

In response to a member's query the learning manager (Norwich) confirmed that activity similar to the Museums Club was still ongoing through a larger number of different groups. Some of these were through the Saturday events and other groups.

The assistant head of museums presented section 4, Kick the Dust: Norfolk – project activity update, of the report. The report detailed the total participation figures for the project that had been funded by the National Lottery Heritage Fund (NLHF) which had run from October 2018 to March 2023. The project had regularly been reported on to the committee. It had engaged with young people aged 11-25, particularly those aged 16-25, who experienced various access barriers to engaging with the heritage sector. The programme had been very impactful and important to the Norfolk Museums Service (NMS) as it had changed the way of working for the service. The service had been able to secure additional funding through an Arts Council England (ACE) National Portfolio Organisation (NPO) Uplift award for 2023-26 which would enable NMS to continue to support young people. While the funding was focussed on other areas in Norfolk some activity would continue in Norwich. For the year 2023-24 the service had also received funding from Norfolk Public Health to support and measure activities related to improving the mental health of young people. Through the new programme NMS were partnering with the library service to deliver activities, including at library sites. The programme would look at building skills and their appreciation and understanding of their local culture and history. Data from the first six months of the project were included within the report and numbers would build as the project progressed. The data captured through the project, including measuring mental health outcomes, was key to communicate with stakeholders and sources of funding to demonstrate the impact of the project. Following the success of the Round 1 application to the NLHF Grants for Heritage NMS was working with YMCA Leicestershire on the Round 2 bid for the Your Heritage Your Future project. This bid was currently in the development phase and would be submitted in May 2024. If the bid was successful project delivery would start in late 2024.

Members commented that it would be positive to see the impact of the initial project on the young people involved. The assistant head of museums clarified that the data for the current project was based on a small sample size, but this would likely increase. If numbers for particular target groups did not increase, then NMS would be working with partners to conduct targeted work. Members were informed that where possible within data protection legislation, the service tracked the participants in regard to employment. There were Kick the Dust participants which were now employed by NMS.

The assistant head of museums presented section 5, Norwich Castle: Royal Palace Reborn – project update, of the report. A photo within the report showed the installation of the glass roof in the atrium, this was a significant milestone of the project. Through the installation of the glass roof the Percival Wing was now weatherproof and this would allow other works to be started within the wing. The glazed atrium roof would allow visitors to see the Castle Keep as soon as they entered the museum, putting the Castle at the centre of their visit. Other works that were ongoing included the fit-out of the new shop, the re-installation of the City Crest

mosaic in the entrance area and the installation of the new lift in the Percival Wing. Within the Keep the steel work for the roof platform and the lift shaft had been completed. The new lift in this area would allow all visitors to access the battlements of the Castle. The oak floors within the Keep were shortly being installed along with division of the space. The display cases for the new British Museum Partnership Gallery were being manufactured and NMS was working closely with various colleagues from the British Museum. In preparation for the reopening the service had engaged a specialist PR company to create a strong campaign for the reopening. The company, Culture Communications Collective, had previously worked on other museum openings such as the opening campaign of the Museum of Making. The next major milestone of the project would be the installation of the glazed bridge which would connect the Percival Wing with the Keep. A tour could be arranged for members of the committee to view progress of the works. The chair commented that it would be beneficial to see the progress.

The assistant head of museums presented section 6, other activity across Norwich museums, of the report. The report included details of a range of activities at both sites. Members were referred to section 6.1 of the report, Museum of Norwich, a highlight during the period had been the deep clean of the museum during October. Staff from the Museum of Norwich had worked with NMS conservation teams and volunteers from English+ and Women at Work.

The learning manager (Norwich) presented the learning update for the Museum of Norwich. The Museum of Norwich had successfully applied for funding from UEA's Norfolk Initiative for Coastal and rural Health Equalities (NICHE) to continue running the Community Culture Club for a further three years. This club was a wellbeing programme for older adults with dementia. The funding would also allow this programme to be evaluated to demonstrate the impact of arts and heritage on wellbeing. The Museum of Norwich had also hosted an event for the Royal College of General Practitioners for new GPs working in the region. This and other events demonstrated the value of the Museum of Norwich as a venue for events and was an asset to the city.

The assistant head of museums presented section 6.2, Strangers' Hall, of the report. 2023 had been an important year for Strangers' Hall as it was the museum's centenary year of being a museum. Events to mark this celebration had been supported by the Friends of the Norwich Museums and the Freeman of Norwich. This included Free Admission days and the final event to be held before Christmas was the *After Dark Tour*, this tour would be held by LED candlelight. The museum had also offered free admission for Heritage Open Days. The senior curator had been working with the Norfolk Record Office to show archival information from the museum's opening in 1923 including photographs. The windows to Strangers' Hall had also been updated for the centenary and this should help draw visitors to the museum as it unified the frontage of the building. Due to the age of the building and the garden work was ongoing to maintain and conserve both. The museum had been gaining more attention both on social media and traditional media, especially in relation to the initiative that was looking to collect objects related to the Covid-19 pandemic.

A member commented that the service should look at having information displays within the libraries that informed them of the museum sites in Norwich as these had proven to be popular. The assistant head of museums said that the service could

consider this and highlighted the increasing collaboration between the two services on social media.

The senior curator of Norwich Museums presented section 7, Norwich Curatorial update, of the report. She highlighted that the curator of historic art following the start of her latest exhibition in the Watercolour Gallery, *Where Land and Water Meeting: Norfolk's Rivers, Streams, Brooks and Broads*, would be doing further research on one of the artists. The artist was Catherine Maude Nichols and it was likely that the next exhibition by the curator of historic art would be a women-only exhibition. She was also conducting research on women artists and collectors in East Anglia. The curator of modern and contemporary art had been working on new exhibitions including one exhibition that would coincide with the re-opening with the Keep showing the breadth of contemporary art within the NMS collection. Within the Colman Project Space she had been working with artists to commission work that took inspiration from the Norwich School of Artists. The curator of the Norfolk Regimental Museum had been continuing her work to encourage new and younger visitors to the collection. This included the launch of a website and work with Norwich University of the Arts tutors who would be looking to incorporate items from the collection in their courses. The digital screens within the Rotunda had been reinstalled to allow visitors to engage with the collection, these had been removed during the Covid-19 pandemic. The senior curator of costume and textiles had been occupied with moving the costume and textiles stores from their location within Shirehall to allow for the remedial building works. This had involved a range of different items that had to be temporarily moved, including rolled textiles such as rugs and quilts, costume collections and the large collection of patterns and tools. The senior curator of Norwich Museums had recently opened an exhibition in the Time and Tide Museum based on the Turner painting *Walton Bridges*. She was currently working on a Turner based exhibition that would be in Norwich Castle in late 2024 and further updates about this exhibition would be brought to a future committee meeting. The senior curator of archaeology continued to be mostly occupied with the Castle Keep project but also worked on funding applications.

The assistant head of museums presented section 8, other developments, of the report. The Shirehall Courtroom works were ongoing to treat the dry rot. Through the works on the roof further issues had been identified but these would be addressed, ensuring that the roof would be secure. NMS were working closely with Norwich City Council conservation officers to ensure that the works conducted are done in a sensitive manner. The Wider Impact Group continued to meet as it monitored the operational impact of the Keep Project. The group was working in the fit out of the retail shop and the retail manager had been able to start planning the stocking of the new retail units within the shop. Within the restaurant the fit out was ongoing and it was hoped that both the new restaurant and shop could be brought into operational use in due course.

The assistant head of museums presented section 9, visitor numbers, of the report. The number of visitors had been increasing for the three Norwich sites and the overall number of visitors was starting to reach pre-pandemic levels. The Norwich Castle visitor numbers had seen a positive impact from both *The Last Voyage of the Gloucester* and the *Norwich Works* exhibitions. Strangers' Hall had seen positive increases due to the centenary celebrations. NMS continued to offer free admission to the Museum of Norwich for visitors to Norwich Castle due to the decreased offer.

The members thanked the assistant head of museums and his colleagues for the report.

RESOLVED to:

- 1) note the Norwich Museums Report August to October 2023; and
- 2) ask the assistant head of museums to organise another site visit of Norwich Castle for committee members.

4. Reports of the Representatives of the Voluntary Organisations

The representative for the Norfolk Contemporary Art Society (NCAS) had been unable to attend and a written report had been circulated to members and was available on the website [here](#).

Felicity Devonshire, Friends of the Norwich Museums, addressed the committee. A written report had been included within the agenda, the period had been relatively quiet for the Friends. The Friends had supported Strangers' Hall with their centenary and the organisation had been pleased to see the upgrade of furnishings within the museums. The Friends Tapestry that would be hung in the Castle Keep when it reopened was nearing completion and the Friends would organise a tea party for the volunteers who had worked on it as celebration before the Keep reopened.

Amanda Geitner, East Anglia Art Fund (EAAF), addressed the committee. The EAAF had been pleased to support the visual art programme within the Norwich sites including temporary projects such as the *Norwich Works* exhibition. The displays and levels of engagement with these had been positive to see.

RESOLVED to thank Danusia Wurm, Felicity Devonshire and Amanda Geitner for their reports and record the committee's gratitude to the voluntary organisations that support the Norwich museums.

CHAIR

Norfolk Joint Museums Committee

Informal Discussion from Friday 27 October 2023

1. After the meeting scheduled for Friday 27 October was declared inquorate and closed with only eight voting members present, Committee Members agreed to hold an informal discussion of the reports listed on the agenda. It was noted that no recommendations or decisions could be made during this discussion.
2. **Breckland Area Museums Committee**
 - 2.1. The Vice-Chair introduced the minutes.
3. **Great Yarmouth Area Museums Working Group**
 - 3.1. In the absence of a Committee Member from the relevant district, the minutes were not introduced.
4. **Norwich Area Museums Committee**
 - 4.1. In the absence of a Committee Member from the relevant district, the minutes were not introduced.
5. **King's Lynn and West Norfolk Area Committee**
 - 5.1. The Assistant Head of Museums introduced the minutes.
 - 5.2. The following points were discussed.
 - The Vice-Chair remarked that the recent election of a Chair for the Area Committee had taken 25 minutes and was resolved via a coin toss.
 - A Committee Member referred to a point on page A27 of the minutes relating to mental health challenges for young people and offered to follow this up in their capacity as Deputy Cabinet Member for Children's Services.
6. **Norfolk Museums Service – Finance Monitoring Report**
 - 6.1. The Director of Culture & Heritage introduced the report, which covered the Norfolk Museums Service forecast budget out-turn for 2023/24 and detailed the latest monitoring position of the revenue budget, capital programme, reserves, and provisions.

6.2. The following points were raised and discussed.

- The Vice-Chair asked if the Capital Programme involved borrowing. Officers confirmed borrowing was involved and acknowledged that the cost of borrowing had gone up recently.
- A Committee Member asked if there would be an overspend on the Norwich Castle Keep project. Officers confirmed that the project had seen a number of pressures but that on site delivery was progressing positively.
- A Committee Member commented that the heritage sector was experiencing the effects of increased utility bills. The Arts Council was monitoring the sector nationally and the government was expected to announce a review.

7. Norfolk Museums Service – Risk Management Report

7.1. The Director of Culture & Heritage introduced the report, which considered the risk management of the Norfolk Museums Service.

7.2. The following point was raised and discussed.

- A Committee Member asked if the Norfolk Museums Service had met the target set to maintain historic buildings. Officers commented that this goal was adversely affected by significant events such as the Museums Service's maintenance budget being reduced over recent years, but overall the Service continued to have capacity and expertise to look after the buildings in its care, including securing external funding where possible. There had been a recent change in how facilities were being maintained, with Norse TFM supplying a dedicated Museums Facilities Manager. The Service was also working closely with the Council's Corporate Property Team. A project was taking place to improve the condition of the Victorian roof structures at Shirehall, to tackle dry rot and other issues.

8. Performance & Strategic Update Report

8.1. The Director of Culture & Heritage introduced the report, which provided an update on performance against the service plans of the Norfolk Museums Service. During this item, a presentation was held relating to Norwich Castle.

8.2. The following points were raised and discussed.

- A Committee Member asked if there was any data on where visitors to Norwich Castle originated from. An officer confirmed that postcode data was collated and analysed, which illustrated that the largest proportion of visitors came from Norfolk, but that the Service also attracted visitors from across the UK. The Keep project was intended to attract visitors from further afield

increasing the overall percentage of visitors from outside the region including international visitors.

- Committee Members stated that the Kick the Dust programme was a good initiative, and asked whether applicants could rejoin the programme later. Officers confirmed that applicants could join and rejoin any number of times, with the only restriction being that they had to be within the age category of 11 to 25. The programme worked best when people could take advantage of activities which progressed them up the ladder. A Committee Member stated they were a trustee of Norfolk Young Carers and would be prepared to pass details of Kick the Dust on to them. The Committee Member asked whether young people were notified of Kick the Dust opportunities. An officer confirmed this was the case, and support was available in the form of paid training and CV building.
- The Vice-Chair commented that there were still issues relating to the cost of transport for school parties.
- The Chair asked officers for an update relating to the work undertaken with Leicestershire YMCA. An officer clarified that the Norfolk Museums Service were working on the next National Lottery Heritage Fund project alongside Leicestershire YMCA, with an aim to submit the bid in May 2024. The officer remarked that the Service had worked closely with Leicestershire YMCA for several years and a strong working relationship had developed. The Chair asked if the position of Commercial Manager had been filled. An officer stated the advert was still live, and due to close shortly.

The meeting concluded and any formal recommendations which would have taken place will be revisited at the next Joint Museums Committee meeting.

Joint Museums Committee

Item No: 9

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2023/24
Date of meeting:	2 February 2024
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2023/24 as at 31 December 2023	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2023/24 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently facing a number of pressures for 2023/24 and is projecting an over-spend.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

Recommendations:

- **To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2023/24.**

1. Background and Purpose

1.1 Revenue Budget 2023/24

- 1.1.1** The Service continues to face significant uncertainty in relation to the main income streams following the steady return to normal, pre-pandemic visitor numbers and patterns. The cost-of-living pressures and reduced visitor offer in place at Norwich Castle Museum due to the ongoing work

for the Keep re-development are also factors. The lower admissions, retail and café sales drives the forecast over-spend, as does continuing pressure on the Service's utility costs.

- 1.1.2** The reported overspend is not unexpected, given the factors mentioned above. It is worth noting admissions is higher than this time last year with secondary spend significantly increased. This is ensuring any over-spend is minimised before Norwich Castle Museum fully reopens.
- 1.1.3** NMS continues to closely monitor all spend on utilities, given the continuing price increases by energy companies. This will increase the financial pressures on the Service, especially over the winter period. It is, however, worth noting that NCC has been successful in applying for the enhanced Energy and Trade Intensive Industry energy bill support scheme (ETIIs), which will be applied to Museums and will mitigate some of the potential price increases.
- 1.1.4** The reported overspend has further been suppressed by a reduction to our business rates. This is following the outcome of a Tribunal Case that has changed the method of valuation for how the rateable values are calculated, which determine the business rate value. In 2023, a challenge was submitted to the valuation office agency to request the new methodology be applied to Norfolk Museums. This has been accepted for our 2023/24 business rates and for at least 2024/25 and 2025/26. In 2026/27 there is expected to be a new Rating List, so although unlikely, things could change at that point.
- 1.1.5** We are planning to mitigate the over-spend further by continuing to manage costs wherever possible. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and the Service will be supported by the CES Business Risk Reserve if required.
- 1.1.6** The table below sets out the net revenue Service budgets for 2023/24 and the forecast outturn for NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.551	3.162	0.611	24.0%

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 2023/24 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2023/24 – Norfolk Museums Service

Scheme or programme of work	Approved 2023/24 Capital Budget £m	2023/24 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.001	0.001	0	Project estimated to be completed in 2023/24
Seahenge	0.006	0.006	0	Ongoing conservation
Norwich Castle Critical M&E Services	0.050	0.050	0	Project estimated to be completed in 2023/24
NLHF Keep Delivery Phase	6.763	6.763	0	Project will be ongoing until 2024/25
Gressenhall Playground Improvements	0.032	0.032	0	Project will be ongoing until 2023/24
Gateway to Medieval England Project Management	0.036	0.036	0	Project will be ongoing until 2023/24
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2023/24
Support for Key Care of Buildings & Collections	0.218	0.218	0	Project will be ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environment Hub	0.116	0.116	0	Project will be ongoing until 2024/25
GFW Environmental Landscape Management Project	0.055	0.055	0	Project will be ongoing until 2024/25
Gressenhall Museum Fabric Maintenance	0.100	0.100		Project will be ongoing until 2026/27
Museum Estate & Development Fund MEND	0.060	0.060		Project will be ongoing until 2025/26
Total	7.447	7.447	0	

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

- The Norwich Castle: Gateway to Medieval England has now entered its delivery phase of the project with all capital works expected to be completed by the end of 2024-25. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing. The total project budget of £20.611m is primarily funded by National Lottery Heritage Fund (£12.950m) and the balance from NCC funding, external trusts and other organisations.
- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated, and the key structures and equipment have reached the end of their lifespan. The new playground development was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors over the coming period now that the museum is back to full operational capacity.
- Policy & Resources Committee approved the initial funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period. Additional funding of £0.199m has been approved to extend the contracts until October 2023 to support construction completion.
- Cabinet have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Cabinet have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environment Hub for Norfolk over the next three years. The initial work to convert the key rooms has been successfully completed, and additional work in the farm area is underway.
- Cabinet have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two years.
- Cabinet have approved the funding of £0.775m to improve the ongoing fabric maintenance at Gressenhall Farm and Workhouse over the next four years.

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 invest to save scheme will be deployed over the next three years to enable NMS to realise the full potential of the commercial opportunities available to them upon reopening Norwich Castle.
- 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 2023/24	Balances at 01 Apr 23	Balances at 31 Mar 24	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Invest to Save Income Reserve	0.302	0.302	0.000
Museums Income Reserve	0.513	0.513	0.000
Museums Repairs and Renewals Reserve	0.154	0.152	-0.002
Unspent Grants and Contributions Reserve	1.044	0.951	-0.093
Service Total	2.013	1.919	-0.095

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

Officer name: Steve Miller, Director of Culture & Heritage, Head of Museums **Tel No.:** 01603 493620

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

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

Email address: julie.frosdick@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item No: 10

Report Title: Risk Management

Date of Meeting: 2nd February 2024

Responsible Cabinet Member: Cllr. Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Steve Miller, Director of Culture & Heritage, Head of Norfolk Museums Service, Head of Norfolk Arts Service

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Executive Summary / Introduction from Cabinet Member

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.

Recommendations:

To consider and agree;

- 1. The proposed changes to risks as set out in 2.1**
- 2. The active and dormant risks as per appendices A and B;**

1. Background and Purpose

- 1.1 This report provides Members of this Committee with an insight into the key 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 regularly reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposal

- 2.1 There are proposed changes to the target dates of the following active risks;

RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales

There is a proposal to amend the target date from 31st March 2024 to 30th June 2024. This is to reflect the two-stage opening of the project, with the castle entrance to be opened by end of March 2024 and the castle keep to be opened by early summer 2024.

RM14286 - Reduction of centralised support services

There is a proposal to amend the target date from 31st March 2024 to 30th June 2024. This is to reflect ongoing embedding of the Norfolk Museums Service to the myOracle system.

3. Impact of the Proposal

- 3.1 The current risks are those identified against service objectives for 2023/24 and are included in Appendices A and B, showing active and dormant risks for the Norfolk Museums Services respectively.
- 3.2 The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

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 risks 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 There remain financial implications for revenue generation. Challenges remain primarily due to the cost of living pressures and additional pressures on secondary spend. This is noted in risk RM14162 in Appendix A. Further detailed financial reporting for the quarter can be viewed in the Finance report to this Committee.

7. Resource Implications

- 7.1 **Staff:** There are no staff implications to report.
- 7.2 **Property:** Museums continue to offer a safe environment for staff and visitors alike.
- 7.3 **IT:** There are no IT implications to report and the online offer for museums continues alongside an on-site experience for visitors.

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) (this must be included):** There are no equality impact assessments to note.
- 8.4 **Data Protection Impact Assessments (DPIA):** There are no data protection impact assessments to note.
- 8.5 **Health and Safety implications (where appropriate):** Museums staff continue to ensure the continued safe physical environment of museums for all users.
- 8.6 **Sustainability implications (where appropriate):** There are no sustainability implications to report.
- 8.7 **Any Other Implications:** There are no other implications to report.

9. Risk Implications / Assessment

9.1 Active risk implications can be seen within the active risks at Appendix A.

10. Select Committee Comments

10.1 There are no recent Select Committee comments to report.

11. Recommendations

To consider and agree;

- 1. The proposed changes to risks as set out in 2.1**
- 2. The active and dormant risks as per appendices A and B;**

3. Background Papers

12.1 There are no background papers to note for this report.

Officer Contact

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

Steve Miller – Director, Culture and Heritage

Tel. No.: 01603 493620

Thomas Osborne – Risk Management Officer

Tel. No.: 01603 222780



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Risk Number		RM14381				Date of update		03 January 2024		
Risk Name		Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Jun-24	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. The project board continues to be updated on progress and any new emerging risks are added into the project risk register. The next project board will meet on 15th February 2024. The target date for opening of the entrance is March 2024 and for the keep to the public is early summer 2024. Agreements with the British Museum around collections and displays have been made and finalised.										

Risk Number	RM14286					Date of update		03 January 2024		
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	31/06/2024	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 myOracle, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										
Ongoing adaptation to the new myOracle system.										

Risk Number	RM14364					Date of update		03 January 2024		
Risk Name	Failure to deliver Arts Council England business plan 2023-26									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate.										

Risk Number	RM14162					Date of update		03 January 2024		
Risk Name	Failure to generate additional income streams for 2023/24 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-24	Amber
Tasks to mitigate the risk										
Continue to review additional income levels generated. There is an income reserve in place to cover any shortfall in inrevenue. This can be applied as a mitigation if neccesary.										
Progress update										
Challenges remain primarily due to the cost of living pressures and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number		RM14027				Date of update		03 January 2024		
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
Review of display case security undertaken Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										

Risk Number		RM13947				Date of update		03 January 2024		
Risk Name		Failure to maintain historic buildings								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-24	Met
Tasks to mitigate the risk										
Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
Progress update										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard. Site based operations managers are present within each museum site, with regular walk rounds to check for any buildings issues.										
As this is an ongoing low level risk, the target date has been amended to end of March 2024.										

Risk Number	RM13948					Date of update		03 January 2024		
Risk Name	Significant flooding at any of the Museum sites.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-24	Met
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is an ongoing low level risk, the target date is set for the end of March 2024.										

Norfolk Joint Museums Committee

Item No: 11

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	2 February 2024
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2023/24 Service position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's delivery of its Arts Council England National Portfolio Organisation programme for 2023-26 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the financial year 2023/24, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County.

The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2023 to 30 November 2023.
- 2.2. Visitor numbers for 1 April 2023 to 30 November 2023 were 224,581 compared to 187,848 for the same period in 2022. The strong performance over the summer period was due to excellent numbers visiting the *Gloucester* exhibition,

plus positive figures to the other NMS sites, including Gressenhall and Time and Tide.

- 2.3. School numbers for the period 1 April 2023 to 31 August 2023 (the latest statistics we currently have) were 12,958 with an additional 2,311 virtual visits, compared to 13,370 and 2,576 virtual visits for the period 1 April 2022 to 31 August 2022.

3. Digital engagement and Learning Team Highlights -

3.1. Summary Report: Social Media at Norfolk Museums 19 September – 27 December 2023

Compiled December 2023

Contents:

- 1. Introduction**
- 2. Instagram**
- 3. X (formerly Twitter)**
- 4. Facebook**
- 5. YouTube**

1. Introduction

Below are the Hootsuite reports outlining full Instagram, X and Facebook performance of Norwich Castle Museum and Art Gallery, Gressenhall Farm and Workhouse and Time and Tide Museum of Great Yarmouth Life from 18 September to 27 December 2023 (14 weeks), compared against the previous reporting period. It should be noted that the previous reporting period was only 8 weeks (23 July to 18 September 2023).

The figures for this fourteen-week period show that Instagram remains a key platform for growth and engagement. Engagement rates amongst followers are very high (8-10%) for the three sites, and profile reach is strong.

The three sites' X accounts retained follower numbers in this period, with only marginal growth or drop-off rates recorded. There are currently no plans to join Meta's rival, Threads, although we will monitor whether the introduction of Threads in the EU in mid-December leads to a rise in active users in the UK.

Facebook was the site of a standout achievement for Time & Tide Museum, as their page received 1 million unique views during this 14-week period. On 11 October, a post about Kitty Witches Row (Row 95) on the site received 2,060 reactions. Content was shared 615 times, suggesting it was very popular with audiences. For comparison, the three Norwich museums received 1 million unique Facebook views during the last 3-month reporting period.

The Communications Team was working with reduced staffing capacity from late October, as Liz Elmore took up a temporary post as Collections Project Officer

for the Colman Story. Helen Stokes joined the team as Communications Officer in late November on a 12-month contract. She will join Daniel Bokenham, Digital Communications Trainee, in rolling out a series of social media campaigns focussing on Norwich Works.

We are interested in exploring the use of a Norfolk Museums LinkedIn Page as a platform to communicate with both sector-based and wider audiences. We could integrate this platform into existing processes to promote our exhibitions, events and job opportunities. We would seek to reach existing professional audiences and grow followers rapidly in what is set to be an exceptional year for the service. For context, as of June 2023 there were 38 million users in the UK, with over 55% of these aged 25 to 34. Sainsbury Centre has 1k followers; Fitzwilliam Museum has 3k followers and York Museums Trust has 3k followers.

<https://www.statista.com/statistics/278322/age-distribution-of-linkedin-users-in-great-britain/>

Notes on engagement and reach: Tracking engagement and reach/impressions tells us how many people are seeing our content and engaging with it.

- On Instagram, Profile Reach is the total number of unique users that have seen at least one of our posts.
- On X, Post Impressions refers to the number of times a tweet has been seen (not unique users).
- On Facebook, Page Reach refers to the number of people who saw any content from or about our Page.

The Engagement Rate refers to how many people engaged with our posts expressed as a percentage of everyone who saw them. An engagement rate of between 1% and 3% is considered good engagement from our followers.

2. Instagram

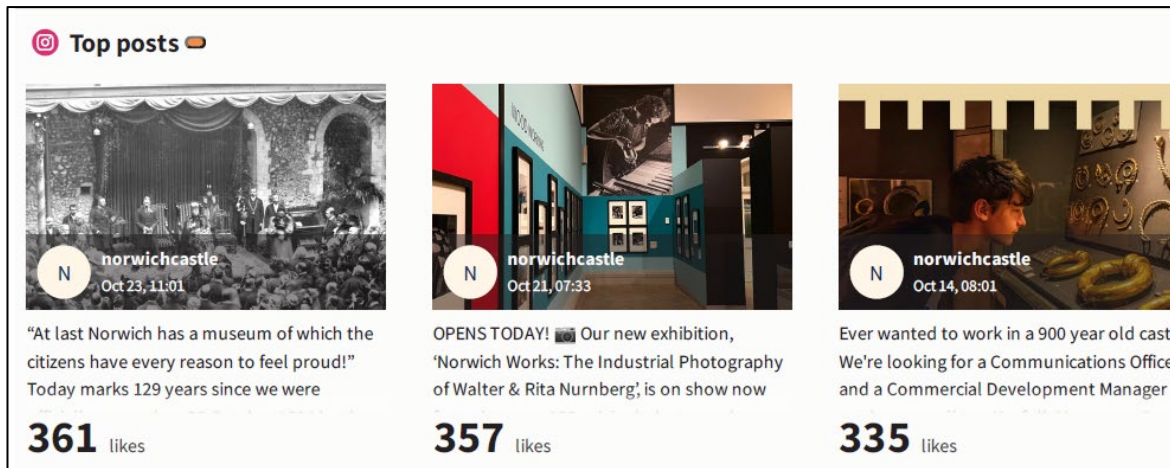
a. Norwich Castle

Norwich Castle's Instagram account reached a milestone 9k followers at the end of the period, up 1.8% on the previous period.

There were 2.8k views of Norwich Castle's profile, and the profile reach was 216k users, up 30k from the last report.

Posts from @norwichcastle received 7.9k likes, 122 comments and 288 saves over the twelve-week period.

The account had a post engagement rate of 8.44%.



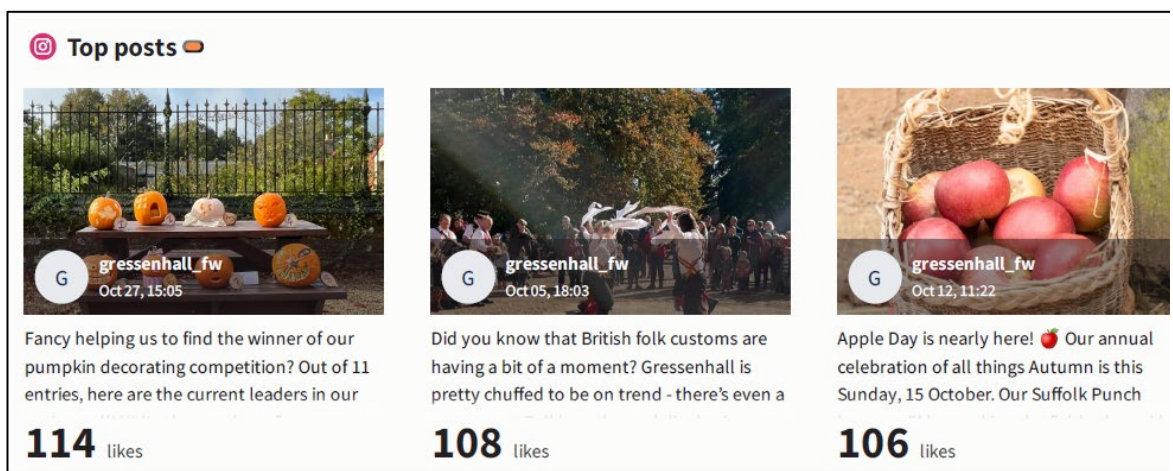
b. Gressenhall Farm & Workhouse

Gressenhall's Instagram account had had 3.2k followers at the end of the period, up 3.4% on the previous period.

There were 1.3k views of Gressenhall's profile, and the profile reach was 120k users compared to 159k across the previous reporting period.

Posts from @gressenhall_fw received 1.6k likes, 82 comments and 69 saves over the period.

The account had a post engagement rate of 10.39%.



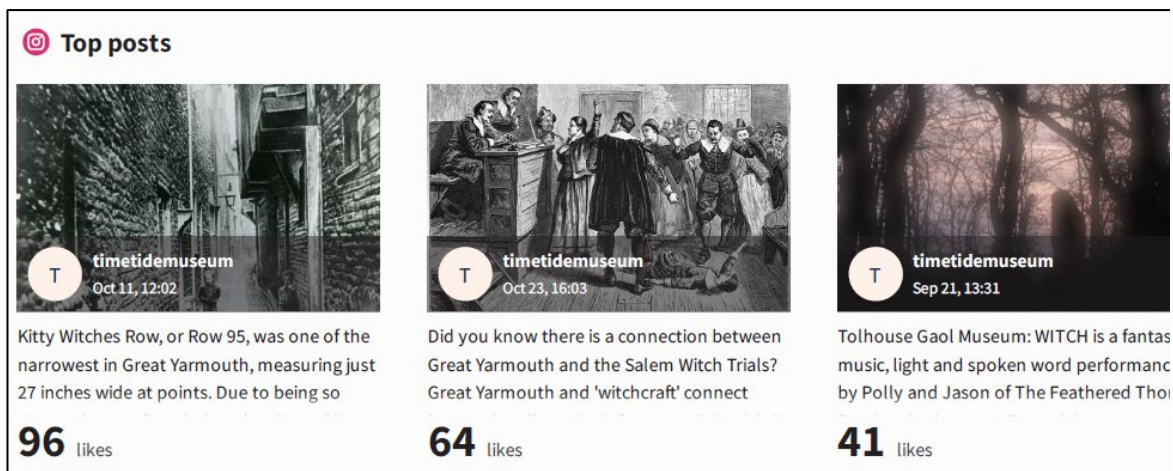
c. Time & Tide Museum of Great Yarmouth Life

Time & Tide's Instagram account had 2.2k followers at the end of the period.

There were 620 views of Time & Tide's profile, and the profile reach was 117k users, compared to 41k across the previous reporting period.

Posts from @timetidemuseum received 1.1k likes, 26 comments and 27 saves over the past fourteen weeks.

The account had a post engagement rate of 8.22%.



3. X (formerly Twitter)

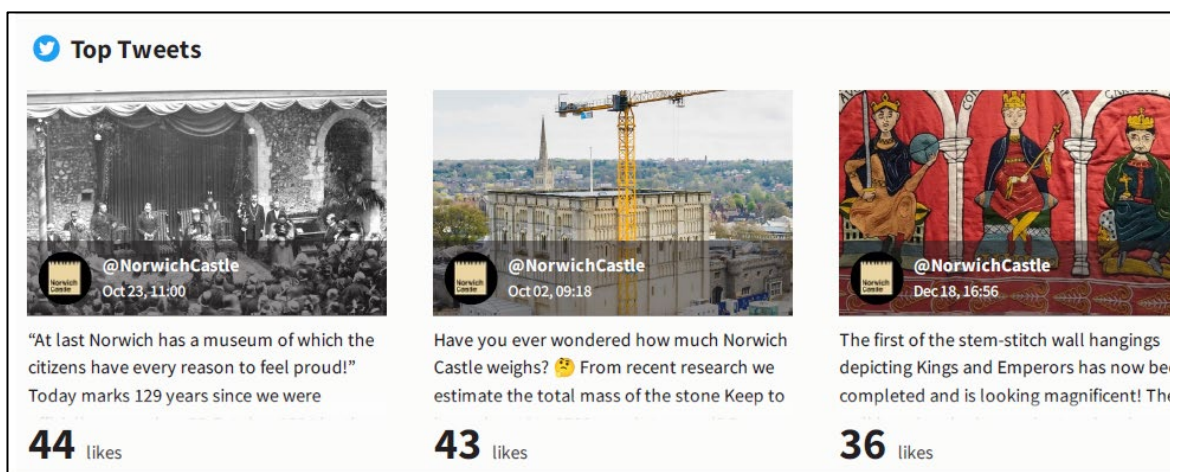
a. Norwich Castle

Norwich Castle's X account had 16k followers at the end of the period, up 0.1% on the previous reporting period.

The account earned 64k impressions and 2.1k engagements, both slightly down on the previous period.

Posts from @NorwichCastle received 831 likes, 270 retweets, 188 mentions and 34 replies over the fourteen-week period.

The account had a post engagement rate of 4.8%.



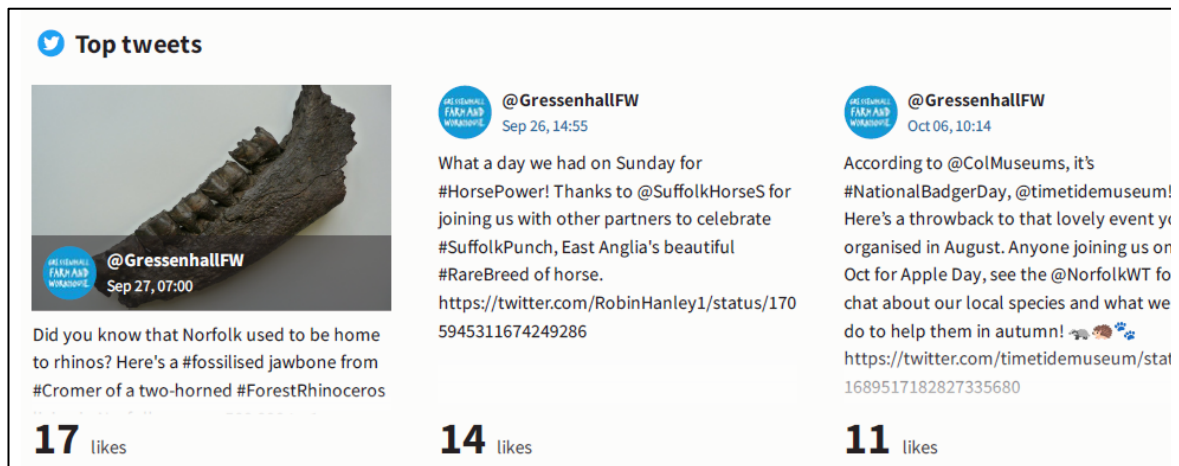
b. Gressenhall Farm & Workhouse

Gressenhall's X account had 6.2k followers at the end of the period, down 0.2% on the last period.

The account earned 8.9k impressions and 257 engagements.

Posts from @GressenhallFW received 130 likes, 33 retweets, 107 mentions and 2 replies over the fourteen-week period.

The account had a post engagement rate of 4.72%.



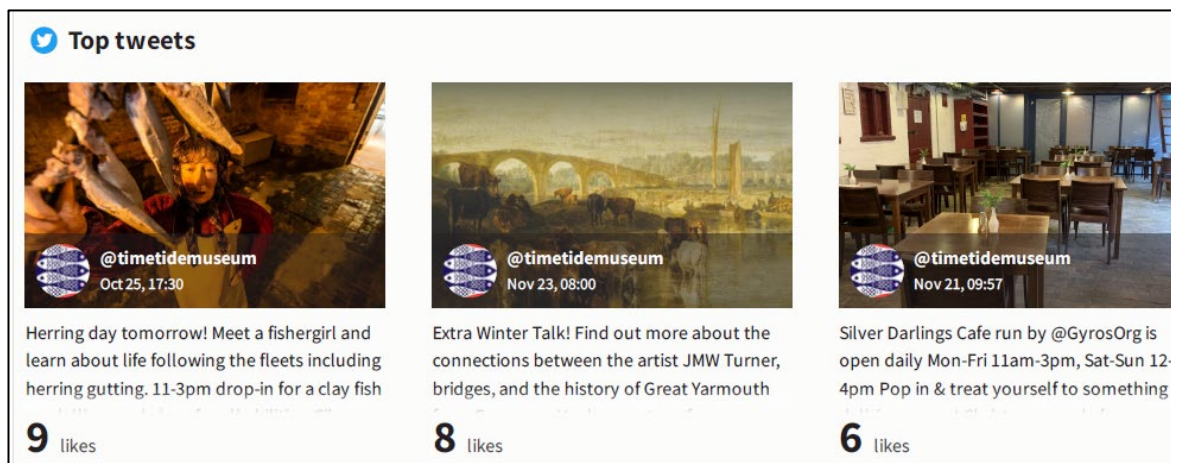
c. Time & Tide

Time & Tide's X account had 5.7k followers at the end of the period, down 0.1% on the last eight-week period.

The account earned 9.5k impressions and 224 engagements.

Posts from @timetidemuseum received 101 likes, 29 retweets, 64 mentions and 2 replies over the fourteen-week period.

The account had a post engagement rate of 2.25%.



4. Facebook

a. Norwich Castle


Norwich Castle's Facebook page had 13k fans at the end of the period, up 1.2% on the previous period.

The page's reach was 822k users, compared to 896k in the previous period, showing the continued benefit of paid Meta ads.

Posts from Norwich Castle's page received 4.9k reactions, 628 shares and 472 comments.

The page's engagement rate was 1.9%.


Top posts



Norwich Castle Museum & Art ...
Nov 06, 12:01

If you've been following us for a while, you may already know about our spectacular Norwich Friends' Tapestry, which is being


182 reactions



Norwich Castle Museum & Art ...
Sep 25, 11:12

Happy Monday, everyone! Who's ready for another construction update? 🏗️ Our latest milestone is a really exciting one. As you may

148 reactions



Norwich Castle Museum & Art ...
Oct 21, 07:59

OPENS TODAY! 🖼️ Our new exhibition, 'Norwich Works: The Industrial Photograph of Walter & Rita Nurnberg', is on show now

140 reactions

b. Gressenhall Farm & Workhouse


Gressenhall's Facebook page had 8k fans at the end of the period, up 1.6% on the previous reporting period.

The page's reach was 764k users.

Posts from Gressenhall's page received 1.2k reactions, 176 shares and 188 comments.

The page's engagement rate was 1.02%.


Top posts



Gressenhall Farm and Workhouse
Sep 23, 17:00

APPLE DAY! Sunday 15 October, 10am-5pm
Come and join us for autumnal magic and plenty of family-friendly fun. From Folklore


76 reactions



Gressenhall Farm and Workhouse
Oct 03, 18:01

It's time for a story, so settle in and get cosy. Once upon a time, there was a shepherdess named Juliet (slide 3) who also happened to

62 reactions



Gressenhall Farm and Workhouse
Oct 12, 11:15

Apple Day is nearly here! 🍏 Our annual celebration of all things Autumn is this Sunday, 15 October. Our Suffolk Punch

58 reactions

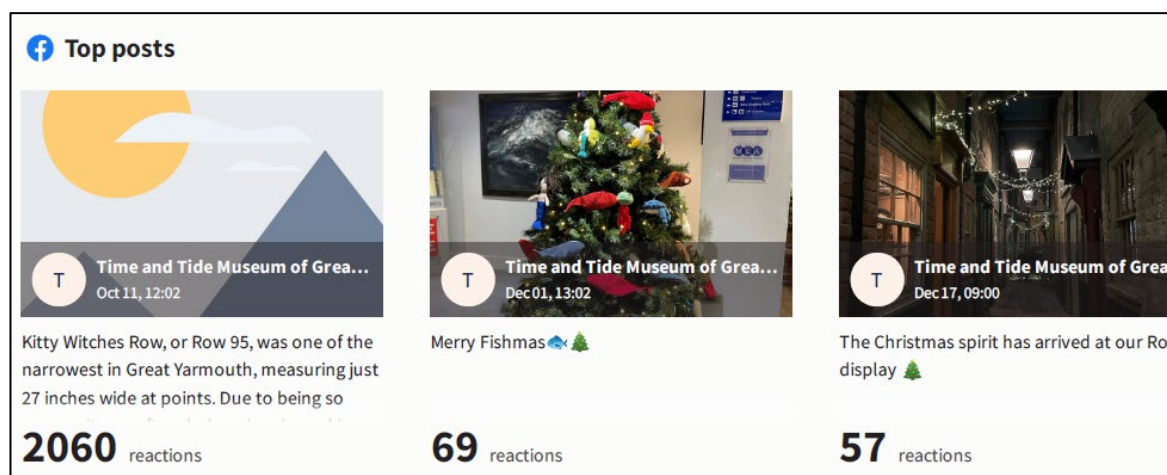
c. Time & Tide

Time & Tide's Facebook page had 4.8k fans at the end of the period, up 5.4% on the previous reporting period.

The page's reach was 1 million users, compared to 176k users in the previous reporting period.

Posts from Time & Tide's page received 4.7k reactions, 615 shares and 589 comments.

The page's engagement rate was 1.42%.



5. YouTube

<i>Account</i>	<i>Total Followers 18 September 2023</i>	<i>Total Followers 27 December 2023</i>	<i>% Increase (to the nearest 1%)</i>
Norfolk Museums	823	854	4%
Norwich Castle	990	1090	10%

4. Teaching Museum, Kick the Dust & Skills

- 4.1. Applications for this year's round of Teaching Museum trainee recruitment closed on Thursday 4 January. The new trainees will be selected at assessment centres held at Museum of Norwich in late February and they will start their new roles in early April 2023.

The trainee roles are decided on between SMT and the Teaching Museum Manager on the basis of meeting service need as well as offering the best opportunities for trainee development. This year's roles are in Digital Communications and Marketing, the Royal Norfolk Regimental Museum, King's Lynn, working on the Newman bequest project, Western Area museums based at Ancient House and Lynn Museum and in the Collections team working at the Collections Centre at Gressenhall and on temporary exhibitions in Norwich.

Councillors may have read in a recent Museum Mardle that Alex Day, our trainee based at Shirehall working with the collection of Modern and Contemporary Art

has recently been selected for the British Art Network's 'Emerging Curators Group'. The programme is run by Tate in association with the Paul Mellon Centre for Studies in British Art at Yale University. Alex was encouraged to make an application and was selected as a cohort of up to 15 curators each year. It comes with a bursary and honorarium, upon completion of the research. The group meet regularly to provide peer support, they also attend funded field trips and workshops and receive mentoring. It's a wonderful opportunity for Alex and a prestigious programme for NMS and the Teaching Museum to be associated with. Alex will be conducting research around art gallery and museum accessibility for disabled, neurodivergent and mentally unwell people and how improving access could develop their representation in collections and curatorship.

As the current cohort of trainees start to think about their next jobs in the sector, it was a timely visit that the group made to Cambridge just before Christmas. We were able to plan our visit around presentations from 3 former trainees from different cohorts over the past 10 years. They are now working at the Fitzwilliam Museum where we met Laura Reeves (alumna 2019), an assistant registrar and Holly Morrison (2017), who works in the learning team and the Whipple Museum of the History of Science where Morgan Bell (2016) is the Collections Manager. NMS should be proud of the work it does to support early years professionals, providing rare opportunities for them to train in our museums and the part it has played in kickstarting the careers of many, now fully fledged, museum professionals working in the sector in an impressive range of roles.

4.2. **Kick the Dust**

Following the successful conclusion of the National Lottery Heritage Fund funded Kick the Dust project, Norfolk Museums Service (NMS) has secured additional funding through an Arts Council England NPO Uplift award for the period 2023-26. This will enable NMS to continue to support young people in the three Levelling up for Culture places of Great Yarmouth, King's Lynn, and Thetford. This additional funding will enable young people to participate in high quality cultural and heritage activities that develop their creative and digital skills and potential, as well as prepare them for the workplace.

During 2023-24 NMS is also receiving funding from Norfolk County Council (NCC) Public Health to support Kick the Dust activities that focus on the mental health and wellbeing of Norfolk young people.

NMS is partnering with Norfolk Library & Information Service (NLIS) to deliver this exciting programme of activity enabling us to strengthen partnership working between museum and library staff and increase levels of cultural engagement by young people in a sustained way, employing the successful Kick the Dust approach to youth engagement that uses the three-stage progression model Player-Shaper-Leader. The programme will be aimed at those in the three priority places aged 16-25 years, with opportunities for 13-16-year-olds to engage as part of the progression framework.

The key aims of the new Kick the Dust project are to:

- develop transferable work-related skills with the aim of supporting more working age young people into employment, training or further learning;
- develop digital skills linked to creative industries to address the digital skills gap in heritage and cultural sectors;
- increase young people's creative skills and for young people to gain a range of new cultural experiences;
- encourage an appreciation of the history and culture of their local communities.

Our offer to support young people around the important theme of mental health and wellbeing is on-going and this will be measured through the new evaluation framework using data from the young people's feedback forms as well as the new narrative evaluation which is being rolled out from September 2023 to September 2024. At the end of the NLHF funded project in March 2023, 26% of young people identified as having a mental health issue. Up to 18/12/23 data shows that 47% of the individual young people who have taken part in the new programme of activity identify as having a mental health issue (although this is from a smaller number taking part) showing the need for this programme. Through a systematic approach to evaluation, in partnership with Libraries, the team will be able to demonstrate impact on mental health on those taking part and the young people will be able to monitor their progress through the programme in relation to skills, confidence and mental health. Narrative evaluation will further demonstrate impact.

NMS and NCC continue to work together through the 'Making Creative Futures' group, chaired by the Kick the Dust Project Coordinator, where members from across Children's Services identify ways to engage the hardest to reach and most vulnerable children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme ([Big Norfolk Holiday Fun - Active Norfolk](#)) and through our own contributions through our Kick the Dust offer. The focus is on mental health and wellbeing and has representation from the NCC Public Health team. This group acts as the vehicle to share best practice, ideas and resources and its membership continues to grow.

Summary

The NLHF funded Kick the Dust project ended in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. The programme is now moving into a new phase, with funding support from ACE and NCC.

Our aim as we move forward is to support more working age young people to progress into employment, training, or further learning and long-term volunteering. The strong partnerships that have been developed through Kick the Dust provide a strong base on which to build, bringing new young people into museum and library spaces. Further updates will be provided to the Committee in the Spring.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with the continuing development of the new agreement enabling the Museums Service to support a range of new work, including development programmes linked to Market Towns, and a digital learning programme around Robert Kett. The Museums Service delivered a range of activities at Harleston at a special event on Saturday 11 March, and a new family event at Wymondham on 16 September. Especial thank you to Trainees Kate Bradley-Edwards and Alex Day who supported the event.
- 5.2. 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 Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. NMS continues to support the delivery of the major King's Lynn Guildhall project.



NMS continues to support the Guildhall Project, King's Lynn

- 5.3. Dr Francesca Vanke, Senior Curator Norwich Museums has been appointed a member of the national Acceptance in Lieu panel and, along with Dr Tim Pestell, Senior Keeper of Archaeology and member of the Reviewing Committee on the Export of Works of Art, this means NMS is currently represented on two of the key national committees relating to museum collections and artworks.

6. Exhibitions

- 6.1. **Norwich Works: The Industrial Photography of Walter and Rita Nurnberg; Norwich Castle Museum & Art Gallery, 21 October 2023 to 14 April 2024**

Between 1948 and 1961, German-born husband and wife Walter and Rita Nurnberg photographed the factories of Norwich and their workers.

These stunning photographs, which owe as much to Rita's skilful processing as they do to Walter's original compositions, go beyond the documenting of industry. Meticulously choreographed images of the factories are infused with the high modernism of the Bauhaus, whilst striking portraits of workers lean into the glamour and beauty of cinema's golden age; from the time-worn faces of the

master artisan to the teenage apprentices shining with enthusiasm, the Nurnbergs' photographs are both local history and enduring works of art.

Marking the 70th anniversary of their pioneering exhibition at Norwich Castle in 1953, the exhibition showcases the Nurnbergs' distinctive and influential photographic practice, focusing on the extraordinary visual record they created of Norwich striving to rebuild itself economically after the Second World War. It includes over 130 original photographic prints representing three key Norwich industries: shoemaking at Edwards and Holmes' Esdelle Works; steel construction, woodworking, and wire netting at Boulton & Paul's Riverside Works; and sweet-making at Caley-Mackintosh's Chapelfield Works. The photos are displayed alongside objects from our own collections relating to the city's industrial past and newly digitised archive film.

Walter (1907-1991) and Rita (1914-2001) Nurnberg established a commercial photographic studio in London in 1934 after relocating from Germany. Walter, a former pupil and tutor at the prestigious Reimann School of Art and Design in Berlin, made a name for himself in product photography and teaching, and wrote technical guides to photography including *Lighting for Photography* (1940) which remained in print until the 1970s. After the Second World War, the Nurnbergs concentrated their collective skills in documenting and celebrating the workers of Britain. Over the subsequent decade, the Nurnbergs made photographs for many of the nation's most significant companies and their distinctive style of black and white images transformed the image of post-war British industry. Whilst touring the country with his camera, Walter also organised public exhibitions of Rita's prints at local museums and galleries. In 1974 Walter was awarded the OBE for his contribution to industrial photography and photographic education.



Walter & Rita Nurnberg *Drilling pilot holes*, Wood-working, Boulton & Paul, RiversideWorks, Norwich, Gelatin silver print, 1947-8 © Norfolk Record Office

Britannia; Norwich Castle Museum & Art Gallery, 30 September 2023 – 14 January 2024

This new film by acclaimed artist, Amartey Golding, is a meditation on his English ancestry inspired by the symbolic figure of Britannia.

The work offers a moment of reflection on our relationship with ourselves, our past and our environment, as it explores the impact traumatic periods of English history have had on those who survived them.

Golding invites us to consider Norwich Castle as the location for the work's presentation, in a building, city, and region, which has borne witness to periods of conflict, in contrast to its use now as a museum, gallery and wedding venue.

Born in London, Golding often turns to his Anglo-Scottish and Ghanaian ancestry, by way of a Rastafarian upbringing, as a point of departure for his art. Moving constantly around the country as a child, Golding was exposed to contrasting and often conflicting English communities. His fondness for these different worlds, and the sometimes invisible and unexpected ways in which they depended on each other, continues to inform his work today.

Britannia was commissioned by Norfolk Museums Service with additional support from Autograph and Film and Video Umbrella. The commission was made possible with support from Art Fund. Supported using public funding by Arts Council England.

The Tiger Who Came to Tea; Lynn Museum, 24 November 2023 - 20 January 2024

The Tiger Who Came To Tea celebrates the life and work of Judith Kerr, one of Britain's best known children's book author-illustrators.

Copies of Kerr's original artwork will be on display alongside notes and sketches. Children can also enjoy stepping into Sophie's kitchen to have tea with a life-size tiger.

Published in 1968, Kerr's first picture book The Tiger Who Came to Tea began as a bedtime story for her own children. It became a classic. By the 40th anniversary in 2008, the book had 11 language translations and had sold over five million copies.

The exhibition celebrates 100 years of Judith Kerr and her incredible contribution to children's literature. It has been developed by Seven Stories, the National Centre for Children's Books, and introduces the beloved picture book to a new generation of family audiences.



© Kerr-Kneale Productions Ltd

Crossings, Constructions and Connections; Time & Tide Museum, 21 October – 25 February 2024

JMW Turner's magnificent large oil painting, *Walton Bridges*, takes centre stage in this exhibition which presents portrayals of bridges by Turner and other artists, from Norfolk and beyond.

It also examines the history of bridges in Yarmouth and explores the wider significance of bridges – in reality and imagination, in the past through to the present day.



JMW Turner (1775-1851), *Walton Bridges*, oil on canvas, © Norfolk Museums Service

Bridges connect places and people. They may be simple and functional, but they closely reflect the character of the location in which they are built and evolve

alongside it. They can be prestigious civic landmarks. The building of a bridge has for centuries been a cause for celebration and pride, both for the place that houses it and the people who design, build and sponsor it.

The same is true today. In Great Yarmouth the building of an important new bridge, the Herring Bridge, has excited great public interest. This contemporary story makes Time and Tide the ideal location for an exhibition that ‘bridges’ the past and the future of the town.

Walton Bridges, painted by Turner in 1806, was acquired for Norfolk Museums in 2019 with the help of the National Lottery Heritage Fund and the Art Fund.

We are grateful to BAM Farrans for their support of this exhibition.

Where Land and Water Meet: Norfolk’s Rivers, Streams, Brooks and Broads; Norwich Castle; 3 April 2023 – early 2024

Norfolk is famous for its extensive networks of rivers, streams and broads which have been an inspiration to generations of artists. This exhibition presents a selection of exquisite drawings and watercolours which capture the many different moods of the county’s waterways.

Important for trade, transport and industry in the past, Norfolk’s waterways are now a major tourist destination as well as a haven for wildlife. The artworks featured in this exhibition show some of the ways in which they have been depicted by talented artists often working en plein air, or ‘on the spot’.

Featuring atmospheric depictions by John Sell Cotman, Henry Bright, John Thirtle and Catherine Maud Nichols, among others, this exhibition is a wonderful way of exploring Norfolk’s waterways without leaving dry land.

Conclusion

A full and varied exhibition programme across Norfolk’s 10 museums have helped to give the Service strong visitor figures over the Spring and Summer. Visitor numbers continue to build back steadily ahead of the full Castle reopening.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Progress on the Norwich Castle: Gateway to Medieval England project continues positively.

Steelwork is now fully erected in the Keep, along with the new floors, and the first of the three-stage handover has been completed, with the return of the new schools’ entrance, toilets and Changing Place facility, and pop-up café. The next stage of the development including the new visitor entrance will be completed in the coming weeks, with the completion of the construction phase of the Keep element in the Spring.



Completion of the newly glazed atrium

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 23 November 2023, and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

An update on the latest developments will be given at the meeting.

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

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues across a range of projects and programmes. The website for the Foundation is: <http://nmdf.org.uk/>
- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 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, is currently live.

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

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

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

- 7.3.1. The Service's 5 Year Strategic Framework can be found here:

<https://www.museums.norfolk.gov.uk/about-us/5-year-strategic-framework-2019-2023>

An engagement exercise to create our new 5 Year Strategic Framework is underway. Engagement sessions with staff and key stakeholders were completed in the autumn.

Further updates will be given at the April JMC Meeting.

7.4. **Arts Council England**

7.4.1. **Arts Council's 10 Year Strategy**

The Arts Council's 10 Year Strategy for 2020-23 is called *Let's Create*. The vision of the strategy is:

By 2030, we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences.

Museums and arts organisations wishing to join the National Portfolio for 2023-26 will need to demonstrate how they contribute to the outcomes that the Arts Council has identified that will help it to achieve its vision.

The outcomes set out in Let's Create are:

- Creative People – Everyone can develop and express creativity throughout their life
- Cultural Communities – Villages, towns and cities thrive through a collaborative approach to culture
- A Creative and Cultural Country – England's cultural sector is innovative, collaborative and international

Arts Council England's investment strategy will be underpinned through four investment principles:

- Ambition & Quality – Cultural organisations are ambitious and committed to improving the quality of their work
- Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that Arts Council England supports and in the culture that they produce
- Dynamism – Cultural organisations are dynamic and able to respond to the challenges of the next decade
- Environmental Responsibility – Cultural organisations lead the way in their approach to environmental responsibility

Levelling Up

The Arts Council has been instructed by the Department of Culture Media &

Sport to support the Government's Levelling Up Agenda by reducing investment in London and distributing more funding in areas outside of the capital, particularly in areas where there are low levels of cultural engagement and the potential for growth. The Government has identified 109 'Levelling Up for Culture Places' where funding will be prioritised. These 109 places include:

- Breckland
- Great Yarmouth
- King's Lynn and West Norfolk
- North Norfolk

- 7.4.2. Full detail regarding delivery of the current programme is included in the appendix to this report.

Deep History Coast Project

- 7.4.3. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.4.4. 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 forthcoming programme of activities and a major academic event is currently being explored.
- 7.4.5. A publication on the Deep History Coast, co-authored by Dr David Waterhouse, Senior Curator of Natural History, and Dr John Davies, our retired Chief Curator, was launched over the summer, with a series of public engagement events planned during the summer and autumn, including a key event with NNDC in Cromer. The book was *Coast* magazine's book of the month for September, and has been very positively reviewed in many publications, including *Current Archaeology*.

[Exploring Norfolk's Deep History Coast | The Past \(the-past.com\)](https://the-past.com/norfolk-deep-history-coast/)

Conversations are currently underway with NNDC to move the project to its next phase of delivery over the coming period.

7.5. National Lottery Heritage Fund

- 7.5.1. The NLHF continues to be very responsive and supportive in terms of the delivery of our two major projects, the Norwich Castle: Gateway to Medieval England project and Kick the Dust. As discussed at previous Joint Museums Committee meetings, the museum has now submitted an expression of interest of a grant relating to the development of Time & Tide Museum, Great Yarmouth.

The NLHF launched a new 10 Year Strategy in March 2023. NMS will align its new 5 Year Strategy with many of the key goals set out in the new NLHF strategy.



<https://www.heritagefund.org.uk/about/heritage-2033-our-10-year-strategy>

The strategy focuses on four main investment principles and a new vision:

- Saving Heritage
- Protecting the Environment
- Inclusion, Access and Participation
- Organisational Sustainability

As the largest funder for the UK's heritage, our vision is for heritage to be valued, cared for and sustained for everyone, now and in the future.

7.6. **Health & Wellbeing**

7.6.1. 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.

7.6.2. **Norfolk Creativity and Wellbeing Week**

Norfolk County Council delivered our 5th annual Norfolk Creativity & Wellbeing Week between 15-21 May 2023.

Creativity and Wellbeing Week is a national festival celebrating the power of creativity and culture to transform our health and wellbeing and is promoted by the London Arts and Health Forum and the Culture, Health & Wellbeing Alliance.

Our first Norfolk Week which launched in 2019 was a great success and this now annual event is an important part of our ongoing work to encourage and support greater collaboration across culture and health. It also provides a key opportunity to highlight, both locally and nationally, the year-round work of our cultural services, arts organisations and artists to provide creative and cultural activities with and for Norfolk communities.

7.6.3. The Norfolk and Suffolk Culture Board is also undertaking an important mapping exercise with support from Arts Council England. This work will inform and help

NMS with the delivery of its key wellbeing projects and programmes over the next 5-10 years.

7.7. Changing Tides project, Time & Tide Museum of Great Yarmouth

- 7.7.1. An application to the National Lottery Heritage Fund for a redevelopment project at Time and Tide Museum in Great Yarmouth was submitted in November. Following discussion at the Joint Museums Committee, and with the National Lottery Heritage Fund, colleagues have developed the submission which includes plans for: (1) a glazed roof for the courtyard, creating a flexible, welcome atrium space which will allow for increased schools and community use. (2) reconfiguration of the reception area to remove the outdated platform lift, replacing it with a gentle slope, and installation of a Changing Places lavatory, widening access for all. (3) redisplay and reinterpretation of the upper floor galleries to incorporate new stories, better reflecting the communities we serve. This will include a new partnership gallery with Royal Museums Greenwich, focusing on Nelson. (4) decarbonisation of the building - removing fossil fuel boilers and replacing with air source heat pumps, improving insulation, and reducing energy use by switching to LED lighting throughout.

Together, these improvements will provide much needed spaces for our audiences, especially schools (Time and Tide has seen a threefold increase in education visits since it opened twenty years ago), bring in community voices to our refreshed displays to better reflect their stories, and future-proof the museum with the addition of energy saving measures.

The team at Time and Tide has worked with Norse, local architects, and a national leader in the field of glazing systems to develop the plans to a level required for a Round 1 application to the National Lottery Heritage Fund. The team has also worked closely with Net Zero colleagues at NCC to achieve recommendations for the decarbonisation of the museum.

The project will focus on the National Lottery Heritage Fund mandatory project outcome; 'a wider range of people will be involved in heritage' to understand the needs of audiences who do not currently engage with us through a programme of activity and public consultation. Analysis tells us that the museum's near neighbours, living in the most deprived areas of the county, are not regular visitors. We aim to identify their barriers to engagement. Through consultation with stakeholders, we will assess the stories we tell with our collections, and plan for improvement to meet our audience demands.

A submission was made to the National Lottery Heritage Fund in mid-November 2023, with a decision expected in Spring. If successful, the Development stage of the project will last for 18 months, with a Round 2 application due to be submitted in November 2025. The Delivery stage, which will include the capital works, and Activity plan activities, will run from June 2026 to March 2029.



Time and Tides Museums award-winning learning programmes

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, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East. 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.
- 8.2. The Arts Council supported annual Share Museums East conference will take place at Norwich Castle in the Spring.
- 8.3. NMS submitted a joint application with Brighton & Hove Museums for continuing Museum Development funding for 2024 onwards. Arts Council England announced in October that the application had been successful. Consultation regarding the new structure is currently underway, with a view to the new programme beginning in April 2024.

9. Issues, Risks & Innovation

9.1. Issues

There are no major new issues to report.

9.2. Risks

The NMS Risk Register is updated and reviewed regularly.

9.3. Innovation

New initiatives in the Museums Service include support for vulnerable members of our communities and delivery of recovery programmes. New approaches have also been taken in terms of the delivery of the Service's major projects, and in its work with other key partners.

10. Conclusion

- 10.1. Despite continuing financial challenges from a number of directions, the Museums Service continues its recovery to pre-pandemic levels of visitor numbers and school visits.
- 10.2. The Norwich Castle Gateway to Medieval England project continues to progress positively. The next stage of the development will be completed in the coming weeks, with the completion of the new visitor entrance, café and shop.
- 10.3. A full exhibition and events programme is now in place across all sites.

Officer Contact

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

Officer name: Steve Miller, Director of Culture & Heritage, Head of Museums **Tel No.:** 01603 493620

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



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.

Arts Council Monitoring Report to the Norfolk Joint Museums Committee – January 2024

NPO ACTIVITY PLAN 2022-23

LET'S CREATE OUTCOME 1 – CREATIVE PEOPLE							
ACTIVITY		OUTPUT/S	TARGETS & MEASURES OF SUCCESS	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
1	A new Early Years Gallery at Norwich Castle and an increase in the reach and quality of our offer for pre-school children.	3 Snapdragon sessions and 3 Snaplings sessions per quarter at Norwich Castle; 3 Little Kipper sessions at Time & Tide Museum per quarter; completion of Early Years Gallery at Norwich Castle by Q4.	10 pre-school children per session with accompanying adults; 20% referrals from Early Years Team; 80% positive feedback; 10% increase in the number of new users.	2 snapdragons and 2 Snaplings delivered this quarter and 3 Little Kippers.	Creation of the Early Years Gallery within the Keep continued to make good progress.	Monthly 'Early Year Saturdays' established from September in addition to Snaplings and Snapdragon sessions held in November.	
2	Expansion of formal learning offer for children and young people	Key Stage 1-4 sessions delivered at all ten museum sites; 6 new digital pre-visit resources by Q4; 6 new post-visit digital resources by Q4.	30,000 schoolchildren visit for on-site sessions: evidence of high-quality work through teacher feedback and evaluation; Engaging with at least 15 creative freelancers.	School sessions fully booked in this quarter.	Schools programme at the Castle will expand in Q4 when new education room is completed.	Norwich Castle operating at full capacity for schools currently. Capacity will expand once project completed.	
3	Develop a long-term sustainable youth engagement	Appointment of 3 project workers in Q1; New programmes of	1500 young people participate in Y1. 75% of activities co-designed with young	Project Workers appointed successful. Activity Plan in	New programmes underway. Round 1	1098 interventions involving 446 individual	

	programme as a successor to Kick The Dust (including uplift activity).	activity planned with Norfolk Library Service in Q2; Young people in King's Lynn, Great Yarmouth and Thetford participating in Cultural activities by Q3.	people; 50% increase in Youth Board membership, 20% of participants supported into work or training.	development with Library Service.	application to NLHF with YMCA Leicester was successful	young people, taking part in 747 hours of quality activity between May and November.	
LET'S CREATE OUTCOME 2 – CULTURAL COMMUNITIES							
	ACTIVITY	OUTPUT/S	TARGETS & MEASURES OF SUCCESS	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
4	Completion of the Norwich Castle: Royal Palace Reborn capital redevelopment including delivery of the public engagement programme	Creation of new British Museum Partnership Gallery completed in Q4.	10% increase in museum pass holders; 10% increase in number of visitors with disabilities; increase in the number of visitors from outside the county.	Percival Wing due for handover 5 October and Keep handed back by Morgan Sindall Q4 ready for BM Gallery install.	Slight delay on Percival Wing handover but still due to open by end of Q3. Keep schedule still on track for Spring 2024.	Handover of Percival Wing now scheduled for February but reopening of Keep is still on Schedule.	
5	Redevelopment of displays at Time & Tide Museum informed by community consultation and developed in partnership with the National	3 Young curators appointed in Q1; Consultation undertaken in Q1; NLHF bid submitted in Q2. Baseline for measuring environmental innovations established by Q4.	Plans are developed in collaboration with local communities; Young Curators develop new skills; data evidence improvement in environmental monitoring.	KTD extension project underway in Great Yarmouth. Youth Panel members being recruited. NLHF bid now scheduled to be submitted in November. SHARE grant of	Revised EoI to the NLHF was approved. Costings for the glazing of the courtyard invited. Public consultation underway.	Development stage of the project now underway. Scoping for the glazing of the courtyard being explored.	

	Maritime Museum.			£3K secured to undertake carbon reduction survey			
6	Redisplay of the story of Duleep Singh at Ancient House Museum co-curated with the partners in the British Punjabi community.	Annual 10-day Festival of East Anglia and the Punjab developed with Essex Cultural Diversity Project in Q2; Submission of NLHF bid by Q4; 3 webinars about the Duleep Singh family by Q4; digital exhibition created by Q4.	10% increase in visitors to Ancient House; 150 webinar participants; number of visits to digital exhibitions; evidence of impact on Festival participants; successful NLHF bid.	2023 Thetford & Punjab Festival launches on 7 July with Ancient House a key partner offering free entry to the museum for events about the Duleep Singhs.	Ancient House successfully delivered two special event days for the Thetford & Punjab Festival and good progress was made on the NLHF bid.	NLHF bid was submitted in November and was successful.	
7	A creative learning and public events programme delivered in partnership with Norfolk County Council's environment team and community stakeholders to establish the Environment Hub at Gressenhall Farm and Workhouse.	A creative learning and public events programme delivered in partnership with Norfolk County Council's environment team and community stakeholders to establish the Environment Hub at Gressenhall Farm and Workhouse.	10 creative workshops for families, Q2-4; 18 biodiversity sessions for schools by Q4. Community nursery volunteers recruited by Q4.	Participated in national project the Wild Escape which culminated on Earth Day and attracted over 800 visitors to Gressenhall. Forest Gardens for Schools programme is helping schools build biodiverse and climate change resilient habitats on their grounds and to produce food.	Youth Panel and Volunteer Squad was established for post GCSE student to gain workplace skills and experience through volunteering across the school summer holiday.	Forest Gardens for Schools programme now established.	

8	Develop accessible volunteering opportunities that promote health and wellbeing.	New hybrid opportunities for volunteering in person and remotely developed by Q2; 10 events for Creativity and Wellbeing Week in Q1.	50 new volunteers recruited: 20% increase in number of volunteers with protected characteristics. New partnerships developed.	8 events for NCWW23 at Ancient House, Museum of Norwich and Gressenhall.	Week-long work experience programme developed by volunteer coordinator for 12 young people.	Roll-out of new work experience programme to be repeated.	
LET'S CREATE OUTCOME 3 – A CREATIVE & CULTURAL COUNTRY							
	ACTIVITY	OUTPUT/S	TARGETS & MEASURES OF SUCCESS	Q1 UPDATE	Q2 UPDATE	Q3 UPDATE	Q4 UPDATE
9	Increase opportunities to diversify the museum sector through the Teaching Museum, developed in collaboration with our higher education partners.	4 Teaching Museum trainees appointed to start in Q1; 1 New Museum School Fellow in Q2; hosting 3 fellows on the British Museum's International Training Programme in Q2	75% of trainees recruited have protected characteristics; existing cohort secure jobs in the cultural sector within 2 months of completing their contract; 30 members of NMS staff deliver training sessions for the Teaching Museum development programme.	4 Trainees successfully appointed. 3 out of 4 previous cohort have secured further employment so far. 11 Staff delivering training in Q1.	NMS hosted 2 fellows from British Museum international programme training for 10 days in July. The third fellow could not visit due to the civil war in Sudan.	Recruitment of new Teaching Museum Cohort underway. 5 traineeship roles selected – Western Curatorial, Comms & Marketing, Regimental, Collections & Exhibitions, and Newman Bequest.	
10	Work collaboratively with the place-based	Interpretation Plan for Guildhall completed by Q1; Learning resources	Number of community partners engaged in the activity plan. Fermoy Gallery attracts high	In Q1 NMS support to the Guildhall project involves curatorial	Continued support for the project as per Q1 covering	Established and ongoing support for the project from	

partnership in King's Lynn to deliver the interpretation and learning elements for the redevelopment of St George's Guildhall and Creative Hub to connect local communities with the town's heritage.	developed for schools and community groups from Q2; Exhibition at Fermoy Gallery programmed by Q4	proportion of visitors from local communities; learning resources used by schools and community groups. Cultural partnerships strengthened in the town.	support, leading on the current public activity programme, and support with developing briefs and appointing external staff and contractors.	support for curatorial and learning activities as well as project management support.	the NMS special projects officer.	
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INVESTMENT PRINCIPLE 1 – AMBITION & QUALITY

3 -YEAR AMBITION				12-MONTH PRIORITIES			
NMS has an excellent track record of consulting the public on the development of all new projects and we want to expand and embed this good practice to nurture a stronger culture of continuous learning and improvement across all teams to inform future planning decisions.				In 2023/24 we will develop an evaluation strategy that all 10 museums will work to. We will build the skills and capacity of staff and create a common framework to consolidate our approach to gathering the views of the public and our peers and how we respond to their feedback.			
ACTIONS		Current Stage	Expected stage at year end	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
SKILLS DEVELOPMENT							
The development	Training for staff in all departments on the use of the Impact and Insight Toolkit.	In progress	In progress	Staff to be signposted to online toolkits.	Staff intending to use toolkit for Norwich Works and Turner.	Adapted for current exhibition surveys.	

you want to undertake with your workforce, leadership and governance to help you progress	Training for staff to build skills and confidence in using digital tools for public consultation.	Planned	In progress	Initial research undertaken by the Marketing Manager. Training to be in place by Q4.	To be actioned in Q4 by newly appointed marketing manager.	Remains an objective for Q4.	
	The Joint Museums Committee will receive quarterly reports on public and peer response to our activities.	Established	Established	Included in the Head of Service performance update.	Included in the Head of Service performance update.	Included in the Head of Service performance update.	
PEOPLE & REPRESENTATION							
The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress	We will expand our engagement with existing public consultative groups such as our Youth Board to give them greater input in the development of our Services.	Planned	In progress	Kick the Dust project has established a Youth Ambassadors programme.	KTD Youth Ambassadors programme established.	Established and ongoing.	
	We will draw upon the corporate support of colleagues in Norfolk County Council who have expertise in public consultation techniques.	In progress	In progress	To be achieved by Q4.	To be actioned by Q4.	To be actioned in Q4.	
	We will collaborate with NCC's Head of EDI to ensure that our public consultation includes the views of seldom heard communities.	In progress	Established	Ongoing collaboration throughout 2023-4 to ensure NMS adopts best practice	NCC's Head of EDI is consulted regularly about museum activities.	Regular communication with NCC Head of EDI and Steve Miller chairs NCC EDI board.	

PLANNING							
The plans and polices you have, or will create, to help you deliver your ambitions	We will create a new evaluation strategy with a common framework and a set of key objectives so that all staff can work to measure progress against the key goals in NMS' 5-year Strategic Framework	Planned	In progress	5 Year Strategic Framework will be created by Q4. Evaluation strategy will be informed by the key goals.	Planned following the creation of the 5 Year Strategic Framework. Staff were offered evaluation training in Q2.	Evaluation strategy to be informed by new strategy key goals to be published in April.	
	We will evaluate the progress against the objectives in the <i>Royal Palace Reborn</i> Project activity plan and measure the impact on participants and communities.	Established	Established	The <i>Royal Palace Reborn</i> Activity Plan progress is reported to the Project Board and NHLF.	Quarterly reports provided to the Project Board.	Quarterly reports provided to the Project Board.	
	We will use the new Environment Hub at Gressenhall Farm and Workhouse to engage with our diverse audiences and to evaluate the success of our work around sustainability.	In progress	Established	In June NCC's climate change strategy was launched at the Hub and also hosted the Net Zero Norfolk conference.	Ongoing through the work of NMS' Environmental Learning Officer.	Ongoing through the work of NMS' Environmental Learning Officer.	
TOOLS & MONITORING							
	We will use equalities monitoring data collection to monitor engagement levels. The Joint Museums Committee will receive	In progress	Established	To be presented to JMC in January 2024.	Remains an objective for Q4.	Postponed to 2024 Q1.	

The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to your governing body	an annual report on progress in reaching audiences currently underrepresented.						
	We use Norfolk Insight for locality-focused demographic data which provides the evidence base to make informed decisions about which local communities are underserved or under-represented.	Established	Established	Ongoing. This quarter it is being used to evaluate events delivered for the <i>Gloucester</i> exhibition at Norwich Castle.	Will adopt for <i>Norwich Works</i> at the Castle exhibition in Q3.	Incorporated into <i>Norwich Works</i> surveys.	
	We will use and input into the County Council's EDI monitoring processes designed to support the new EDI Plan, monitored by the EDI Board including the Head of Museums.	In progress	In progress	To be fully established by Q4.	Remains an objective for Q4.	Remains an objective for Q4.	

INVESTMENT PRINCIPLE 2 – ENVIRONMENTAL RESPONSIBILITY

3 -YEAR AMBITION				12-MONTH PRIORITIES			
To establish Gressenhall as the public gateway to engagement with Norfolk County Council's Environmental Policy enabling local people to engage with climate change, biodiversity and carbon reduction through a creative learning and events programme. We will then cascade to our other sites.				In 2023/24 we will focus on training for staff and volunteers so that they can confidently use culture and heritage to inspire individual action and collective responsibility towards understanding and protecting the environment. We will also consolidate our partnerships to deliver our goals.			
ACTIONS	Current Stage	Expected stage at year end	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress	
SKILLS DEVELOPMENT							

The development you want to undertake with your workforce, leadership and governance to help you progress	We will support NMS' existing Green Team with a programme of training and development and increase membership of this group across the Service.	Established	Established	4 staff have been trained to deliver Carbon Literacy training and this is now being delivered to staff across NMS.	20 NMS staff attended Carbon Literacy Training in August.	Further carbon literacy training days planned for additional staff.	
	We will expand the volunteer team at Gressenhall and develop their skills so that they can support our ambitions for the Gressenhall Environment Hub.	In progress	In progress	KTD Phase 2 is offering a 6-week volunteering programme for young people, including them in public consultation.	Ongoing development supported by our Volunteer Coordinator.	Continues to be supported by the NMS volunteer coordinator.	
	We will hold an away day for our governing body the Norfolk Joint Museums Committee at Gressenhall to ensure members help shape our ambitions.	Established	Established	To be scheduled for Q3.	Away Day at Gressenhall was held on 28 Sept with Trustees of the NMDF.	Action completed.	
PEOPLE & REPRESENTATION							
The groups and expertise you have, or will bring together, that will collaborate with you on the	We will work in partnership with project managers from Norfolk County Council's Environment Service to develop best practice.	Established	Established	Partnership work developing well via the Gressenhall Environmental Hub.	Ongoing and progressing well, with Gressenhall confirmed as one of first NCC decarbonisation projects.	Established and ongoing.	
	We will collaborate with the Wendling Beck	In progress	In progress	Wendling Way opened in April and	Partnership with Wendling	Ongoing partnership	

actions you will take to make progress	Exemplar Project, a consortium of four Norfolk landowners who have formed an alliance to improve local biodiversity.			working to create public access to the SSSI at Dillington Carr.	Beck and our Environment Service colleagues continues.	working with the Gressenhall Team.	
	We will collaborate with environmental scientists from the University of East Anglia (UEA) to codesign our learning programmes relating to biodiversity and carbon literacy.	In progress	In progress	Planning for another sixth form biodiversity conference is underway.	Deferred due to Natural History Curator post being vacant.	Deferred due to Natural History Curator post being vacant.	
PLANNING							
The plans and policies you have, or will create, to help you deliver your ambitions	We will review and update NMS' Environmental Strategy to align with Norfolk County Council's overall Environmental Policy.	Planned	Established	Progressed via the NMS Climate Action Group which meets quarterly.	Climate Action Group to be consulted on strategy in October.	Actioned and ongoing.	
	We will establish an NMS Environmental Action Plan which will sit within the wider Norfolk County Council Climate Change Action Plan, setting benchmarks to measure our progress against targets.	Planned	In progress	NCC Climate Action Plan has just been issued so NMS action plan will be developed from Q2 onwards.	NCC Climate Strategy is being presented at All Staff meetings as part of consultation for new 5 Year Strategy.	Actioned through the 5 Year Strategy consultation and NMS climate action group.	
	The Norwich Castle Royal Palace Reborn project has environmental	Established	Established	Ongoing, with Phase 2 completion of the	Ongoing with project due for completion in Spring 2024.	Planned for when project completes. New retail	

	responsibility embedded throughout its architectural and business plans to minimise the carbon impact of the redevelopment.			Percival Wing due in Q3.	Environmental responsibility is embedded in new retail and catering operations.	strategy focuses on locally sourced stock.	
TOOLS & MONITORING							
The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to your governing body	We will continue to collect data and use Julie's Bicycle to monitor NMS' carbon footprint and support our planning.	In progress	Established	Annual Return to Julie's Bicycle for 2022-23 was submitted in June 2023.	Ongoing, next submission is due June 2024.	Ongoing, next submission is due June 2024.	
	We will work towards achieving the Green Tourism Award at Silver level for Norwich Castle as part of the Royal Palace Reborn project.	In progress	In progress	This is an objective managed by the Royal Palace Reborn Project Manager.	Remains an objective to be achieved when the project is delivered.	Remains an objective to be achieved when the project is delivered.	
	Environmental Responsibility will be reported quarterly to the Norfolk Joint Museums Committee and a presentation given annually on progress made to date.	Planned	Established	Progress will be reported via this quarterly ACE report and presentation given in Q4.	This report provides a quarterly update. JMC received a full presentation at Gressenhall Away Day	Ongoing via this report and presentations to AMCs.	

INVESTMENT PRINCIPLE 3 – DYNAMISM

3 -YEAR AMBITION	12-MONTH PRIORITIES
The transformation of Norwich Castle Museum & Art Gallery is the catalyst to develop NMS' commercial capacity and build financial	We will focus on creating a stronger data culture across our teams and establish a data dashboard to monitor KPIs more closely. Training will

resilience. NMS already has an entrepreneurial approach but needs to build an evidence-based data culture to establish more effective commercial decision making.				ensure our staff have the skills to analyse data to make informed decisions that enhance the visitor experience and deliver our business plan goals.			
ACTIONS		Current Stage	Expected stage at year end	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
SKILLS DEVELOPMENT							
The development you want to undertake with your workforce, leadership and governance to help you progress	We will identify local partners in the commercial sector to mentor and coach staff on how to use data more effectively to inform the development of our new catering and retail offer.	Planned	In progress	This will be the responsibility of soon to be appointed NMS Commercial Manager.	Recruitment of Commercial Manager is in train.	New Commercial Manager appointed and due to start in February.	
	The Trustees of the Norfolk Museums Development Foundation will have an away day with the Joint Museums Committee to review NMS' existing commercial objectives and brainstorm new opportunities.	Planned	Established	Convened in May but cancelled due to low attendance. To be rescheduled for September.	Away Day was rescheduled for 28 Sept as a joint meeting with JMC.	Action completed.	
	At leadership level we will work with National Museum Directors Council (NMDC) partners around staff development,	Planned	In progress	Ongoing with Steve Miller attending NMDC meetings.	Ongoing, Steve Miller continues to attend NMDC meetings.	Ongoing, Steve Miller continues to attend NMDC meetings.	

	benchmarking and best practice activities.						
PEOPLE & REPRESENTATION							
The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress	We will draw on the commercial skills, experience, and networks of the Norfolk Museums Development Foundation Trustees to advise staff on retail, catering and marketing activity	Established	Established	In May Trustee Donna Chessum advised on the development of a brief for PR support for Keep Reopening.	PR company Culture Communications Collective appointed	Culture Communications Collective (CCC) developing comms plan in collaboration with NMS staff.	
	We will consult our local commercial partners such the Norwich Business Improvement District to advise us on our approach to data monitoring within the wider context of the new Norwich BID.	Planned	In progress	This will be the responsibility of soon to be appointed NMS Commercial Manager.	Recruitment of Commercial Manager is in train. Norwich BID has also been consulted on PR Strategy for Norwich Castle.	Commercial Manager to undertake in Q4.	
	We will collaborate with Norfolk County Council colleagues in the Economic Development and Insights and Analytics teams to review the appropriateness of our business plan KPIs.	In progress	In progress	To be reviewed by Q3.	To be reviewed in Q3.	Established and ongoing.	
PLANNING							
	<i>The Royal Palace Reborn</i> Business Plan	Established	Established	Review of the 2018 Business Plan	Delayed due to Marketing	Marketing Manager now in	

The plans and policies you have, or will create, to help you deliver your ambitions	sets out the organisational change that will ensure a more financially secure future for NMS. Delivery of the business plan is monitored at governance level.			underway by the NMS marketing manager and project team.	Manager vacancy. Post has now been filled.	post and new Commercial Manager appointed.	
	NMS' Digital Strategy includes a section on building new strands of commercial through digital activities. This will be reviewed and updated with clearer targets and measures.	In progress	Established	NMS digital strategy to be reviewed and updated by Q4.	NMS digital strategy to be reviewed and updated by Q4.	In progress.	
	We will work alongside Norfolk County Council colleagues on the delivery of the new Climate Change Plan goals.	In progress	Established	Ongoing focus of work of the Gressenhall Environmental Hub.	Ongoing focus of work of the Gressenhall Environmental Hub.	Closer collaborative working with the Environment Team at Gressenhall.	
TOOLS & MONITORING							
The tools and resources you use to support use in setting, monitoring,	Use of the Norfolk County Council data dashboard by the senior leadership team and operations managers will strengthen monitoring of our business plan objectives.	Planned	In progress	The data dashboard will be used to inform the new NMS 5-Year Strategic Framework.	5 Year Strategic Framework is in consultation phase, due for completion by Q4.	5 Year Strategy consultation completed and drafting underway.	

and achieving targets and how you will report on progress to your governing body	Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars.	In progress	Established	Requires training for staff to achieve by Q4.	Still to action due to Marketing Manager post being vacant. Will be actioned in Q3.	New Marketing Manager now in post and reviewing social media advertising.	
	Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars.	In progress	In progress	Ongoing development of NMS' ticketing system RecreateX and staff training required by Q4.	Staff training for RecreateX began this quarter.	Roll out of staff training is ongoing.	

INVESTMENT PRINCIPLE 4 – INCLUSIVITY & RELEVANCE

3 -YEAR AMBITION			12-MONTH PRIORITIES			
NMS is committed to creating a more inclusive Service. We will seek the views of seldom heard communities to ensure their interests are met and we will collaborate with community partners, artists, and freelancers with protected characteristics to ensure we better reflect the diversity of Norfolk.			In 2023/24 we will focus on supporting staff development and learning to ensure our ambition can be realised. We will nurture our existing partnerships with diverse-led organisations and individuals, and we will ensure we have the data sets in place from which to measure our progress.			
ACTIONS	Current Stage	Expected stage at year end	Q1 Progress	Q2 Progress	Q3 Progress	Q4 Progress
SKILLS DEVELOPMENT						

The development you want to undertake with your workforce, leadership and governance to help you progress	We will continue to invest in training that supports the workforce to develop best practice in supporting the needs of people with disabilities or additional needs such as autism and dementia.	Established	Established	This will be supported by the NMS training budget throughout 2023-4.	Norwich Works exhibition at Castle will be first to have integrated BSL interpretation.	Norwich Works BSL interpretation implemented + BSL tours and quiet hours.	
	All NMS staff will be encouraged to undertake Unconscious Bias e-learning. It will be mandatory component of the induction of all new staff.	In progress	In progress	Members of the NMS Anti-Racism Group undertook online anti-racism training provided by the Museums Association.	Museums Association continues to be rolled out.	Staff encouraged to complete the MA online training.	
	The Joint Museums Committee will receive an annual EDI report measuring progress against the recommendations made by the NMS anti-racism network.	Established	Established	To be provided in Q3.	To be provided in Q3.	To be provided in Q4.	
PEOPLE & REPRESENTATION							
The groups and expertise you have, or will bring together, that will collaborate with you on the	We will encourage more staff to join Norfolk County Council's staff EDI networks to develop actions which are then discussed quarterly with NCC's Chief Executive.	In progress	Established	To be promoted to staff in the fortnightly Museums Mardle e-bulletin.	Ongoing.	Ongoing and publicised via Tom McCabe weekly bulletins.	
	We will increase opportunities for people who are underrepresented to	Planned	In progress	To be established by Q4.	To be established by Q4.	Reviewed for AMCs in Q4.	

actions you will take to make progress	have a voice at governance level by inviting community collaborators to present their feedback to the Joint Museums Committee.						
	We will continue to develop all new projects in collaboration with partners, artists, and freelancers with protected characteristics. This is now established practice for NMS.	Established	Established	This objective will influence exhibition programming decisions throughout 2023-24.	New commission by Amarte Golding exhibited at the Castle from 30 Sept.	Amarte Golding commission on display at Norwich Castle until 14 January.	
PLANNING							
The plans and policies you have, or will create, to help you deliver your ambitions	We will review and update the NMS Equalities Action Plan with more measurable actions to evidence progress against targets	Planned	Established	To be completed by Q4.	To be completed by Q4.	Underway.	
	We will deliver against Norfolk County Council's EDI Plan which recognises the role Culture & Heritage plays in removing barriers to equal lives and participation.	Established	Established	Ongoing with Steve Miller representing NMS on the EDI Board.	Ongoing and responding to the objectives set out in NCC's EDI plan 2023-26	Underway and ongoing.	
	The NMS Audience Development Plan will be reviewed to include stronger emphasis on reaching	Planned	Established	NMS has an audience development plan already which will be updated by Q4.	To be actioned by end of Q4.	Underway.	

	underrepresented audiences, targeting specific neighbourhoods and communities.						
TOOLS & MONITORING							
The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to your governing body	We will use equalities monitoring data collection to monitor engagement levels. The Joint Museums Committee will receive an annual report on progress in reaching audiences currently underrepresented.	In progress	Established	To be presented to JMC in January 2024.	Data currently captured for Kick the Dust. Methodology to be shared for activities.	Shared via Kick the Dust.	
	We use Norfolk Insight for locality-focused demographic data which provides the evidence base to make informed decisions about which local communities are underserved or under-represented.	Established	Established	Ongoing use of Norfolk Insight is used to inform grant applications and bids.	Used to inform the Time & Tide expression of interest to NLHF.	Ongoing.	
	We will use and input into the County Council's EDI monitoring processes designed to support the new EDI Plan, monitored by the EDI Board including the Head of Museums.	In progress	In progress	Steve Miller now chairs the CES EDI Board.	Ongoing. Jo Warr to liaise with NCC's Head of EDI.	In progress and ongoing.	