

# Norfolk Joint Museums Committee

Date: **Friday 5 February 2021**

Time: **2.00 pm**

Venue: **Virtual meeting**

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

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

**<https://youtu.be/-aXFXGsbhql>**

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

## **Membership**

### **Norfolk County Council**

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

### **Breckland District Council**

Cllr Robert Kybird

### **South Norfolk District Council**

Cllr Robert Savage

### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Laura McCartney-Gray  
Cllr Nigel Utton

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

Cllr Elizabeth Nockolds

### **Broadland District Council**

Cllr David King

### **Great Yarmouth Borough Council**

Cllr Geoffrey Freeman

### **North Norfolk District Council**

Cllr Virginia Gay

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

**Arts Council**

Liam Wiseman

**Museum Friends**

Felicity Devonshire

**Norfolk Black History Month**

Danny Keen

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

Tim Shaw on 01603 222948  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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## **A g e n d a**

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive the minutes of the previous meeting held on 30 October 2020 (Page 5 )**

### **3. Members to Declare any Interests**

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

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

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

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

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

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

- 4. To receive any items of business which the Chair decides should be considered as a matter of urgency**
- 5 Breckland Area Museums Committee**  
**Oral report by Director of Culture and Heritage**
- 6 Great Yarmouth Area Museums Committee**  
**Oral report by Director of Culture and Heritage**
- 7 King's Lynn Museums Report (Page 11 )**  
**Report by Director of Culture and Heritage**
- 8 Norwich Area Museums Committee (Page 21 )**

9. **Norfolk Museums Service – Finance Monitoring Report** (Page 26 )  
**Report by Director of Culture and Heritage**
10. **Norfolk Museums Service –Risk Management** (Page 33 )  
**Report by Director of Culture and Heritage**
11. **Norfolk Museums Service – Performance and Strategic Update Report** (Page 45 )  
**Report by Director of Culture and Heritage**
- 12 **To receive a presentation by Director of Culture and Heritage about the Castle Keep Project Interpretation**

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

Date Agenda Published: 28 January 2021



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## **NORFOLK JOINT MUSEUMS COMMITTEE**

**Minutes of the Meeting Held at County Hall, Norwich on 30 October 2020 at  
2.00pm**

### **Present:**

#### **Norfolk County Council**

Clr J Brociek-Coulton  
Cllr P Duigan  
Cllr D Harrison  
Cllr H Humphrey  
Cllr T Smith  
Cllr M Storey  
Cllr J Ward (Chair)

#### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Laura McCartney-Gray

#### **Breckland District Council**

Cllr R Kybird

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

Cllr V Gay

#### **Broadland District Council**

Cllr D King

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

Cllr R Savage

#### **Great Yarmouth Borough Council**

Cllr G Freeman

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

#### **Norfolk Black History Month**

Mr D Keen

#### **Arts Council**

Mr L Wiseman

### **1 Apologies for Absence**

- 1.1** Apologies for absence were received from Cllr Nigel Utton, Cllr G Nobbs, Cllr M Stone, Cllr E Nockolds and Mrs F Devonshire (Museum Friends).

### **2. Minutes**

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

### **3 Declarations of Interest**

- 3.1** There were no declarations of interest.

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

- 4.1** There were no matters of urgent business.

### **5 Breckland Area Committee**

- 5.1** The annexed report of the Breckland Area Museums Committee meeting held on 12 October 2020 was presented by Cllr R Kybird.

- 5.2** In introducing the report, Cllr R Kybird said that the Area Committee had received a short presentation with photographs about the new Adventure Playground at Gressenhall Farm and Workhouse (and a similar presentation would be given to the Joint Committee at the end of today's meeting) .
- 5.3** The Joint Committee's attention was drawn to the good links that had been formed with the Sikh Museum Initiative and the Centre for Punjab Studies to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family and create a new display. Members' attention was also drawn to the broad range of digital resources that the Service continued to put in place to support audiences remotely which had helped significantly expand social media activity.
- 5.4** In reply to questions it was noted that the remote volunteering opportunities at Gressenhall were proving to be successful; there had been a significant increase in the number of volunteers and the increase (from 120 to 150 people) came from across all age groups.
- 5.5** It was **RESOLVED** to note the report.

## **6 King's Lynn and West Norfolk Area Committee**

- 6.1** The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 21 September 2020 was presented by Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery) in the absence of Cllr E Nockolds who had given her apologies for today's meeting.
- 6.2** The Joint Committee's attention was drawn to the success of the Thomas Baines Exhibition in attracting visitors to the Lynn Museum which reopened shortly after the Area Committee had last met.
- 6.3** Members placed on record thanks to the Learning and Engagement Officer for King's Lynn and West Norfolk for the excellent work undertaken to engage with young people through the Kick the Dust Project.
- 6.4** It was **RESOLVED** to note the report.

## **7 Norwich Area Committee**

- 7.1** The annexed report of the Norwich Area Museums Committee meeting held on 8 September 2020 was presented by Cllr J. Huntley.
- 7.2** In introducing the report, Cllr J. Huntley said the Area Committee had received an update on the Norwich Castle project and the impact of the pandemic on the project.
- 7.3** It was noted that the Area Committee had also discussed opportunities to display the museums' collections to a wider audience by using vacant shop windows. The Chair said that a shop window in Elm Hill, Norwich had displayed a fine artistic work of a pelican, made up of small tiles, of which NMS held the original work. The use of shop fronts in this imaginative way could be used to enable NMS to engage more widely with the public about the Norwich Castle Keep project and promote museum events in the run up to Christmas.

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

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

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

8.2 The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2020/21 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

8.3 The main issues for consideration by this Committee were:

- Monitoring of NMS Revenue Budget indicated that the Service was currently projecting significant pressures for 2020/21.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

8.4 During discussion, the following key points were noted:

- NMS was currently facing significant uncertainty in relation to its financial position.
- The budget over-spend had reduced to just over £1m, but NMS remained unable to operate at anything close to a normal service, a position it had been in since the beginning of the financial year.
- NMS had received financial support through the CES share of Government income support channels.
- NMS had also been successful in their grant bid from the Culture Recovery Fund, administered by the Department for Digital, Culture, Media and Sport (DCMS). This funding would help to support NMS in continuing to deliver a strong countywide service and critical projects over the short and medium-term.
- The forecast over-spend was mostly due to the predicted loss of income for the Service during the extended period of closure and a reduction in normal visitor numbers following site re-openings. Financial modelling had been based on a projected income of 30% of income before the start of the pandemic but the general situation had now deteriorated significantly, and this income target was no longer possible.
- The current modelling around the planned savings for 2021/22 was that NMS would not be looking at closures and would not be looking at a reduction in opening hours across any of the 10 museums in terms of making savings. NMS would also not be looking at reducing core services, including its schools' programmes across the county.

8.5 **The Joint Committee resolved:**

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

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

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

**9.2** The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at October 2020. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in August 2020, and following review in late September 2020, there were changes to report to the risks presented, detailed in the proposals section of the annexed report. Since last reporting in August 2020, the Norfolk Museums Service has re-opened four museums following changes in national guidance, allowing museums to re-open. The necessary health and safety risk assessments were completed and the physical environments adapted to safely accommodate staff and visitors.

**9.3** The Joint Committee noted that the evidence showed that all the risks on the register were being managed to an appropriate level and that there were no risks rated Red. The Amber and Green ratings mentioned in the report were based on the current situation regarding museums that were open and were subject to change if the situation regarding the impact of the pandemic on the operation of the NMS were to change. There were no new risks to add to the register.

**9.4** **The Joint Committee resolved to agree to the following:**

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

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

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

**10.2** The Joint Committee received a report that provided progress with performance over the current financial year, details as to museum learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep project and other strategic developments, NMS fundraising and delivery against the Arts Council England (ACE) and National Lottery Heritage Fund (NLHF) programmes.

**10.3** During discussion, the following key points were noted:

- The Joint Committee noted that Time and Tide had launched ‘Candid About Covid-19’ a public campaign to collect photographs, objects and personal experiences of the Covid-19 pandemic from people who lived and worked in Great Yarmouth. The museum’s goal was to collect a digital archive showing how local communities had experienced the pandemic, including images, videos, scanned documents and audio recordings, collect images and experiences and this would part of a national record about the impact of the pandemic.
- The Joint Committee received an update regarding the Kick the Dust project for which NMS had received an increase of £135,000 of NLHF funding. Since the start of the pandemic some 1,400 packs of resources about heritage-based activities were distributed to young people across the county as part of this project which worked in many cases with young people who were in digital poverty and normally struggled to engage with heritage projects. The resource packs were distributed to amongst others those living in YMCA accommodation.
- Staff had risen to the challenge of using digital technology to engage with new



audiences and were producing digital content that was professionally recognised both nationally and internationally to be of a high quality.

- The acquisition of new digital skills had breathed life into the weekly development programme of the current cohort of museums trainees and helped them to deliver a huge range of impressive projects and programmes across the county. Members said that they would welcome an opportunity to meet with the trainees and discuss their work at a future meeting.
- Members asked to be kept informed of developments at a future meeting regarding the joint working with Broadland DC on the excavation of a Roman villa close to Aylsham.
- Members received an update on progress on the Norwich Castle: Gateway to Medieval England project which had been very positive with construction beginning on site in August. Members could keep up to date on the progress of the project on the website which outlined the latest position.  
<https://www.museums.norfolk.gov.uk/norwich-castle/castle-keep-transformation>
- Members received an update on NMS's ongoing work in terms of the Arts Council England's Creative Case for Diversity. NMS had received a rating of 'Strong' for the financial year 2020/21 and Liam Wiseman, Relationship Manager for ACE, commented on the Service's positive work in this area.
- The Joint Committee heard that work was continuing with North Norfolk District Council on the shape and future direction of the Deep History Coast Project. A progress report would be given at a future meeting of the Joint Committee that at Members' request would include examples of recent finds.
- The Joint Committee received a presentation with photographs from Dr Robin Hanley about the new Adventure Playground at Gressenhall Farm and Workhouse, which was funded through the Norfolk County Council capital programme. The new play equipment was fully installed, and final elements of landscaping were being completed by the Gressenhall team. A detailed COVID-19 risk assessment and related safe system of work had been written for the playground area which opened to the public in time for October half term. The new look adventure playground would play a key role in attracting families, repeat visitors and NMS Museums Pass holders to the site. A copy of the presentation could be found on the Joint Committee's committee pages website.

#### **10.4 The Joint Committee resolved:**

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

**The meeting concluded at 3.50 pm.**

**Chair**

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## **Item no 7**

**To be considered at Joint Museums Committee on 5 February 2021—due to Area Committee not being held**

### **KING'S LYNN MUSEUMS REPORT**

#### **Report by the Assistant Head of Museums**

**This report provides information on King's Lynn Museum activities in the period from September – December 2020.**

#### **1. Lynn Museum temporary closures and re-openings**

- 1.1 All Norfolk Museums Service (NMS) museums, including Lynn Museum, closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic. The majority of NMS non frontline staff have been working remotely from home since this time. Following a phased COVID-secure reopening of the NMS museum sites at Norwich Castle, Gressenhall Farm & Workhouse and Time & Tide during July and August and at Lynn Museum during October, all NMS closed again from 5 November as part of the second national lockdown. Following the announcement that Norfolk would be in Tier 2, three NMS sites reopened to the public on Thursday 3 December. These sites were Norwich Castle, Time & Tide Museum and Lynn Museum. The seasonal site at Gressenhall remains closed until the start of the 2021 season. Following the announcement that Norfolk would be in Tier 4 from Boxing Day, all NMS sites closed again with effect from 24 December. Museums are legally required to close to visitors in both Tier 3 and Tier 4.
- 1.2 Many museum activities and services, including general visits and school visits, have been severely impacted due to COVID-19. NMS staff have been involved in supporting key work relating to the Norfolk County Council's (NCC) COVID-19 response, including helping to coordinate volunteer activities, managing the distribution of food and medicine to residents who needed this support, and making telephone calls to identified vulnerable residents.
- 1.3 Throughout the period of the pandemic, NMS staff have developed a broad range of digital resources to support audiences, including

resources for children and families. Digital engagement included a significant expansion of social media activity. Resources continue to be made available for those in digital poverty or without ready access to digital content.

- 1.4 The enormous range of NMS activity during the period of COVID-19 disruption continues to be captured in the weekly *Museums Mardle* staff e-newsletter. A reminder that members of the committee can be added to this distribution list on request.
- 1.5 The reopening of museum sites during 2020 followed the implementation of strict COVID-19 safety procedures that were reviewed and signed-off by the NCC Health & Safety and Wellbeing team. Reopening was also in accordance with sector-specific guidance issued by the National Museums Directors Council. All visits were pre-booked using timed tickets available from the Art Tickets website. To accommodate social distancing, site visitor capacity was significantly reduced.
- 1.6 Lynn Museum reopened to the public in October 2020 as a COVID-secure site. The museum team followed a detailed risk assessment process working with colleagues at NCC and drawing on experience from earlier site re-openings at Gressenhall, Time & Tide and Norwich Castle. Lynn Museum reopened, firstly to the Friends and Museums Pass holders on Thursday 8 October and then to the general public on Saturday 10 October.
- 1.7 Staff training took place at Lynn Museum in advance of reopening. Staff are provided with any identified PPE and protective screens have been installed at key points, including at reception. Staffing levels ensure that visitors can be provided with the necessary support and advice.
- 1.8 To reduce 'touchpoints' at Lynn Museum some of the interactive elements of the displays have been covered over. However, to help family groups enjoy the museum displays new 'takeaway' activity trails have been put in place for younger visitors and their families to use at the museum.
- 1.9 All museum visits have to be pre-booked using timed tickets available from the Art Tickets website. To accommodate social distancing, site visitor capacity has been significantly reduced. For Lynn Museum up to 6 visitors can book per 15 minute period.
- 1.10 Whilst visitors are requested to pre-book their visit via Art Tickets to ensure that visitor numbers can be carefully managed, if there is capacity within the museum, 'walk-in' non-booked visits are facilitated where possible.

- 1.11 The location map below shows the home addresses of our visitors who booked via Art Tickets between September and December 2020 (this does not include 'walk-ins'):



- 1.12 Following a risk assessment process, the museum's gift shop opened to the public on Tuesday 27 October in time for the school half term holiday period.
- 1.13 Lynn Museum closed once more on the 5 November as the country entered the second period of lockdown. Lynn Museum then reopened to visitors on Thursday 3 December, following the end of the lockdown on 2 December. The site then closed again from Saturday 26 December following the implementation of Tier 4 restrictions in Norfolk.

## **2. Exhibitions and events at Lynn Museum**

- 2.1 Lynn Museum is marking the bicentenary of King's Lynn artist Thomas Baines with a special exhibition, albeit in reduced form due to the circumstances of the COVID-19 pandemic. Born on 27 November 1820, Baines was a prolific artist, writer, traveller and collector. He spent much of his adult life in southern Africa where he painted scenes of life at the time including a record of the colonisation of the area by the British, alongside views of landscapes and wildlife. He was the first European to paint Victoria Falls, he accompanied Livingstone on the Zambesi river expedition and was a war artist in the Frontier War

between the British and the Xhosa people. He also accompanied Gregory on an expedition in northern Australia as artist and storekeeper. The Museum has five oil paintings by Thomas Baines and a collection of drawings and watercolours including two sketchbooks of watercolours made when he was a teenager. In addition, there is a collection of world cultures artefacts and specimens from his travels in Africa and Australia. The curatorial team has responded to Arts Council England's *Creative Case for Diversity* agenda with this exhibition by commissioning Zimbabwe-born musician and performance artist Anna Mudeka to create a film about British colonialism in Zimbabwe relating to Thomas Baines. Danny Keen, Chair of Norfolk Black History month, has also provided a commentary on an oil painting by Baines of an elephant hunt.

- 2.2 The Museum's exhibition theme for 2021 is Gardens in the King's Lynn area, which will include a history of gardens and gardening in the town. The museum service holds collections from the Taylor's seed merchants business in the town and material relating to the Walks and other public gardens. The museum team plans to bring the story up to date with displays about gardens today and the benefits of gardening for physical and mental wellbeing.
- 2.3 The Lynn Museum has unfortunately had to cancel its events programme in the museum since March due to the COVID-19 pandemic. During this period there has been a focus on digital delivery as an alternative means of engaging with both existing and new audiences.
- 2.4 The Lynn Museum's partnership with the Google Cultural Institute currently includes online exhibitions and allows people to visit the museum from home, similar to 'Street View'. This facility was used for an event on the 19 September 2020 for a tour of the museum with a question and answer session afterwards with museum staff. 25 people joined the tour.
- 2.5 The Museum team has created new online exhibitions on the Google platform on the themes of Shoes, and Seahenge. An Egyptology online exhibition has been created as a project produced by the young people working with Rachael Williams, Learning Officer at Stories as part of the Kick the Dust programme to involve young people in the work of Norfolk museums. <https://artsandculture.google.com/partner/lynn-museum>.
- 2.6 Data is available for the number of visitors to the museum's Google site. For Autumn 2020 they were as follows:
  - September total page views: 1042; Individual viewers: 615.
  - October total page views: 1303 Individual viewers: 763.
  - November total page views: 1623 Individual viewers: 831

- 2.7 Over the October Half Term period, the team at Lynn Museum delivered an online programme of events linked to an art project inspired by the important Must Farm Bronze Age site near Peterborough. This was supported by Dr Rosy Gray, Modern & Contemporary Art Curator for NMS, working with contemporary artist Laura Wilson. Lynn Museum's Bronze Age programme of online talks and activities saw the following attendance numbers:
- Deepening event with Laura Wilson (24/10): 31
  - Holme Environment Talk by Monika Saganowska (27/10): 55
  - Seahenge Talk by Oliver Bone (28/10): 38
  - Earthworks Art Workshop with Liz Ballad (30/11): 1
  - Casting Workshop with James Dilley (01/11): 49
- 2.8 Feedback from participants:
- *"Really enjoyed the tour and Q and A... I for one will be joining the Friends group and hopefully making a visit next month!"* - BC (attended the Lynn Museum Virtual Tour in September).
  - *"This has been an excellent talk, thanks – both my son and I have found it very interesting and James dealt brilliantly with the questions – thanks very much for the opportunity to participate."* – JS (attended the Axe Casting Demonstration with James Dilley in October).
- 2.9 The Museum's YouTube channel now hosts 23 separate films, a number of which have been created by staff this year including: *How to make an Ancient Roman costume*, *The Ruskin School*, *How to Make A Victorian Christmas Cake*, *Women's History: Margery Kempe*, and *#VJDay75 Love Story*.  
<https://www.youtube.com/channel/UCXOGwL6IkRLfUumYaHTLLg/vid eos>

### 3. Other Museum developments

- 3.1 The Lynn Museum continues to develop its social media presence, with Twitter and Facebook accounts being actively used and maintained by staff. The Lynn Museum accounts continue to grow with the Twitter account having 3,068 followers while the Facebook account has 1,018 follows. Examples of social media campaigns have included *#MuseumsUnlocked* a lockdown project on museums, art, culture and heritage in times of global pandemic led by Prof. Dan Hicks with a theme each day on Twitter.
- 3.2 On-site volunteering has needed to be paused since March. The museum team has developed a new remote volunteer project around writing visual descriptions of pictures, with a focus on the paintings and

drawings to be used in the current Baines exhibition. It is hoped that there will be a phased return to on-site volunteering later in 2021.

- 3.3 As well as focussing on digital delivery, museum staff have maintained positive links with local newspapers including the Lynn News. Staff provide a fortnightly *Picture This* column with a focus on local drawings, engravings and paintings.
- 3.4 NMS Learning Officer Melissa Hawker has continued her regular slot for Radio Norfolk to discuss local history and promote forthcoming events.
- 3.5 Engagement work through the *Kick the Dust: Norfolk* project has continued with the young people via Zoom since the spring. Assistant Curator, Dayna Woolbright has worked with Rachael Williams and the young people on several projects including the online Egyptians exhibition using the museum's Google Arts and Culture platform.
- 3.6 NMS has received an initial approach from the British Museum regarding a potential loan request for Seahenge items linked to the forthcoming British Museum major exhibition *World of Stonehenge* in 2022. This exhibition will cover highlights from the Neolithic and Bronze Age of Britain, Ireland and north-west Europe and feature loans from regional and national museums across Europe. This potential loan builds on the existing partnership between NMS and the British Museum that has seen significant loans to Lynn Museum and the development of the new British Museum Partnership Gallery, which forms a key part of the Norwich Castle redevelopment project.

#### **4. Friends of King's Lynn Museums**

- 4.1 The Museum Friends have provided valuable support to assist the Museum with the current Thomas Baines exhibition. A grant from the Friends has been offered to conserve and digitise two sketchbooks by Thomas Baines drawn in King's Lynn as a teenager. This work will be undertaken by the Norfolk Record Office. Delays caused by the Pandemic will see this addition to the Baines exhibition installed in the early new year.
- 4.2 The Friends are also supporting the addition to the displays at Lynn Museum of a long case clock from the collections. This clock made by Lorenz Beha used to be on display at the Town House museum. A new acrylic case is being made to show and protect the clock. This enhancement of the displays is planned for early 2021 and is the result of a £500 donation from the estate of Norah Howe-Smith.
- 4.3 The Friends' committee meetings have been on hold this year, but committee members have been in touch by email. A decision was



taken to cancel the 2020 annual lecture and to hold the autumn AGM by post.

## **5. Partnerships**

- 5.1 The delivery of NMS services in King's Lynn & West Norfolk continues to operate under the terms of the current Service Level Agreement (SLA) with the Borough Council. Under an extension to this agreement, NMS continues to provide curatorial and conservation advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia.
- 5.2 The Lynn Museum free admission period runs from October to the end of March. This free admission period is provided under the terms of the SLA between the Borough Council and NMS.
- 5.3 NMS continues to support the Borough Council with the delivery of the NLHF-funded Stories of Lynn project focussed on King's Lynn Town Hall. NMS manages the Stories of Lynn Learning & Engagement Officer post, which is co-funded by the Borough Council and the NLHF *Kick the Dust: Norfolk* project. The postholder Rachael Williams works closely with colleagues from the Borough Council and the Norfolk Record Office.
- 5.4 NMS is continuing to work in partnership with the King's Lynn Festival with support for the postponed Festival exhibition, which will now take place in 2021. Items assessed include King's Lynn glass and an abstract sculpture by Ernst Eisenmayer purchased for the museum by the Friends of Kings Lynn Museum from a Festival exhibition in the 1960s.
- 5.5 NMS Assistant Curator, Dayna Woolbright leads on supporting the Borough Council and Festival Office on collections management advice and support. Recent contributions have included advice on museum display maintenance at Stories, and the cleaning of the historic chandeliers at the Town Hall in December.

## **6. Learning & Outreach**

- 6.1 During 2020-2021, the Lynn Museum is continuing to host a 12-month NMS Teaching Museum traineeship provided through the NMS *Teaching Museum* programme and funded through the Arts Council England National Portfolio Organisation 2018-2022 NMS Business Plan. Current Trainee, Sami Yusuf started in the spring working remotely and providing contributions to the museum's work and has quickly become a valuable team member.

- 6.2 Planning has been undertaken to facilitate the recommencement of school visits when these are possible. The Seahenge and early history displays and themes remain popular with schools, as are schools events involving visits to both Lynn Museum and Stories of Lynn at the Town Hall.

## **7. Kick the Dust: Norfolk – Project activity update**

- 7.1 The *Kick the Dust: Norfolk* project, funded through the National Lottery Heritage Fund, has continued to engage with young people throughout the COVID-19 lockdown period. The project team have adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.
- 7.2 From the start of the first national lockdown in March to the 21 December 2020 there were a total of 1,860 interventions, involving 704 individual young people taking part in 880 hours of quality digital activity. 19 Kick the Dust groups have been taking part in 371 different digital activities across the county, with a further 11 YMCA groups involved in 109 heritage related activities plus an additional number engaging in activities left at their residences to complete independently during lockdown.
- 7.3 Total engagement numbers for the project from October 2018 to 21 December 2020 are 7,932 interventions, involving 2,419 individual young people, taking part in 4,015 hours of quality activity. Of these interventions, 186 volunteering opportunities have been provided to 93 individual young people.
- 7.4 Of this activity 28% has been categorised at 'Player' level, 46% at 'Shaper' level and 20% at 'Leader' level. Of these activities, 53% involve young people in leading and designing projects as well as acting as mentors to staff and other young people. Three young people currently sit on the Project Steering Group.
- 7.5 Breakdown of participants:  
This has changed considerably since lockdown due to the high number of YMCA clients project staff have been engaging with through the enhanced digital offer.  
7% aged 11-13 years  
12% aged 14-16 years  
32% aged 17-19 years  
24% aged 20-22 years  
25% aged 23-25 years
- 7.6 Engagement by target audiences (some young people fall into more than one category):  
YMCA clients – 41%  
Secondary schools – 30%

FE/HE – 24%  
 Young people with mental health issues – 15%  
 Outside of mainstream education – 8%  
 Young Offenders at those at risk of offending – 5%  
 Looked after children and adopted living at home - 7%  
 SEND – 6%  
 NEET – 4%  
 Care Leavers – 2%  
 New arrivals and refugees – 2%  
 Pregnant young mums and teenage parents – 1%  
 Young Carers – 2%

- 7.7 As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people. 72% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 92% felt that museums were a space they could use and would use in the future.
- 7.8 Evaluation responses from this Kick the Dust project can be compared with those from the other eleven Kick the Dust projects currently running across the UK. This programme- wide evaluation has been commissioned by the National Lottery Heritage Fund from the evaluation specialists Renaisi.
- 7.9 Summary of evaluation responses:  
 Following their engagement with our project:  
 93% of young people said they had learnt new and interesting things about heritage (Renaisi survey 90%);  
 85% of young people felt that heritage reflected them (Renaisi 70%);  
 90% felt heritage would engage other young people (Renaisi 89%);  
 82% of young people said they were more likely to become a volunteer as a result of their involvement in KTD and this option was the most popular with work experience for all those who took part. (Renaisi 61%);  
 100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement;  
 84% of young people stated they now had a better understanding of heritage having taken part in the programme with 16% stating they weren't sure and needed more engagement. (Renaisi 78%);  
 70% of young people felt they had the opportunity to influence decisions. (Renaisi 66%);  
 88% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaisi 72%);  
 65% of young people felt that heritage had helped them understand more about their own lives – it had given them context;  
 81% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaisi 77%);

96% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them. (Renaissi 92%).

## **8. Resource implications**

### **(a) Finance**

Lynn Museum receives funding to support core operations and activities from Norfolk County Council and through a Service Level Agreement with the Borough Council of King's Lynn and West Norfolk. A number of activities are financed as part of funding to Norfolk Museums Service from Arts Council England as a National Portfolio Organisation under the terms of the current 2018-22 Business Plan. Project activities are funded from a range of external sources including the National Lottery Heritage Fund. The source of these funds are detailed within the report. The above report includes no additional or unfunded financial implications.

### **(b) Property**

Unless specified, the above activities relate to the Lynn Museum, the Town Hall NMS offices and Aickman's Yard museum stores. The above report includes no additional implications relating to property.

### **(c) Staff**

The team at Lynn Museum are supported by a wider team of colleagues within Norfolk Museums Service, in addition to partnership working with the Borough Council to deliver additional projects and activities. Some current posts are funded by external project funding. The above report includes no additional implications relating to staffing resources.

### **(d) Information Technology**

Digital operations at Lynn Museum are supported by Norfolk County Council's IMT department. Social media is delivered by the Lynn Museum team. The above report includes no additional implications relating to Information Technology.

## **9. Recommendations:**

That the Area Museums Committee notes the report

Originator of report:

Dr Robin Hanley

Assistant Head of Museums (Head of Service Delivery)

Shirehall, Market Avenue, Norwich NR1 3JQ

Tel: 01603 493663 e-mail: [robin.hanley@norfolk.gov.uk](mailto:robin.hanley@norfolk.gov.uk)



**Norwich Area Museums Committee**

**14:00 to 15:20**

**8 December 2020**

Present:

City Councillors:  
Huntley (chair)  
Maxwell  
Schmierer

**County Councillors:**

Brociek-Coulton (vice chair)  
Clipsham,  
Ward

**Co-opted non-voting members:**

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

Apologies:

City Councillors McCartney-Gray, Price and Wright  
County Councillors Nobbs and Watkins

(The committee noted that at its November meeting, Norfolk County Council had appointed Council Barnard to this committee to take up a vacancy following the resignation of Councillor Brenda Jones. The committee officer apologised to the committee as agendas had been sent to the members listed on the front of the agenda for this meeting and therefore Councillor Barnard would not have received notification of the meeting and an agenda had been sent to Councillor Jones, who was no longer a member of the committee, in error.)

**1. Public questions/petitions**

There were no public questions or petitions.

**2. Declarations of interest**

None.

**3. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 8 September 2020.

#### 4. Norwich Museums Briefing – September to November 2020

The assistant head of museums introduced the report and proposed that he and his colleagues would present the relevant sections and pause after each section to provide an opportunity for members of the committee to ask questions or comment.

The assistant head of museums presented section 1 of the report, praising the museums staff for their resilience and response to the ever changing situation. Norwich Castle, Time & Tide Museum and Lynn Museum had all reopened following the second lock down on 3 December (Gressenhall was now closed for the winter season). The museums service and activities had been impacted by the pandemic. Norfolk Museums Service (NMS) staff had been involved in supporting key services, in relation to the county council's wider Covid-19 response, including the registrars and trading standards. NMS staff have developed digital resources and this had led to an expansion in social media activity and engagement, whilst also providing resources for those in digital poverty or without access to digital content. There have been regular site checks of collections in the museums. NMS staff were also preparing to welcome limited numbers of school parties, when it was safe to do so.

The operations manager explained the Covid-19 safety procedures that had been implemented to enable the reopening of Norwich Castle to visitors, including one way routes through the museum, the wearing of face masks and social distancing, signage and barring access to interactives. Hand sanitisers were available at strategic points. Visitor contact information was being recorded through the NHS Test & Trace scheme. In January 2021, visitors would be able to visit the Royal Norfolk Regimental galleries, following the completion of works in the rotunda, and there would be a new costume exhibition, *Textile Treasures*. Wedding ceremonies had ceased during the second lock down but had recommenced on 3 December with a flurry of bookings and as many as four to five ceremonies a day. In reply to a question from the chair, the operations manager said that he would be meeting with the coordinators of the costume exhibition before Christmas and confirmed that the exhibition would open on 4 January 2021.

The learning manager for Norwich museums presented the section on the learning team activity. She said that arrangements were in place to welcome school visits in January 2021. A virtual programme had been developed which was available to support the schools programme, whilst there was a limited in person offer, and members were asked to share this information with teachers. As an update to the report, members were advised that bookings for the 'Christmas in the Past' live-streamed sessions had increased to 700 pupils since the publication of the agenda papers. Also news had been received of a successful bid for funding from Festival Bridge for a digital programme to support secondary schools which would be progressed in the spring. The learning team had developed ways that groups could engage with collections subject to Covid-19 security measures being in place. An important part of the recovery was to welcome young people back into the museums as part of the youth engagement programme, where there had been resistance or lack of engagement to the digital offer.

During discussion the chair congratulated the NMS staff for the successful bid for Festival Bridge funding. In reply to a question, the learning manager provided details of how schools were notified of the virtual programme. The 30 minute live streaming events had been well received. Uptake of the virtual schools' programme had been

relatively slow and the team was actively promoting the offer. School visits were valued and this was just a different way of providing this service. She would check to see if all schools in Norfolk had received the e-bulletins promoting the offer.

The assistant head of museums presented section 4 of the report, which updated members on the activities of the *Kick the Dust* programme. The project had adapted its delivery during the pandemic and continued to engage young people, particularly with residents of the YMCA and strengthening the partnership arrangement. Members were advised of an extended offer, in partnership with Festival Bridge, to provide 1800 board games "Trail of Trials" to young people aged 14 to 25. The game had been developed by the Time Turners group in King's Lynn and would be delivered before Christmas. Paragraph 4.3 included data on evaluation of the project and showed how the Norfolk *Kick the Dust* programme compared with other programmes across the UK. The chair confirmed that the committee would appreciate evaluation feedback at future meetings. In reply to a question from the chair, the assistant head of museums confirmed that there was no concern about the programme meeting its targets and that in fact it was likely to exceed them.

The assistant head of museums presented section 5 of the report which updated members on the progress of the Norwich Castle: Royal Palace Reborn project. Construction works had been permitted during the second lockdown and the works had focused in the rotunda which should be completed in January 2021. Archaeologists had observed the works which had been carried out in consultation with the city council's planning and conservation and design officers. The basement flagstones had been carefully removed and stored safely off site. The contract for the main fit-out of the exhibition had recently been out for tender.

The learning manager reported on the *Keep Project* activity plan. The partnership with Archant Press had moved to its second phase (section 3.5 of the report) raising the profile of the project by showcasing the main themes of the British Museum Medieval Gallery in the *Eastern Daily Press*, *Eastern Evening News* and via its online platforms, and had engaged a wide audience. Andy Peters had been commissioned to provide cartoon style graphics for the hoardings to promote the collections in Norwich Castle. The project's learning and engagement officer was working on a project to create historical figures with youth groups that would inform the second phase of the hoardings. The focus was on digital engagement. A series of five minute long recordings promoting the museum's objects, *Talking Objects*, had been launched on the Norwich Castle YouTube channel.

The assistant head of museums commented that the hoardings were important to let people know that Norwich Castle was open during the construction works.

Felicity Devonshire asked whether the Friends of the Norwich Museums tapestry would feature on the hoardings or whether a big reveal was planned. Several panels had been completed. The learning manager said that there were ongoing discussions about the promotion the *Keep Project* through the tapestry but it was not proposed as part of the graphics on the hoardings. The assistant head of museums commented on the outstanding work of the volunteers to continue working on the tapestry throughout the lockdowns.

The assistant head of museums presented section 6 of the report. The Freemen of Norwich had provided a grant for a series of films shared on Facebook to engage a

wider audience with the Museum of Norwich. As part of Black History month, the recent acquisition of a scarf, marking Justin Fashanu's 1980 goal of the season against Liverpool, was highlighted. During discussion, the vice chair commented that the Owen Mathers' design for the *Picturing the Pandemic* logo was excellent and asked whether it could be used again. The assistant head of museums said that he would check on whether this was possible. Members also noted the digital activity at Strangers' Hall, including the virtual tour for the Heritage Open Days this year.

Brenda Ferris said that this would be the last meeting that she was attending as she was stepping down from the committee. She hoped that there would be a place for the Norfolk Contemporary Arts Society when the project had been completed but the society was in limbo at the moment due to the pandemic. The chair thanked Brenda Ferris for her contribution to the committee and the cultural life of the city.

Amanda Geitner, also had to leave the meeting at this point, but said that the East Anglia Arts Fund was looking forward to supporting the Open Art Show *Somewhere Unexpected*.

(Brenda Ferris and Amanda Geitner left the meeting at this point.)

The senior curator of Norwich museums and keeper of fine and decorative art presented section 7 of the report and updated members on the curatorial activities. This included the *Textile Treasures* exhibition (4 January to 28 March); the major exhibition to mark the bicentenary of the death of John Crome, *A Passion for Landscape: Rediscovering John Crome* (23 April to 5 September). The Open Art Show would include landscapes with older images superimposed or "ghosted" over them. The Arts Fund had awarded a grant to Keep project curator, Andrew Ferrara, as part of a programme to support young curators. He would be working on an exhibition as part of the *Keep Project*. The success of this award was partly attributed to the lessons learnt from an unsuccessful bid 4 years ago. She also reported that Turner's *Walton Bridges* was on loan to Colchester Castle until March 2021.

The chair congratulated Andrew Ferrara on being awarded an Arts Fund award.

During discussion a member commented that a high quality copy of *Walton Bridges* was on display in Norwich Castle. The senior curator confirmed that the original would be returned in time for the Crome bicentenary exhibition next year. The chair thanked the senior curator and her team for their work on the planned exhibitions for 2021 in the context of the particular challenges of this year.

The operations manager presented the visitor figures for the period covered by the report. Further information about social media engagement would be circulated with the minutes of the meeting. It was reassuring that when Norwich Castle reopened to general visitors on 16 October, visitor numbers increased to up to 160 per day, which was encouraging for the planned reopening of the main temporary exhibition galleries and the Norfolk Regimental Museum in the New Year.

During discussion the operations manager explained that the visitor capacity at Norwich Castle had been reduced to a maximum of 420 during the building works and this had been reduced further to 120, to comply with Covid-19 security



measures. There was a reduced a loss of income but some of this had been planned for during the construction works. Pre-booked admissions had worked well in October, with a number of days fully booked. With regard to museum pass holders, the assistant head of museums said that pass holders had been given three months free to cover the period when the museums were closed. Financial information about the service was kept under review and was a function of the Norfolk Joint Museums committee.

**RESOLVED** to:

- (1) note the [report](#);
- (2) record the committee's gratitude to County Councillor Brenda Jones and Brenda Ferris for their contribution to the work of this committee;
- (3) ask the assistant head of museums to:
  - (a) in relation to *Kick the Dust* continue to include comparative performance data with other Kick the Dust projects in the UK;
  - (b) provide a summary of the [social media data](#), to circulate to members of the committee with the minutes of the meeting.

CHAIR

# Joint Museums Committee

Item No 9

<b>Report title:</b>	<b>Norfolk Museums Service – Finance Monitoring Report for 2020/21</b>
<b>Date of meeting:</b>	<b>05 February 2021</b>
<b>Responsible Chief Officer:</b>	<b>Steve Miller, Director of Culture and Heritage</b>
<b>Strategic impact</b> This report covers the forecast position for Norfolk Museums Service (NMS) in 2020/21 as at 31 December 2020.	

## Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2020/21 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions. The report also details savings proposals applied to the revenue budget for 2021/22.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently projecting a number of significant pressures for 2020/21.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.
- Savings proposals for 2021/22 and beyond.

## Recommendations:

- **To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2020/21.**
- **Note the proposed budget savings and changes for 2021/22.**

# 1. Background and Purpose

## 1.1 Revenue Budget 2020/21

1.1.1 Due to the impacts of the Covid-19 pandemic the Service is currently facing significant uncertainty in relation to its financial position. All Museums closed to the public at the end of March until the beginning of August when the Service re-opened two key sites for business at Time & Tide Museum and Gressenhall Farm & Workhouse, in accordance with the new Government guidelines and restrictions. The Service re-opened Norwich Castle Museum & Art Gallery and Lynn Museum during October, however all sites were forced to close again in November and January due to National lockdown restrictions. We are currently awaiting further guidance as to whether the Service will be able to re-open sites again before the end of the financial year.

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

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.748	3.429	+0.681	+24.770%
<b>NMS Total</b>	<b>2.748</b>	<b>3.429</b>	<b>+0.681</b>	<b>+24.770%</b>

1.1.3 The forecast over-spend is most significantly due to the predicted loss of income for the Service during the extended periods of closure and a reduction in normal visitor numbers following site re-openings.

1.1.4 Given the current lockdown restrictions the Service is not expected to return to normal in the short term, although whilst open there had been a positive return to museum visiting and retail sales at Gressenhall Farm & Workhouse and Time & Tide, which will help to alleviate the current financial pressures.

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

1.1.6 As part of the response to Covid-19 the Government has provided support to authorities in the form of a Covid-19 emergency grant funding specifically to cover issues such as the loss of income. Cabinet agreed that the overall CES share of the fund is £6.112m, therefore, the expectation is this funding will significantly help to mitigate the Service pressures.

1.1.7 The Government have recently announced further funding for local authorities, specifically in relation to the loss of income and a significant fund to support the cultural sector in general. The first two claims in relation to the loss of income included the loss of NMS sales, fees and

charges income of £0.710m covering the period April to November and it is anticipated that there will be one further claim to follow.

1.1.8 On 12 October NMS received confirmation that they were successful in their grant bid from the Culture Recovery Fund, administered by the Department for Digital, Culture, Media and Sport (DCMS) totalling £0.457m which will support NMS in continuing to deliver a strong countrywide service and critical projects over the short and medium-term.

1.1.9 NMS also engaged with the Arts Council England earlier in the year in terms of the Emergency Response Fund. Unfortunately, this application was unsuccessful.

## 1.2 Capital programme

1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.

1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.

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

### Capital Programme 2020/21 – Norfolk Museums Service

Scheme or programme of work	Approved 2020/21 Capital Budget £m	2020/21 Capital Outturn £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 20/21
Norwich Castle Critical M&E Services	0.691	0.691	0	Project estimated to be completed in 21/22
NLHF Keep Delivery Phase	2.463	2.463	0	Project will be ongoing over the next 4 years
Gressenhall Playground Improvements	0.069	0.069	0	Project estimated to be completed in 2020/21

Gateway to Medieval England Project Management	0.181	0.181	0	Project estimated to be completed in 2020/21
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2021/22
NMS Replacement Tills	0.039	0.039	0	Project estimated to be completed in 2020/21
<b>Total</b>	<b>3.456</b>	<b>3.456</b>	<b>0</b>	

### Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. Following the submission of a successful Round 2 funding application, the National Lottery Heritage Fund awarded a further £8.757m funding towards a total project cost of £13.344m. Additional match funding included £1.950m NCC capital funding and funding from a number of external trusts and other organisations. Additional capital funding was approved by Full Council in February 2020, with a revised total project budget of £15.844m, The Norwich Castle: Gateway to Medieval England has now entered its delivery phase including the award of the main construction works contract, with all capital works expected to be completed by the end of 2022. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.
- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which had become dated and the key structures and equipment have reached the end of their lifespan. The new development is expected to give a substantial return on investment in terms of additional visitors in the next financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.
- Policy & Resources Committee have approved the funding of £0.039m to replace the Museum Service tills. The old tills were at the end of their useful

life and the operating software could no longer be upgraded and it was therefore essential to have them replaced.

## 1.3 Reserves and Provisions

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

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

Reserves and Provisions 2020/21	Balances at 01 Apr 20	Balances at 31 Mar 21	Change
	£m	£m	£m
<b>Norfolk Museums Service</b>			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.562	1.003	+0.441
Service Total	0.879	1.320	+0.441

## 1.4 2021/22 Budget Proposals

1.4.1 The budget savings proposals are summarised below:

Savings	2021/22 £m	2022/23 £m	2023/24 £m
<b>Brought forward from previous rounds</b>			
CMM043 – Income generation	0.000	-0.400	0.000
CES017 – Reviewing the operation of Museum catering facilities	0.000	-0.035	0.000
<b>New 2021-24 Budget Round Savings</b>			
CES29 – Culture & Heritage – Service redesign & additional fee income	-0.050	0.000	0.000

CES035 – Savings in Culture & Heritage including staffing, service redesign, back office savings & vacancy management	-0.323	0.000	0.000
CES043 – Develop Gressenhall as an Environmental Hub for Norfolk	-0.067	0.000	0.000
<b>Total</b>	<b>0.440</b>	<b>-0.435</b>	<b>-0.000</b>

1.4.2 The impact of the proposed budget savings, inflation, cost neutral adjustments and virements are set out in the table below:

Description	2021/22 Budget (starting point) £m	Additional Costs (Inflation) 2020/21 £m	Savings 2021/22 £m	Growth / Cost Neutral Adjustment / Virements 2021/22 £m	Proposed 2021/22 Budget £m	Savings Reference
Employee related costs	4.499	0.000	-0.142	0.151	4.508	CES035
Premises	0.949	0.018	-0.001	0.000	0.966	CES035
Transport	0.029	0.000	-0.004	-0.001	0.024	CES035
Supplies & Services	1.331	0.006	-0.102	-0.047	1.188	CES029 & CES035
Third Party Payments	0.046	0.000	0.000	0.000	0.046	
Support Services	0.092	0.000	0.000	0.238	0.330	
Depreciation & Impairment	0.486	0.000	0.000	-0.079	0.407	
Income	-4,684	-0.005	-0.191	-0.300	-5.180	CES017 CES035 & CES043
<b>Total</b>	<b>2.748</b>	<b>0.019</b>	<b>-0.440</b>	<b>-0.038</b>	<b>2.289</b>	

## 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, eg equality impact assessment, please get in touch with:

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

#### Officer Name, Tel No. and Email address:

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

**Email address:** [steve.miller@norfolk.gov.uk](mailto:steve.miller@norfolk.gov.uk)

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

**Email address:** [julie.berry@norfolk.gov.uk](mailto:julie.berry@norfolk.gov.uk)



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# Norfolk Joint Museums Committee

Item No. 10

<b>Decision making report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>5 February 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr. Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture and Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Introduction from Cabinet Member</b></p> <p>One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.</p> <p><b>Executive Summary</b></p> <p>Since last reporting in October 2020, the Norfolk Museums Service has temporarily re-closed museum sites following changes in national guidance and a further nationwide lockdown.</p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at January 2021. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2020, and following review in January 2021, there is one change to report to the risks presented, detailed in the proposals section of this report below.</p> <p><b>Recommendations</b></p> <p><b>To consider and agree:</b></p> <ul style="list-style-type: none"> <li>• <b>The active and dormant risks as per appendices A and B, noting latest updates associated with the COVID-19 pandemic.</b></li> </ul>	

## 1. Background and Purpose

- 1.1. This report provides Members of this Committee with an insight into the key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.
- The COVID-19 outbreak, which started in late 2019 and developed rapidly during early 2020, meant that the Council deployed the Civil Contingencies Act 2004 and in order to follow government guidance on remote working and social distancing, suspended Council meetings.
- Norfolk museums are currently temporarily closed to the public in line with central government guidance for museums nationwide and the further national lockdown. Risks facing museums have continued to be closely monitored, with a change to risk **RM14162 - Failure to generate additional income streams for the remainder of 2020/21 in accordance with service plan** noted below in the proposals section of this report.

## 2. Proposals

- 2.1. There is one change to the overall risks to report to the Committee. This is as follows;

### Active risks

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

With museums remaining temporarily closed, the prospects rating of lowering the risk from 15 to 12 by year end 20/21 has been revised from amber to red.

## 3. Impact of the Proposal

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

The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as

dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

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

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

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

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

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

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

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

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

- 7.1. **Staff:** Some museums staff continue working with the online museums offer whilst sites are temporarily closed.
- 7.2. **Property:** Those museum sites that remain currently closed continue to be staffed on-site by security teams to protect collections. Precautions have been taken to protect the external and internal environment of closed museum sites

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

- 7.3. **IT:** There are no IT implications to report and the online offer for museums continues.

## **8. Other Implications**

- 8.1. **Legal Implications:** There are no legal implications to report.

- 8.2. **Human Rights implications:** There are no human rights implications to report.

- 8.3. **Equality Impact Assessment (EqIA) (this must be included)**  
Not applicable.

- 8.4. **Health and Safety implications** (where appropriate)  
Risk assessments have been carried out to ensure the safely adapted physical environment of museums for re-opening. Further health and safety checks will be made when museums are able to open again.

- 8.5. **Sustainability implications** (where appropriate)  
There are no sustainability implications to report.

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

## **9. Risk Implications/Assessment**

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

## **10. Select Committee comments**

10.1. There are no Select Committee comments to report.

## **11. Recommendations**

11.1. To consider and agree:

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

## **12. Background Papers**

12.1. Not applicable.

### **Officer Contact**

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

**Officer name:**

**Steve Miller – Director, Culture and Heritage**

**Thomas Osborne – Risk Management Officer**

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

Risk Number	RM14381					Date of update		13 January 2021		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-21	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place.										

<b>Risk Number</b>	RM14286					<b>Date of update</b>		13 January 2021		
<b>Risk Name</b>	Reduction of centralised support services									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-21	Amber
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										

<b>Risk Number</b>	RM14364		<b>Date of update</b>		13 January 2021					
<b>Risk Name</b>	Failure to deliver Arts Council England business plan 2018-22									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>	Steve Miller					
<b>Risk Description</b>			<b>Date entered on risk register</b>		03 October 2018					
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-21	Amber
<b>Tasks to mitigate the risk</b>										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
<b>Progress update</b>										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate.										



<b>Risk Number</b>	RM14162					<b>Date of update</b>		13 January 2021		
<b>Risk Name</b>	Failure to generate additional income streams for the remainder of 2020/21 in accordance with service plan.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-21	Red
<b>Tasks to mitigate the risk</b>										
Establish and implement a phased re-opening plan for post COVID-19 lockdown. Continue to review additional income levels generated.										
<b>Progress update</b>										
how we can safely re-open services, including those where additional income can be generated. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score is 5 and the impact score 3, as some savings set for this financial year from additional income generation won't be achieved. With museums remaining temporarily closed, the prospects rating of lowering the risk from 15 to 12 by year end 20/21 has been revised from amber to red.										

<b>Risk Number</b>	RM14027					<b>Date of update</b>		13 January 2021		
<b>Risk Name</b>	Theft of museum objects									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Mar-21	Green
<b>Tasks to mitigate the risk</b>										
Review of display case security undertaken Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19. Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.										
<b>Progress update</b>										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given that some museums remain currently closed due to COVID-19, with staff normally based at museum sites working offsite (except for security staff who continue to work onsite), the likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										
As this is an ongoing low level risk, the target date remains as end of March 2021.										

<b>Risk Number</b>	RM13947					<b>Date of update</b>		13 January 2021		
<b>Risk Name</b>	Failure to maintain historic buildings									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-21	Met
<b>Tasks to mitigate the risk</b>										
Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
<b>Progress update</b>										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.										
As this is an ongoing low level risk, the target date has been amended to end of March 2021.										

<b>Risk Number</b>	RM13948					<b>Date of update</b>		13 January 2021		
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury					<b>Risk Owner</b>		Steve Miller		
<b>Risk Description</b>					<b>Date entered on risk register</b>			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-21	Met
<b>Tasks to mitigate the risk</b>										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
<b>Progress update</b>										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.  As this is an ongoing low level risk, the target date is set for the end of March 2021.										

# Norfolk Joint Museums Committee

Item No. 11

<b>Decision making report title:</b>	<b>Performance &amp; Strategic Update Report</b>
<b>Date of meeting:</b>	<b>5 February 2021</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture &amp; Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li><b>1. To receive an update on 2020/21 position in light of the impact of Covid-19</b></li> <li><b>2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.</b></li> <li><b>3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2020/21</b></li> </ol>	

## 1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2020/21 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk. Committee Members will note that many normal activities, including site visits and school visits, have been severely impacted due to Covid-19. However, Museum staff and volunteers continue to adapt very well to the major changes over the last 10 months and, overall, the Service continues to deliver strongly against many of its key objectives.

## 2. Performance Summary

- 2.1. The following details the performance summary for the first three quarters, 1 April 2020 – 31 December 2020.
- 2.2. From August, NMS was able to resume a limited offer for visitors to three of its larger sites – Gressenhall Farm & Workhouse, Time and Tide Museum and Norwich Castle. Visits to these sites were closely controlled through online booking and with capped visitor numbers. Lynn Museum was the fourth NMS site to be reopened in October. The sites closed again during lockdown in November, opened again in December and are currently closed as part of the third national lockdown. Total visits up to 31 December 2020 and the start of the third national lockdown were 15,399.
- 2.3. Whilst very few school visits have been possible since March, the Museums Learning Team have been very busy in terms of online provision and are now developing future plans for a 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit.

## 3. Digital engagement and Learning Team Highlights

- 3.1. 1. Social Media
- a. Headline statistics
  - b. Service-wide highlights
- 2. Norwich Castle Museum & Art Gallery
  - 3. Time & Tide Museum of Great Yarmouth Life
  - 4. Cromer Museum
  - 5. Gressenhall Farm & Workhouse
  - 6. The Museum of Norwich
  - 7. Strangers' Hall
  - 8. Ancient House Museum of Thetford Life
  - 9. Lynn Museum
  - 10. Kick the Dust
  - 11. SHARE Museums East

### 1. Social Media

- a. Headline Social Media Statistics September 2020 – January 2021  
*Norwich Castle, Gressenhall Farm & Workhouse and Time & Tide*

Norfolk Museums Service has continued to see an increase in followers across the Service's three key social media platforms, with Instagram continuing to be the fastest growing.

Facebook			
Account	Total Page Likes as at 1 September 2020	Total Page Likes as at 10 January 2021	% Increase Page Likes September 2020 – January 2021
Norwich Castle	10705	10965	2.4%

<b>Gressenhall</b>	5873	6186	5.3%
<b>Time &amp; Tide</b>	3680	3734	1.5%
<b>Twitter</b>			
<b>Account Name</b>	<b>Total Followers as at 1 September 2020</b>	<b>Total Followers as at 10 January 2021</b>	<b>% Follower Increase September 2020 – January 2021</b>
<b>Norwich Castle</b>	13746	14017	2%
<b>Gressenhall</b>	6011	6063	0.9%
<b>Time &amp; Tide</b>	5318	5412	1.8%
<b>Instagram</b>			
<b>Account</b>	<b>Total Followers as at 1 September 2020</b>	<b>Total Followers as at 10 January 2021</b>	<b>% Follower Increase September 2020 – January 2021</b>
<b>Norwich Castle</b>	4140	5044	21.8%
<b>Gressenhall</b>	1615	1653	2.4%
<b>Time and Tide</b>	1378	1482	7.5%

In total, Norfolk Museums Service now has a combined **121,041** followers across these three key social media platforms – a 3.3% increase overall.

In October 2020 Norwich Castle launched a brand-new [YouTube channel](#) with a new video series named '[Talking Objects](#)', curator-led talks in which staff share some of their favourite medieval finds from our collection. Two new series will be available in the New Year, one focusing on textiles in the collection to tie in with the exhibition Textile Treasures, and the other on more medieval objects as part of the Royal Palace Reborn project.

We currently have a total **520** subscribers on YouTube, an videos on our channels received over 14,000 views in the last three months.

<b>YouTube</b>	
<b>Account</b>	<b>Subscribers at 10 January 2021</b>
Norfolk Museums Service	429
Norwich Castle (launched in October 2020)	91

#### **b. Social Media Highlights across Norfolk Museums Service**

NMS marked **Black History Month** on social media this year, exploring how Black history is represented in our collections, and what we're doing to acknowledge,

address and improve how we collect and share these stories. Below are some of the activities held to celebrate Black History Month:

- **Norwich Castle** shared in-depth [blogs on Black history](#) in the collections, including cutting-edge research by Senior Curator Dr Francesca Vanke. Social media platforms shared stories from our collections, such as Justin Fashanu, the Paston Treasure, and the portrait of Muhammad Ali Khan Wallajah.
- **Time and Tide Museum** shared the work they have been doing with Yarmouth communities and on decolonising our collections, including blog posts on [Portuguese migration to the UK](#), [the story of Black shipwrecked sailors rescued off the coast of Great Yarmouth](#), and [how the museum is making changes to decolonise our collections](#).
- **Ancient House** shared on social media the stories of Black abolitionists who lectured in and around Thetford, as well as other famous figures such as Bamba Muller, Allan Noel Minns, and children born to British women and Black American GIs during and after the Second World War. They also delivered an online event 'A Glimpse of Thetford's Black History' on 28 October.
- **Lynn Museum** posted stories about Black abolitionists who lectured in and around Kings Lynn, as well as sharing their work with artist Anna Mudeka for the Thomas Baines exhibition on creating a film on King Lobengula.
- **Strangers' Hall** delivered a blog post on [Black stories in their collections](#), as well as sharing their strong relationships with local organisations such as English+
- **Gressenhall** shared the exciting news of a decolonisation collaboration with the University of East Anglia, where three UEA History MA students will help the museum seek and tell new stories for 2021.
- **The Museum of Norwich** delved into Norwich figures from Black history, such as Pablo Fanque, Justin Fashanu and Norwich traders Charley and Cotton, as well as showcasing their work with communities including Norwich Helping Hands, Adat Yeshua Synagogue and English+.

The Service marked **Remembrance Sunday** and **Armistice Day** through online messages of commemoration, gratitude and hope, and encouraged our followers to mark the 2-minute silence with us.

- **Norwich Castle** shared objects from their collection, including a memorial card commemorating 20-year-old Lance Corporal Ernest (Ernie) John Baker of the Norfolk Regiment, who was killed in action on 14 November 1916, just four days before the Battle of the Somme ended, and told the powerful story of Edith Cavell.
- **Time and Tide** shared pictures from the Percy Trett Collection during WW1 and WW2. They also shared their Remembrance Day film, part



of their work with school groups. In the film, pupils hear the words of Jack Ellis, Norfolk Regiment, from the letter sent to his mother Sophia of 144 King Street, Great Yarmouth.

- **Lynn Museum** posted an image from the Remembrance Day service held beside the war memorial in Tower Gardens, King's Lynn 1926, a comfort for those unable to attend a service in 2020.
- **Gressenhall** remembered those affected by war, including Sergeant Ernest William Freezer, who died on 10 April 1918, and the women involved in the Women's Land Army.
- **Strangers' Hall** shared embroidered postcards sent home from France by British soldier Will Staples during the Battle of the Somme in 1916.
- **The Museum of Norwich** marked the two-minute silence in their online meeting, encouraging followers to discover more about wartime and remembrance through local and national resources.
- **Ancient House Museum** shared items from their collection, including a large bronze plaque in memory of Frederick Ernest Crick of Thetford, who died in WW1, as well as retweeting a post from South Asian Heritage Month honouring the over 1.3 million Indian soldiers sent to fight for Britain during WW1.



*Norwich Castle thanked Lottery players in style with projections on the Castle walls*

NMS engaged with the virtual **#ThanksToYou** campaign with the National Lottery Heritage Fund in November:

- With the support of Norwich BID, **Norwich Castle** proudly displayed its thanks in a projection on the Keep, reflecting our thanks for the NLHF support to Norwich Castle: Royal Palace Reborn. Dr

Francesca Vanke also thanked National Lottery players for their support saving Turner's *Walton Bridges* for the nation, and [shared a blog post telling the extraordinary story of its acquisition](#).

- **Time and Tide** posted a thread about their incredible journey into becoming the museum it is today – thanks to the Heritage Fund and National Lottery players.
- **Gressenhall's** Katy Sheard, part of Kick the Dust, thanked National Lottery players for the opportunities available to her through their support: *"Being part of this has been so valuable, I've gained so much confidence and acquired new skills for my CV"*.
- **The Museum of Norwich** reflected on their reopening in 2012 with 10 new galleries and improved accessible features – since then welcoming over 120,000 visitors, thanks to funding from the NLHF and Lottery players.
- **Lynn Museum** highlighted their NLHF-funded projects, including the display of Seahenge, their Queer History tours and the redisplay of the South Gate.
- **Ancient House** were delighted to thank National Lottery players for funding some of their amazing projects, including Flint Rocks, Forgotten Soldiers, Festival of Norfolk and Punjab and Teenage History Club's Pride Project.
- **Cromer Museum** thanked everyone who has bought a ticket for the National Lottery for supporting heritage projects, particularly their own Olive Edis displays and exhibitions.



In December we celebrated the festive season on our social media platforms using the hashtag **#MerryNMSmas**:

- **Norwich Castle** promoted meaningful and ethical Christmas gifts, including the Adopt an Object campaign for the Keep development, and the new Art UK online shop.
- **Ancient House and Lynn Museum** made their own advent calendar (an object a day) running up to Christmas itself, plus a 12 Days of

Christmas theme to run from Christmas day until 12th Night with historic information about the 12 days and associated traditions.

- **Gressenhall** posted daily festive content throughout December, ranging from craft activities, objects from the collections, quizzes, throwback images and Christmas jokes from Father Christmas.
- **Time & Tide** began a 12 Days of Christmas Countdown, including fun readings of Twas the Night Before Christmas for their Little Kippers age group. Other content leading up will be themed objects, blogs, downloadable activity sheets and mini craft films linked to objects.
- **Strangers' Hall** shared their Advent calendar which will highlight objects across the collections and also tell the history of Christmas day by day.
- Norfolk Museums Service worked with ArtUK to launch the ArtUK shop, where a selection of our artworks can be purchased as unframed or framed prints. Up to 50% of the proceeds of each sale will go to Norfolk Museums Service. Artworks are available from Norwich Castle, Time and Tide, Lynn Museum and Ancient House Museum.

## 2. Norwich Castle Museum & Art Gallery



*Adopt an Object was promoted across social media using these eye-catching yellow designs.*

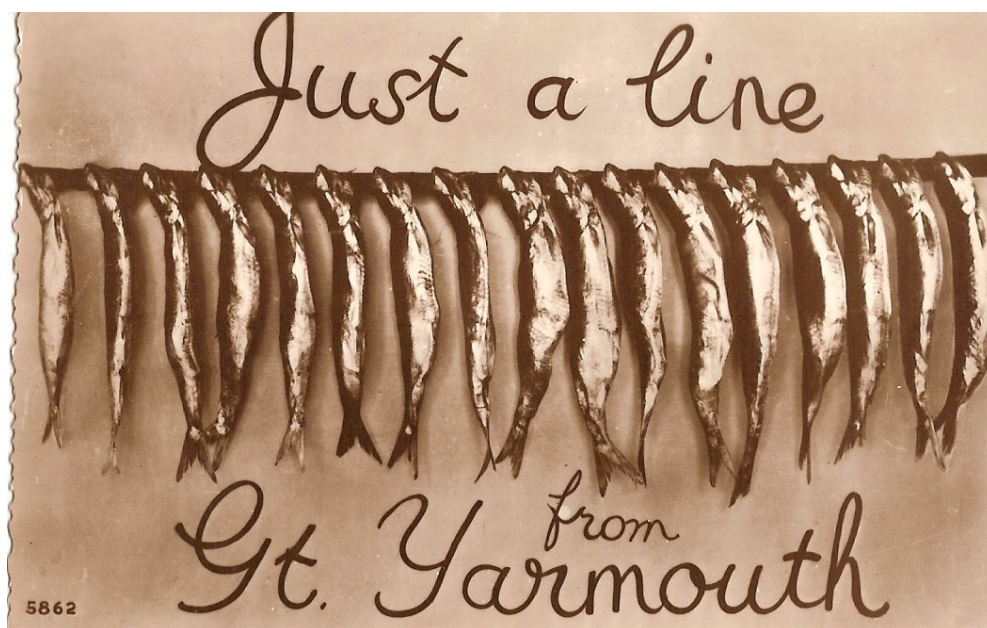
- [The Norwich Castle blog](#) released several new articles, including stories on the Jewish community in medieval Norwich and the origins of Santa Claus, including stunning objects from the collections.
- October half term activities were both online and on-site this year. Virtual events included:
  - **In the Picture...Out of the Dark!** invites virtual visitors to explore magic and mystery at Hallowe'en, inspired by the colourful world of the Russian artist Marc Chagall. Participants aged 4 to 74 were

recorded on film telling us what they make of Chagall's otherworldly painting 'L'Artiste dans son Atelier' or 'Artist in his Studio'. The Castle encouraged visitors to send in their own thoughts about what this artwork conjures up for them.

- An activity PDF to create magical worlds and explore this beautiful painting further.
- Norwich Castle took part in the national online campaign to boost online retail for museums across the country, using the hashtag #ShopMuseums and promoting our digital fundraising campaign Adopt an Object.
- [Adopt an Object](#) relaunched with 5 new additional objects, and reopening adoptions to some old favourites. 2020 was the most popular year for the scheme since its launch in 2017 and saw the largest number of Adoptions received in one day. Over £4,000 was raised over this Christmas season which will go towards the *Norwich Castle: Royal Palace Reborn* project.
- Christmas events were also available online, including [The Green Man Broadcast](#) which invited families to settle down with warm drinks and cosy blankets and listen to the story of a boastful squire and the beauty of our natural world.

### 3. Time and Tide Museum of Great Yarmouth Life

- Time and Tide's **Winter Talks** went online in 2020, held over Facebook Live. These shorter talks investigate a variety of subjects and interests and are suitable for anyone who wants a bitesize history break. More virtual talks will be released in 2021. Previous talks have included:
  - A D-Day project talk shared through the D-Day Story Project pages, which received over 300 views.
  - An exploration into Matt Fox's amazing collection of Star Wars toys and memorabilia, as part of the exhibition ***May the Toys be with You***, which received 140 views
  - **Folk Sports of the British Isles** with Emma Greenard.



- On Monday 26 October, the popular Herring Day event went virtual. This digital event day is dedicated to Great Yarmouth's once busiest season, and explored objects, photos and personal stories from the past. Content included:
  - A [new blog post on the History of the Herring](#)
  - Exploration into the Time and Tide archives
  - The opening of the one-day-only #HerringDayOnline kitchen including 'Kipper Scramble'
- Time and Tide had been preparing to deliver live-streamed WW1 school sessions, but with the national lockdown this was quickly transformed into a film. [Their WW1 film](#) tells the stories of three people from Great Yarmouth serving King & Country, to give students understanding of the roles people played in the war and to get a sense of what it must have been like to live through such incredibly challenging circumstances. The film was very popular with schools and students, with feedback including: *"I just wanted to thank you for the wonderful video and resources. We used them with year 10 and 11 ...and they were all spellbound throughout. The actors did a brilliant job of bringing Jack, Hilda and Bertie to life... The mentions of local places really hit home that the war wasn't just some distant event in France, but that where we live now was involved in many ways too."*
- Time and Tide have continued to engage with audiences online via their blog. Highlights so far have included:
  - Blog posts from volunteers including Claire Snapp, who is [working remotely to transcribe a collection of letters sent between two sisters during WW2.](#)



- [Capturing a collection during a Pandemic](#), which shares Curatorial Trainee Kelly West's experiences photographing and documenting collections during 2020.
- Snippets of Great Yarmouth history including [Troll Carts of Yarmouth](#) and [Edmund Lacon](#) of Lacon's brewery.
- Time and Tide released a new end-of-term schools film '[A Time Traveller's Christmas](#)', exploring seasonal celebrations from the Stone Age to the 1940s. It was released online, with 23 schools across Norfolk and Suffolk specifically requesting a link to the film, as well as many home-schooling parents.

#### 4. Cromer Museum



*A dog enjoying candy floss outside the Marine Shop in Cromer: part of December's Virtual Mardle, where the topic was Faces, Places, Work and Play on Cromer's East Beach*

Pre-Covid, Cromer Museum's popular Mardles used to welcome visitors in for a coffee and a chat about Cromer past and present, creating powerful place- and identity-making experiences. This much-loved event is now delivered online via Facebook, helping visitors participate from the safety of home. December's Mardle, *Place, Work and Play: East Beach Edition*, invited people to share their memories of great times spent on the East Beach, provoking many touching comments that bring Cromer Museum's photographic archive to life.

## 5. Gressenhall Farm and Workhouse

- The 30<sup>th</sup> Apple Day event at Gressenhall Farm and Workhouse, a beloved event of both staff and visitors, was held online this year. 'Apple Day Online' was held Sunday 11 October, sharing videos, creative craft ideas, delicious apple recipes, an apple variety quiz and more to enable visitors to enjoy this event from home.
- Since April, an increase in delivery and enhancement of Gressenhall's digital offer has welcomed over 950 new followers to its platforms.
- The More Than Oliver Twist project set out to discover the real stories of people in the workhouse system through the 1881 census returns. Researched and interpreted by volunteer researchers at six workhouse sites across The Workhouse Network, the stories have been used to create an amazing on-line exhibition.
  - Working with artists, Morgan Tipping and Mel Rye, [a digital exhibition has been created](#) that explores 6 of these lives and the contemporary echoes of these historic experiences. Using recordings with researchers and people experiencing similar issues today, created during the first pandemic lockdown, the exhibitions encourage reflection on these universal issues and on how we support those in need today.
  - The project has also created the largest database of poor individuals and families yet constructed to shed light on the diverse experience of the poor. The project created over 325 biographies of these everyday people who experienced hardship and support under the very first system of national welfare. This is the [largest national database of biographies](#) of people known at the time as "paupers".
- For some time Gressenhall Farm and Workhouse has had a fruitful research and digital collaboration with Carleton College, Minnesota, USA. Recently an article entitled '[Reconsidering Poor Law Institutions](#)' was published by the Historical Journal, which grew out of the collaboration. The work is also featured in the Cambridge Core blog in the post '[Bringing the Past to \(Virtual\) Life](#)'. Gressenhall is acknowledged in both, with Susannah Ottaway, Professor of History at the College, kindly describing the partnership as a 'phenomenal experience'.
- Unable to host our Victorian Family Christmas at Gressenhall this year, the team provided a host of festive activities to enjoy from the comfort of home. From printable colouring and craft activities to cookery videos, jokes and storytelling hosted by Scrooge himself, viewers could create their own Victorian Christmas at home.



*Father Christmas with Bowler the Suffolk Punch at Gressenhall Farm & Workhouse*

## 6. Museum of Norwich

- **The Museum of Norwich** has been continuing to deliver quality digital experiences. October half-term activities included the Facebook Activity **Ethel and Elfrida – Norwich a Century Ago**, where visitors could turn back the clocks a century to follow the fortunes of two little girls who were born into very different families.
- The Museum of Norwich has been exploring digital evaluation, facilitated by a toolkit from Arts Council England. With a public call-out to colleagues, visitors and friends, the Museum aims to gather feedback on a series of short films produced over the summer months to bring collections and stories to life online, as the museum doors were closed due to Covid-19.
- Over Christmas, the Museum of Norwich at the Bridewell teamed up with partners including Visit Norwich, the Norwich Lanes and the Cathedral to bring some cheer over the Christmas period with a [Festive Quiz all about Norwich](#).





## 7. Strangers' Hall

- Strangers' Hall held October half-term activities online, with the **Stranger in Town and Stranger in the Home: Activity sheets**. In our **Stranger in Town** online activity participants can undertake an interactive quest from home. For **Stranger in the Home**, they can embark on an interactive adventure around Strangers' Hall with your guide, Kat. Both activity sheets can be downloaded from Facebook and our website.
- Schools were offered the opportunity to participate in a live-stream 'Christmas in the Past' session. The session adapts the visit normally offered at Strangers' Hall to allow members of the Learning team to be beamed into the classroom in costume for a participatory session. Using appropriate props and backdrops of Strangers' Hall, the team explored the changes in how we celebrate Christmas and customs such as the Yule Log. Over 600 pupils at KS 1 and 2 enjoyed this festive session before the end of term, which included a Teacher's Pack with classroom activities and vintage Christmas cards.
- Strangers' Hall revealed the history of **#StrangersAdventofXmas** on social media, moving from early celebrations of a mid-winter festival of light through feasting, to greenery in the home, Victorian embellishments and finally to the present day. Highlights included [a performance of the earliest known Christmas carol, The Boar's Head carol](#), which dates from the fifteenth century, by trainee Natascha Allen-Smith and [a reading of the seventeenth Ballad of Ashwellthorpe by the learning team's Susie Childerhouse](#).

## 8. Ancient House Museum

- Ancient House was chosen as a hub for **OUTing the Past 2021**: an International Festival of Lesbian Gay Bisexual & Trans History comprising events throughout the year and around the world, and a conference and

gathering for academics and activists once a year in February. Ancient House joins other hubs across the UK and the world. The conference programme will be selected by Teenage History Club building on their Pride of the People work and will run on 19 February 2021. Due to the ongoing uncertainty over Covid-19 the conference will run digitally. Melissa Hawker, Learning Officer is working with LGBT+ History Month to run a teachers' CPD session and Primary Pupils Conference alongside OUTing the Past in February too.

- A digital event, **A Glimpse of Thetford's Black History**, was held on 28 October as part of Black History Month, highlighting aspects of Thetford's Black history.
- Ancient House has been 'beaming into classrooms', with opportunities for schools to **interact with costumed characters including a Roman soldier and a Stuart woman**. For Forest Academy, we talked to three classes about Garbology, the study of ancient rubbish, and with support from the curatorial team was able to help them identify the objects they had excavated from their Forest Schools site, including a crucible and a range of Victorian perfume and medicine bottles.
- Ancient House and Lynn Museum took part in **UK Parliament Week** in November. Melissa Hawker, Learning Officer gave a talk on Votes for Women with a focus on Norfolk women's contributions to the fight for women's rights, including Helen Dexter (pictured above) and the Duleep Singh Princesses. The talk was delivered via a Zoom webinar and attendees came from across Norfolk, the Midlands and some from India. One of the participants emailed this feedback: *"Just to say how marvellous last night's Votes for Women presentation was. A most interesting talk (really enjoyed the "local" connections). I appreciated all the "graphics" too - they made the historical aspect so pertinent. Thank you again and I look forward to - hopefully - more events like this."*
- Online talk **'Did the Victorians invent Christmas?'** was held via Zoom on 9 December, focusing on the many Christmas traditions which have their origin in the 1840s, including crackers and Christmas cards. The participants particular enjoyed the more unusual Christmas cards, for example one featuring children riding bats!

## 9. Lynn Museum



- The Learning Teams at Lynn Museum and Stories of Lynn joined together to offer a **virtual school visit via Teams about the Industrial Revolution**. The team worked with three classes who learnt about the impact of the railway on Kings Lynn, how steam engines work and got the chance to quiz Frederick Savage, fairground and agricultural engineer. One of the teachers commented: *"Thank you so much for all the hard work that went into yesterday's presentations. The children really enjoyed it and were absolutely full of questions."*
- In October, Lynn Museum launched *Deepening*, a brand-new series of Bronze Age-themed online events inspired by the film of the same name by artist Laura Wilson.
  - The free programme will begin with an [online showing](#) of Laura Wilson's *Deepening*, in conversation with archaeologist Maisie Taylor. Comments included: *"I felt a very distinct disconnect between the present use of the land and the Bronze Age people's very different exploitation of the landscape. It gave me a very real sense of the scale of the time and changes between the two periods."*
  - Monika Saganowska, Museum Learning Assistant presented **"Seahenge then and now: the changing landscape of Holme-next-the-Sea"** exploring the marshland where the timber circle was built 4000 years ago and the Holme Dunes nature reserve, where Seahenge was discovered in 1998, looking at the important habitats its coastal landscape provides. This was attended by 52 people.
  - Oliver Bone hosted an **illustrated talk on Lynn Museum's star exhibit** from its discovery in 1999, through its excavations and the secrets it has revealed, to the installation in its current home in the Seahenge Gallery. Comments included: *"I'm one of the 'local' people who were horrified by the decision at the time to lift and remove Holme1. However, my views have mellowed over the years and I have visited the exhibition at Lynn Museum on a number of occasions and under the difficult circumstance, they've done a good job well worth more than one visit!"*

- Other events included an Earthworks Art Session for participants to create their own response to Laura Wilson's film, and a Bronze Age Axe Casting demonstration.
- This is complimented by the new [Seahenge exhibition](#) now online via Google Arts and Culture.
- Kick the Dust Youth Team, The Time Turners, have created their own [online exhibition on Ancient Egypt](#), sharing their favourite artefacts from the Egyptology collection at Lynn Museum. This Kick the Dust group has not been able to meet, and so devised this exhibition as an opportunity to work together remotely.
- Lynn Museum held a special virtual talk on [Medieval Christmas – Feasts and Laughter](#), exploring the festivities, traditions and revelry of a medieval Christmas in Bishop's Lynn and Norfolk, with a talk about the feasts, games and pantomime of Christmas followed by a live Q&A.

## 10. Kick the Dust



*A 'Museum in a Jar' submission shared via Twitter*

- **Museum in a Jar online exhibition**
  - Over 50 Museums in Jars created by young people all over Norfolk are now permanently online. The exhibition showcases 'mini-museums', containing objects that encapsulate lockdown for their makers, was launched over seven days in 'NHS rainbow' colours from 25 September. The exhibition can be seen on the [Kick the Dust Norfolk Facebook page](#). Of those participants who completed evaluation, 75% said that making the Museum in a Jar had helped them to think about their feelings during lockdown, and 85% strongly agreed that they would definitely consider doing another project with



Kick the Dust. Gratifyingly, 100% of evaluations agreed that they had enjoyed making a Museum in a Jar and were looking forward to seeing their work online!

- **Kick the Dust free online workshops for NMS staff**

- 27 October 2020 - 'Virtually Kicking the Dust: Young People on Heritage' was organised by young people from across the Kick the Dust network including our Norfolk Young Ambassador. Together these young people developed and delivered an online workshop for heritage professionals who are looking for a young perspective on heritage and want to explore what youth-led heritage can look like.
- Nov-Dec 2020 – 'Mentoring and Coaching' led by YMCA Norfolk, which developed understanding and skills in being able to mentor others.

- **Online Young Peer Evaluators**

- Eight young people took part in virtual training sessions to become our first cohort of Young Peer Evaluators, led by The Audience Agency as part of our Youth Accelerator and Kick the Dust project, to measure the impact of the project on young people's outcomes.

## 11. SHARE Museums East



**All Shook Up: eight days of reimagining museums** was held in November: an online festival of museums to replace the annual SHARE Museums East Conference. It addressed key themes thrown up during 2020, including new ways of working, access, inclusion, and digital. The festival included a host of interactive workshops and sessions showcasing good and innovative practice from the region and further afield, with the chance to engage in debate and put questions to panel members.

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

### **4.1. Teaching Museum update:**

One of the advantages of delivering the entire trainee programme online has been having access to a far broader than usual range of training opportunities.

November 2020 was conference season and the Museums Association, SHARE Museums East and a relatively new conference, 'Fair Museum Jobs', all laid on an impressive range of lectures, seminars, discussions and virtual tours. Supervisors were encouraged to free up their trainees' calendars so that they could take their pick of what was on offer. There was a strong focus on how the sector has responded to the pandemic in terms of output and acquiring new collections and stories, and the Black Lives Matter movement was also high on the agenda. These events afforded the opportunity for trainees to learn, reflect, consider new possibilities and broaden networks and we believe that they took the opportunity to immerse themselves.

Sarah Gore, the manager of the Teaching Museum, was able to use these international sector-wide events to advocate for the programme. NMS already has a high profile within the sector for the success of our ground-breaking traineeships and Sarah's participation in numerous panel discussions around managing trainees, the application process and providing feedback, served to increase that and our reputation for supporting entry into this field.

The following blog, written towards the end of the year, represents how the Teaching Museum programme is perceived beyond the Service. One particular quote illustrates the impact which ex-NMS Teaching Museum trainees are having within the wider sector: 'I know numerous people that have gone through their programme, and I honestly think they might be the most passionate and incredible museum professionals I've ever had the chance to work with'.

<https://www.rebeccaraven.co.uk/blog/want-to-work-in-a-museum>

Beyond conferences, Trainees were also able to go further afield to take advantage of colleagues in other organisations. Dr Campbell Price, Curator of Egyptology at Manchester Museum, shared his reflections on how he's worked with his Egypt collections since March last year. Dr Campbell is also part of the British Museum's International Training Programme, of which NMS is a partner. For further details of his work, click

<https://www.pscp.tv/McrMuseum/1IPKqXzNyMlxb>

Despite having little or no physical access to their museums, the Trainees continue to make a significant contribution to their sites and their departments. Happily, before the latest lockdown, it was made possible for most of them to visit their museums for some hands-on work.

#### 4.2. **Kick the Dust update:**

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund, has continued to engage with young people throughout the COVID-19 lockdown period. The project team have adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.

From the start of the first national lockdown in March to the 21 December 2020 there were a total of 1,860 interventions, involving 704 individual young people taking part in 880 hours of quality digital activity. 19 Kick the Dust groups have been taking part in 371 different digital activities across the county, with a further 11 YMCA groups involved in 109 heritage related activities plus an additional number engaging in activities left at their residences to complete independently during lockdown.

Total engagement numbers for the project from October 2018 to 21 December 2020 are 7,932 interventions, involving 2,419 individual young people, taking part in 4,015 hours of quality activity. Of these interventions, 186 volunteering opportunities have been provided to 93 individual young people.

Of this activity 28% has been categorised at 'Player' level, 46% at 'Shaper' level and 20% at 'Leader' level. Of these activities, 53% involve young people in leading and designing projects as well as acting as mentors to staff and other young people. Three young people currently sit on the Project Steering Group.

Breakdown of participants:

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

- 7% aged 11-13 years
- 12% aged 14-16 years
- 32% aged 17-19 years
- 24% aged 20-22 years
- 25% aged 23-25 years

Engagement by target audiences (some young people fall into more than one category):

- YMCA clients – 41%
- Secondary schools – 30%
- FE/HE – 24%
- Young people with mental health issues – 15%
- Outside of mainstream education – 8%
- Young Offenders at those at risk of offending – 5%
- Looked after children and adopted living at home - 7%
- SEND – 6%

- NEET – 4%
- Care Leavers – 2%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 1%
- Young Carers – 2%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people. 72% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 92% felt that museums were a space they could use and would use in the future.

Evaluation responses from this Kick the Dust project can be compared with those from the other eleven Kick the Dust projects currently running across the UK. This programme- wide evaluation has been commissioned by the National Lottery Heritage Fund from the evaluation specialists Renaisi.

Summary of evaluation responses:

Following their engagement with our project:

- 93% of young people said they had learnt new and interesting things about heritage (Renaisi survey 90%);
- 85% of young people felt that heritage reflected them (Renaisi 70%);
- 90% felt heritage would engage other young people (Renaisi 89%);
- 82% of young people said they were more likely to become a volunteer as a result of their involvement in KTD and this option was the most popular with work experience for all those who took part. (Renaisi 61%);
- 100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement;
- 84% of young people stated they now had a better understanding of heritage having taken part in the programme with 16% stating they weren't sure and needed more engagement. (Renaisi 78%);
- 70% of young people felt they had the opportunity to influence decisions. (Renaisi 66%);
- 88% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaisi 72%);
- 65% of young people felt that heritage had helped them understand more about their own lives – it had given them context;
- 81% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaisi 77%);
- 96% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them. (Renaisi 92%).



## **5. Partnerships**

- 5.1. At the request of Broadland DC, NMS continues to support the excavation of a Roman villa close to Aylsham. This year's schedule has been disrupted by Covid-19 and the focus and forward planning has now moved to 2021.
- 5.2. Despite the impact of Covid-19, Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. A new collaborative marketing project, *Celebrating Culture 2021*, received confirmation in terms of funding in September. The project will be delivered during 2021 and will be part of the County's economic recovery planning.
- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. Planning is now underway for 2021.
- 5.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity. The Steering Group continues to look at options in light of the impact of Covid-19.
- 5.5. NMS continues to support the Friends of the Norwich Museums as they look ahead to their centenary year in 2021 which will be focused on the Crome bicentenary exhibition at Norwich Castle.

## **6. Commercial Developments**

- 6.1. A review of all on-site commercial activities continues following the lockdown restrictions.
- 6.2. Wedding ceremonies went ahead at Norwich Castle in the summer and feedback from couples getting married was very positive. Due to the third national lockdown, delivery of wedding ceremonies is currently paused, except for exceptional circumstances. Other commercial activities, including Escape Room games at the Museums of Norwich, are currently being reviewed.

### **6.3. Conclusion**

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

## 7. Strategic Developments

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

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



The Norwich Castle Project Board, including Cllr John Ward, met on 18 December and a full report on progress was given to the Board, including updates on Planning and the development of the British Museum Partnership Gallery of the Medieval Period.

A full verbal update on the latest developments will be given at the meeting and a presentation on progress with the Keep interpretation.

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

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 is being felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>

- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations are being reviewed in light of the impact of Covid-19.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched for Christmas 2019 and performed very well with many new adoptions.
- For more details, visit [www.adoptanobject.co.uk](http://www.adoptanobject.co.uk)
- 7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.
- 7.3. **Norfolk Museums Service – 5 Year Strategic Framework**
- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved. The Strategy is currently being delivered, though some elements are currently on hold due to Covid-19.
- 7.4. **Arts Council England**
- 7.4.1. NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four-year period.
- In addition to the NPO application, the Service submitted a successful application to continue as one of the nine national providers of Museum Development services through SHARE Museums East (SHARE Museums East is now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four-year period.
- A further update will be given at the meeting on the current situation in terms of delivery of both our NPO programme and SHARE Museums East.
- 7.4.2. The Museums Service received feedback in September 2020 on its work around the Creative Case for Diversity, a key focus for Arts Council England and for the Museums Service.
- The overall rating for the Service is now **Strong** with the following summary received from Arts Council England:
- 'Overall NMS has been making great strides towards diversity and inclusivity, and, therefore, receives a strong rating for the year 2019/20.'
- This important work continues to be a high priority across all NMS departments.

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

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of a range of Deep History Coast projects, with a good degree of overlap with the €23m EU-funded EXPERIENCE project, run by the County Council's Environment Service with additional support from NMS and Norfolk Arts Service.
- 7.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the 2020/1 programme of activities and a major academic event is currently being explored, although the impact of Covid-19 is necessitating a review of the existing plans.

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

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

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

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

## 7.7. **Health & Wellbeing**

- 7.7.1. Development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 7.7.2. Norfolk Creativity and Wellbeing Week, 18-24 May 2020

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

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

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

encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk”.

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

## **7.8. Volunteering**

- 7.8.1. Volunteer numbers across the Service continue to be high, despite the lack of physical opportunities. Of particular note is the outstanding work of the volunteers working on the Friends of the Norwich Museums’ Tapestry, one of the most significant elements of the planned interpretation.

Michelle Gaskin, NMS’ Volunteer Coordinator, has returned from maternity leave.

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

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support is delivered by SHARE Museums East.
- 8.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.3. The SHARE Museums East team has been focused on supporting museums across the East of England in dealing with the Covid-19 crisis, including distributing a range of grants and providing essential business support and advice. In addition to this emergency work, the team have moved many activities online and were able to deliver the biannual SHARE Museums Volunteers Award virtually on the 4 June, with Liam Wiseman, Relationship Manager for Arts Council England, giving the keynote address.
- 8.4. The Arts Council England supported annual SHARE Museums East Conference took place virtually between 17-24 November 2020. The Conference was entitled ‘All Shook Up’.

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

### **9.1. Issues**

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

### **9.2. Risks**

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

### **9.3. Innovation**

New initiatives in the Museums Service include the delivery of its major programmes online and the distribution of essential work including Arts Parcels and support for vulnerable residents. New approaches have also been taken in terms of the delivery of the Service’s major projects, and in its work with other key partners.

## 10. Conclusion

- 10.1. Normal operations in terms of museums visits, school visits and work on site has been severely disrupted by Covid-19. New work, especially relating to digital output, learning programmes and work with vulnerable individuals, has increased significantly.
- 10.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August.
- 10.3. Work on the new Arts Council England business plan for 2018-22 has been temporarily paused due to the impact of Covid-19. However, support from Arts Council England has been invaluable in terms of the continuing delivery of key services to Norfolk communities and vulnerable groups.

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