



Norfolk County Council

Norfolk Joint Museums Committee

Date: **Friday, 27 October 2023**
Time: **2pm**
Venue: **Council Chamber, County Hall, Norwich**

Membership:

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

Also present:

| | |
|---------------------|---|
| Felicity Devonshire | Museum Friends (Co-Opted Member) |
| Danny Keen | Norfolk Black History Month (Co-Opted Member) |
| John Simpson Wedge | Arts Council (Co-Opted Member) |

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

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

Advice for members of the public:

This meeting will be held in public and in person.

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

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

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

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

A g e n d a

1. **To receive apologies and details of any substitute members attending**
2. **To confirm the minutes of the meeting of the Norfolk Records Committee held on 28 July 2023** (Page 4)
3. **Members to Declare any Interests**

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

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

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

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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role

- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

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|---|--------------------|
| 4. Breckland Area Museums Committee | (Page 11) |
| 5. Great Yarmouth Area Museums Working Group | (To Follow) |
| 6. Norwich Area Museums Committee | (Page 19) |
| 7. King's Lynn and West Norfolk Area Committee | (To Follow) |
| 8. Norfolk Museums Service – Finance Monitoring Report Report by the Director of Culture and Heritage | (Page 25) |
| 9. Norfolk Museums Service – Risk Management Report Report by the Director of Culture and Heritage | (Page 31) |
| 10. Norfolk Museums Service – Performance and Strategic Update Report by the Director of Culture and Heritage | (Page 42) |

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Chief Executive
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Date Agenda Published: **19 October 2023**



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NORFOLK JOINT MUSEUMS COMMITTEE

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

Present:

Norfolk County Council

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

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

Co-Opted Member (Non-voting)

Museum Friends

Felicity Devonshire

Norwich City council

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

Broadland District Council

Cllr Martin Booth

Breckland District Council

Cllr Robert Kybird

1 Election of Chair

1.1 RESOLVED

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

(Mr J Ward in the Chair)

2 Election of Vice-Chair

2.1 RESOLVED

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

3 Apologies for Absence and Comments by Chairman

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

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

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

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

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

4. Minutes

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

5 Declarations of Interest

- 5.1 There were no declarations of interest.

- 6.1 There were no matters of urgent business.

6 Breckland Area Museums Committee

- 6.1 The annexed minutes of the Breckland Area Museums Committee meeting held on 5 June 2023 were received and noted.

- 6.2 In introducing the minutes, Cllr Robert Kybird outlined the latest position regarding building works at the former King's Head public house, a listed building next door to the Ancient House Museum at Thetford, and the hard work that had gone into making the museum's *The Vikings, History on your doorstep* exhibition a great success.

- 6.3 Cllr Kybird also spoke about the wide range of events and activities at Gressenhall Farm and Workhouse, including activities associated with the *Kick the Dust: Norfolk* as well as the work on the Wendling Beck Environment Project (WBEP) which formed part of the wider *Gressenhall Access to Nature* project.

7 Great Yarmouth Area Museums Working Group

- 7.1 Cllr Geoffrey Freeman presented the annexed minutes of the Great Yarmouth Area Museums Working Group meeting held on 22 March 2023 which were noted.

- 7.2 In introducing the minutes, Cllr Geoffrey Freeman drew attention to the forthcoming inhouse curated art-based exhibition entitled *Turner and Bridges, Old and New* which would focus on the history of bridges, both in Great Yarmouth and nationally and celebrate the opening of the Third River Crossing.

- 7.3 During discussion of the report, the Committee's attention was drawn to the links that young people from Kick the Dust had built with students from Paston College in North Walsham in the production of an award-winning film about the Deep History Coast project. Cllr Saul Penfold, whom had Paston College in his division, asked if he could be kept informed about developments which were expected to lead to the production of a second film.

8 Norwich Area Committee

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

9 King's Lynn and West Norfolk Area Committee

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

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

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

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

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

10.4 The Joint Committee resolved:

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

11 Norfolk Museums Service - Risk Management Report

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

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

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

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

11.4 The Joint Committee resolved:

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

12 Norfolk Museums Service – Performance & Strategic Update Report

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

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

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

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

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

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

12.4 The Joint Committee resolved:

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

The meeting concluded at 3.30 pm.

13 Joint Committee Presentations

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

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

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

Chair

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BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Monday, 2 October 2023 at 10.00 am in
The Beech Room, Gressenhall Farm & Workhouse Museum, Gressenhall, Beetley,
Norfolk, NR20 4DR**

PRESENT

| | |
|-------------------------------|---|
| Cllr Robert Kybird (Chairman) | Mr Phillip Duigan (Vice-Chairman) (NCC) |
| Cllr Annie Blackburn | Cllr Terry Jermy (NCC) |
| Cllr Linda Monument | Cllr William Richmond (NCC) |
| Cllr Harry Clarke | |

Also Present

| | |
|---------------------|--|
| Dr Keith Robinson | Friends of Ancient House Museum |
| Ms Helen Bainbridge | Friends of Gressenhall Farm & Workhouse |
| Cllr John Ward | Chairman Norfolk Joint Museums Committee |

In Attendance

| | |
|-----------------|--|
| Mr Oliver Bone | - Curator of Kings Lynn and Thetford Museums |
| Dr Robin Hanley | - Assistant Head of Museums |
| Mr Andrew Smith | - Operations Manager - West (&East), Norfolk Museums Service |
| Ruth Tudge | - Democratic Services Officer |

Action By

19/23 MINUTES

The minutes of the meeting held on 5 June 2023 were confirmed as an accurate record.

20/23 APOLOGIES

Apologies had been received from Councillors Eagle and Kiddle-Morris.

21/23 CHAIRMAN'S ANNOUNCEMENTS

None.

22/23 URGENT BUSINESS

None.

23/23 DECLARATION OF INTERESTS

None.

Action By

24/23 ANCIENT HOUSE MUSEUM REPORT

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

A number of the COVID-secure systems and procedures implemented across the Norfolk Museums Service (NMS) sites during the pandemic remained in place to ensure both staff and visitors could enjoy the museums in as safe an environment as possible. CO2 monitors provided through Norfolk County Council (NCC) continued to operate in a number of spaces across NMS sites where there was more limited natural/mechanical ventilation. These were monitored locally by staff and also linked into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and trends.

The building works continued next door at the old Kings Head Public House, and it remained covered in scaffolding which had caused some disruption to the museum operation since the work began in autumn 2020. It was hoped that the scaffolding would be removed fairly soon.

The museum's 'Vikings, History on Your Doorstep' exhibition ran from 16 July 2022 to 9 July 2023. The exhibition had included material from the 8th century high status site at Staunch Meadow, Brandon, the Viking Burial finds from Santon, on loan from the British Museum, as well as a number of finds from the Thetford area from the Ancient House and NMS Norwich Castle collections. All the exhibits had now been packed up and returned safely.

The Ancient House was a partner for the National Lottery Heritage Fund funded Brecks Fen Edge and Rivers (BFER) landscape project. The scheme had won a £2m Heritage Fund grant as part of the proposal for a £3.5m landscape conservation scheme. The project was engaged with local communities, schools and other organisations to understand, reveal, celebrate and protect the lost heritage of the Brecks' Fen Edge & Rivers over the next five years. The Ancient House Museum was receiving funding as a partner organization to produce exhibitions and activities on the themes of Vikings and Riverside Heritage.

During May half term, Ancient House ran a Vikings Family Event using funding from the BFER project, which had been well attended.

The current BFER project exhibition opened on 22 July 2023, titled 'Made by the River', which featured stories of making beer, malt, fertilizers, steam engines and pulp ware and also featured Thetford Coffee Mill, the town's tannery and cannery.

Work continued on the development of a project focused on the Duleep Singh family at Ancient House. Following a period of consultation, work was underway to cost up the proposals to explore the stories associated with the family of the founding patron, Prince Frederick Duleep Singh. The museum team was aiming to integrate

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the story of the Duleep Singh's more seamlessly into the museum displays and offer an exciting activities programme alongside the new exhibits.

Ancient House continued to offer a varied programme of school workshops and the Museums' Learning officer, Melissa Hawker continued to build flexible and good working relationships with local teachers and schools. In addition to schools' workshops, Ancient House continued to offer workshops for the growing numbers of families who were educating their children at home. Work topics had included Tudors, Vikings and the Second World War.

On Saturday, 8 July 2023, the museum's Teenage History Club participated in the national 'Kids in Museums #TakeoverDay' programme. Members of the club ran two tours at Thetford Cemetery focused on the stories of some men in the Commonwealth War Graves. Members of the club also held a range of activities at Ancient House to help visitors find out more about life during the First and Second World Wars and the role played by Princess Sophia Duleep Singh who had nursed Indian servicemen. The members also contributed to the Strangers Hall 100th Anniversary celebrations by creating portraits to go in the Strangers Hall front windows.

The new monthly art group for adults continued well under the guidance of long-term museum volunteer Dan Morgan. They had created puppets and a puppet show to tell the story of Thomas Howard, the Third Duke of Norfolk, and his links to Thetford Priory.

Friday 7 July 2023 saw the launch of the fourth Festival of Thetford and Punjab, a partnership between Essex Cultural Diversity Project, Norfolk Arts Team, Breckland Council and Ancient House Museum, inspired by the Duleep Singh family. The festival began with a cry by Mike Wabe, the Town Crier, written especially for the event. This was followed by speeches and Tabla and Sarood music from Chakaradar and Indian refreshments. The event was covered by Look East, Punjab TV and a local school, Drake Primary's own Radio Drake Pupil Reporters.

On Sunday, 9 July 2023, alongside the Mela event near the Duleep Singh statue, Ancient House offered two talks by Gurinder Singh Mann on the Maharajah and the Koh-i-noor, two pop up exhibitions on Princesses Catherine and Sophia, and costumed characters. Five hundred and seventy-five people attended the event and the new Duleep Singh stock in the museum shop proved to be popular with good takings for the day.

On 27 July 2023, for Norfolk Day, Ancient House ran a sold-out Historical Cooking course for young people aged 11 to 19. Mr Bone said he would like to give thanks to the Breckland Youth Advisory Board (YAB) for funding the course and to the Brecks Fen Edge & Rivers LP National Lottery Heritage Fund for funding the Made by the River exhibition which had inspired the event.

Dr Keith Robinson, Chair of the Friends of the Museum said that the

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Friends of the Museum continued to support the Museum through fund raising and promoting the museum. He explained that the volunteers continued the process of digitizing the David Osbourne postcard collection, which was time consuming to scan each of the 1200 postcards and achieve the right quality. The monthly talks programme remained popular.

The Ancient House continued to feature on Radio Norfolk with a regular slot in the monthly About Thetford magazine.

The actress Paige Sandhu, best known for her role as Emmerdale's Meena Jutla, had visited the Ancient House Museum as part of her research for the role of Princess Sophia Duleep Singh in the new film, Lioness Princess. Sophia grew up near Ancient House. The film is to be directed by Kajri Babbar, who was inspired by the research of Peter Bance, the historian who discovered the story of Princess Sophia Duleep Singh.

Members of the Committee noted the report.

25/23 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager West, Andrew Smith, presented the report which covered the period from June to August 2023.

Covid-secure systems and procedures implemented across NMS sites during the pandemic remained in place for the safety of staff and visitors. On the Gressenhall main site, the CO2 monitors were located in the Library, Learning Centre, First Farmers Gallery, Women's Land Army Gallery, Training Room, Board Room and in the Environment Hub in the Beech and Ash rooms. They were also in the Café, Chapel, Garden Room and Gift Shop. On the farm, monitors covered the Farmhouse, St Nicholas' Barn, the Roots Building and the staff cabin. The CO2 detectors were monitored locally by staff, and also linked into the LoRaWAN network.

Gressenhall Farm and Workhouse continued to run four operational models with the events programme, and these were reviewed at the end of each calendar year to assess visitor attendance and feedback. The four models included:

- Special Event Days
- Days with a Difference
- Norfolk School Holiday activities
- Ticketed Events

Special Event days were major events that required full event staffing and set up, including the large parking fields. A premium ticket price applied to these events to reflect the high level of activities that took place. Free admission continued to be provided to Norfolk Museums Pass holders and Friends of Gressenhall members. Special Event days this season consisted of Open Farm Sunday on 11 June 2023, Heritage Open Day on 10 September 2023 and Apple Day on 15 October.

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Days with a Difference were smaller themed events which required a smaller number of staff and only used core parking. They were aimed at attracting approximately five to eight hundred visitors. These events also remained free for Norfolk Museums Pass holders and Friends of Gressenhall members. Retro Revival was an event held on Sunday 27 August 2023 and Horsepower (Heavy Horse Day) on 24 September 2023.

Norfolk School Holiday Activities held extra themed activities delivered each day throughout the school holidays with a minimal increase in staffing and free to Norfolk Museums Pass holders and Friends of Gressenhall members. This summer Woodland Fun was the main holiday theme which ran from 22 July to 5 September 2023. Additional activities were Bug Hunting on Saturdays, Crackling Crafts on Sundays and Object Handling: From Axes to Acorns on weekdays. Other highlights included Nature Lab days and Woodland Wednesdays.

Ticketed Events were pre-booked and pre-paid events. These events were held outside of standard opening hours or out of the main season and offered a reduced charge to Norfolk Museums Pass holders. Visitor sessions were offered for Curatorial Object Conservation with the Gressenhall Curator on four dates in August whilst joining the Trees Outside Woodlands Project Officer to experience work in the Community Tree Nursery on the farm was bookable on two further days in August. Monday 21 August 2023 Gressenhall Farm and Workhouse hosted the annual evening Bat Walk with the full allocation of 30 tickets for this event sold out ahead of the event.

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

The Gressenhall events programme promotion in print included the site leaflet plus adverts placed in Primary Times and in the Norfolk Wildlife Trust magazine. There had also been a marketing campaign that included posters on petrol station pump handles, forecourts and also on the sides and rear of buses. The cost of delivering and marketing the Gressenhall event program continued to be subsidised with funding from Arts Council England (ACE) as part of the 2023-26 NMS ACE business plan as a National Portfolio organization.

The current exhibition 'From Axes to Acorns: Woodlands and How We've Shaped them' ran from 13 March 2023 and would finish on 29 October 2023. This exhibition explored the role of woodlands in our landscapes today and looked back at how people shaped them over thousands of years. It explored how they provided habitats for wildlife, supported wellbeing and were powerful allies in the fight against climate change.

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Preparations for the next exhibition, due to open in March 2024, were underway. It would be a contemporary textile-art exhibition based on research into workhouse nurses at Gressenhall. The artist Connie Flynn had been working alongside volunteer researchers and the Gressenhall Curator, looking into the lives, work and living conditions of nurses based at the Gressenhall Workhouse. Ms. Flynn would produce five newly commissioned textile art pieces which would be displayed through the 2024 season, alongside sketches, collections and research. This exhibition had also been supported by the Friends of Gressenhall Farm and Workhouse.

Online versions of previous temporary exhibitions had been created and these had been uploaded to the Google Arts and Culture platform which would allow online visitors to explore the objects and images at their own pace. The online tours available included:

- Full Steam Ahead
- Once Upon a Time
- LGBTQ+ Stories
- Behind the Scenes Collections Store Tour

A new collections store was being developed in a space formerly used by the Historic Environment Service. This would enable a large number of medium-sized Gressenhall objects currently stored at the Norfolk Collections Centre to be re-housed in the building, which would allow better access for the curator, volunteers and researchers. It had also created the opportunity to improve the care and documentation of objects. This project should be completed by Spring 2024.

Following the opening of the Gressenhall Environment Hub, improvements to site wayfinding have been made to incorporate the new facility. The opportunity had been taken to improve the look of map information panels and ensure a consistent and simplified approach.

The museum and Gressenhall Environment Hub had recently been successful in securing over £3,000 with a grant from SHARE Museums East's environmentally responsible museums programme, to hold a Biodiversity Day (BioBlitz) in summer 2024. Working with partners in the environmental sector, the data gathered by experts and members of the public would contribute to Gressenhall's Environment Action Plan. Funding and the data collected would also be used to create a suite of interpretation relating to biodiversity and habitats across site. This would involve updating existing signage and producing new panels.

The Farmers Foundry Steam Engine had new interpretation banners and panels installed in the engineering yard to encourage more visitors to view the engine. The Suffolk Punch horses and other livestock on the farm were all doing well.

In the Community Tree Nursery, the new three bay pole barn had now been completed and was ready for use.

Action By

Work continued in partnership with NCC and neighbouring landowners in the creation of the Wendling Beck exemplar project. New riverside boardwalks and bridges would eventually link the Gressenhall site to the Dillington Carr area across the river.

Gressenhall continued to investigate a range of commercial activities as a means of generating income in the future, including room and venue hire and provided a marquee for weddings and events which had recently successfully hosted a Harry Potter themed wedding day for 87 guests.

Helen Bainbridge, Chair of the Friends of Gressenhall Farm and Workhouse said that the Friends continued to work hard to raise funds and were very supportive of the Museum and Farm always exploring new ways to support wherever possible. The Second-hand bookshop continued to operate to contribute to funding.

In June, Gressenhall hosted three year-ten work experience placements. Each student attended for one week and spent time with Learning, Curatorial Events and Front of House teams. Two University of East Anglia students had also undertaken their degree work placements with Events Officer, Fiona Ashley. They undertook a range of tasks helping to plan, set up and deliver events.

School visits remained strong despite some school cancellations due to teacher strikes with a high percentage of teachers (94%) who rated their visit to Gressenhall as 'excellent' overall. The learning team at Gressenhall had received a 98% rating with teachers considering the staff 'excellent'.

On Saturday 1 July 2023, the learning team delivered a Family fun Day for foster carers and fostered children and in total 302 family members were welcomed to the museum site as it transformed into a treasure island for the day. Gressenhall continued to be registered with NCC as a Care Farm. Work-based placements for adults with learning difficulties would be reviewed and re-introduced gradually.

Following NCCs recent Strategic Review, changes had been made to the structure of the learning teams within NMS. These were now managed by two Learning Managers. Jan Pitman had moved from the Western Area to take on a new role leading the learning team at Norwich Museums, Colin Stott was now leading the learning teams covering the countywide museums. A new Learning Assistant role had been created to boost learning capacity at Gressenhall.

Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery) gave an update on the 'Kick the Dust' project, initially funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations including YMCA Norfolk. The original NLHF funded Kick the Dust project ended in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. The programme was now moving into a new phase with funding support from ACE and NCC.

Action By

Following the successful conclusion of the NLHF funded Kick the Dust project, NMS had secured additional funding through the ACE NPO Uplift award for the period 2023-26. This would enable NMS to continue to support young people in the three Levelling Up for Culture places of Great Yarmouth, Kings Lynn and Thetford. The additional funding would enable young people to participate in high quality cultural and heritage activities that would develop their creative and digital skills and potential, as well as prepare them for the workplace. Additional funding had also been identified to support continuing Kick the Dust activity in Norwich.

NMS would be partnering with Norfolk Library & Information Service (NLIS) to deliver a programme of activity to strengthen the partnership working between museum and library staff and increase the levels of cultural engagement by young people in a sustained way.

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

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

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

The project continued to deliver a blended training offer for all staff and volunteers who supported youth engagement in NMS.

Members of the Committee noted the report.

26/23 NEXT MEETING

The arrangements for the next meeting to be held on Monday, 4 December 2023, in The Beech Room, Gressenhall Farm & Workhouse Museum, Gressenhall, Beetley, Norfolk, NR20 4DR, were noted.

The meeting closed at 11.35 am

CHAIRMAN



Norwich Area Museums Committee

14:30 to 15:35

5 September 2023

Present:

City Councillors:

Huntley (chair)
Hoechner
Kidman
Oliver
Schmierer

County Councillors:

Ward (vice chair)
Birmingham
Brociek-Coulton
Watkins

Co-opted non-voting members:

Janey Bevington (substitute for Danusia Wurm (Norfolk Contemporary Art Society)), Councillor Booth (Broadland District Council) and Councillor Graham (South Norfolk District Council)

Apologies:

County Councillors Reilly and Rumsby, Councillor Booth (Broadland District Council) and Felicity Devonshire (Friends of Norwich Museums), Amanda Geitner (East Anglia Arts Fund) and Danusia Wurm (Norfolk Contemporary Art Society)

Also present:

Stuart Garner, operations manager
Jan Pitman, learning manager (Norwich)
Francesca Vanke, senior curator of Norwich Museums and keeper of fine and decorative art

1. Declarations of interest

There were no declarations of interest.

2. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 6 June 2023.

3. Norwich Museums Report – May to July 2023

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

The operations manager presented sections 1 and 2 of the report. He confirmed that the Covid-19 measures, as detailed in the report, were still in place. The restaurant would be opening in the following months which would increase the offering of refreshments to visitors. In respect of the number of ceremonies at Norwich Castle numbers for July and August 2023 were strong and the exact figures would be reported at the next committee meeting.

The learning manager (Norwich) presented section 3 of the report, Norwich Learning Team activities – highlights report. He highlighted the work that the service had done regarding Early Years learning through a partnership with Earlham Nursery. This partnership allowed the service to interact with families in a holistic manner and it was looking at ways of improving access for these visitors. The focus on improving access was a key focus of the service, and this would form part of a review of the learning service. Through the work undertaken with children with Special Educational Needs and Disabilities (SEND) the service had been looking at different approaches to delivering the material. Members were referred to the number of activities that had taken place for a range of learners through events and conferences.

In reference to the section 3.5 of the report, Visitor Programme Activities, the learning manager (Norwich) said that a highlight had been the activities that took place during Refugee Week 2023 in partnership with New Routes and Art at Work Community interest company (CIC). Staff from Morgan Sindall had been able to provide a demonstration of the crane used for the Keep project to the Snapdragon group. The Snapdragon group had been able to see how the crane used by Morgan Sindall worked thanks to the staff on site. Both the Snapdragon and Snaplings groups continued to receive positive feedback.

The summer programme of visitor activities at Norwich Castle had focussed on *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck: 1682* exhibition. The museum had partnered with the Royal National Lifeboat Institution (RNLI). The activities would help to raise awareness of the work of the RNLI across and give visitors of Norwich Castle a better understanding of water safety throughout history.

The learning manager (Norwich) referred members to section 3.6, Museum of Norwich and section 3.7, Strangers' Hall, of the report. Both museums had been working with a range of partners to deliver activities for visitors to the museums. This included The Garage, New Routes, the City of Ale and the Mancroft Advice Project's young parents group.

A member commented that it was positive to see the range of activities that were provided and the range of partners the service was working with.

In response to a member's question the learning manager (Norwich) said that he would need to complete the review of the learning programme in order to provide detailed information on schools that were not engaged with the service and to understand the barriers.

The chair commented that it was positive to see the support from the Norwich Freeman's Charity for the Art Teachers' Masterclass held at the Norwich Castle.

The learning manager (Norwich) presented section 4, Kick the Dust: Norfolk – project activity update. The report covered the initial project as funded by the

National Heritage Lottery Fund (NLHF) which had now been concluded and the next phase which was funded through an Arts Council England (ACE) National Portfolio Organisation Uplift award for three years. While the activities of this phase of the project would be focussed in Great Yarmouth, King's Lynn and Thetford, some activities in Norwich would continue. The service was currently developing the programme further and would be working with the Norfolk Library and Information Service (NLIS) to provide activities to young people. There had only been a small amount of feedback but this had shown a positive impact on the wellbeing of the participants. As previously reported to the committee the service had worked with YMCA Leicester to submit a round 1 funding bid to the NLHF *Grants for Heritage* which had been successful. This would allow both organisations to work on developing a Round 2 bid, which would allow for project delivery to start in late 2024.

The operations manager presented section 5, Norwich Castle: Royal Palace Reborn – project update. The project was on track for the handover of the Percival wing to the Norfolk Museums Service to be completed by October 2023. The Keep would be reopening at Easter 2024. The Changing Places toilet that had been handed back to the service in August 2022 was available for members of the public to use free of charge and was being used.

The operations manager presented section 6.1 of the report, Museum of Norwich. The museum had held the successful exhibition *Threads of Connection: A Creative Response to Our Textile Heritage* which had been produced in collaboration with Art at Work CIC. The exhibition had focussed on the Norwich textile industry and works produced to promote wellbeing and good mental health. Subsequently Art at Work had applied for NLHF funding which would allow the organisation to be based at the museum for three years. A range of activities had been held at the Museum of Norwich, including an activity based on the museum's shoe collection during the May half-term holiday and activities for Refugee Week, where the Museum of Norwich staff worked with the county council's People from Abroad Team. The Museum of Norwich had also taken part in the Norwich Lanes Fayre during which the museum opened rooms not usually used old shop and was able to offer over 400 visitors the Kett's Rebellion Virtual Reality experience. He highlighted that the Museum of Norwich had recently made a new acquisition of some coins that had been held by a then aged four Joy Burton during the Baedeker Raids in 1942. These coins were a significant artifact that told of the effect of the Baedeker Raids on Norwich.

A member asked for clarification on the historical context to the *Threads of Connections: A Creative Response to Our Textile History* exhibition. The senior curator of Norwich Museums and keeper of fine and decorative arts said that the exhibition had focussed on wellbeing and the textile heritage of the city. There was a strong heritage of the weaving and textile industry in Norwich, which was presented to members of the public in both the Museum of Norwich and Strangers' Hall.

The operations manager presented section 6.2 of the report, Strangers' Hall. The museum had held a range of activities for Refugee Week 2023, including an interview for Radio Norfolk highlighting items in the Strangers' Hall collections. The final Refugee Week event coincided the City of Ale festival. This had involved local brewers partnering with brewers from Flanders to brew new beers to celebrate the history of 'The Strangers' in Norwich. A key celebration for Strangers' Hall had been the centenary celebrations of the museum that took place in July 2023. The museum had been supported by The Norwich Freeman's Charity and Friends of Norwich

Museums for the celebration. This had included redesigning the store front to update the window displays. The new displays had been commissioned by the artist to showcase the museum's history. New interpretation panels had also been installed within the museum that included archive photos and documents from when the museum first opened in 1923.

A member commented that the new window display was very engaging and the museum could be considered a 'hidden gem' in Norwich and the new frontage would encourage new visitors to the museum. The museum would be taking part in the Heritage Open Days and provide free entrance on certain days which would allow visitors who may not ordinarily be able to afford to visit the museum, the opportunity to do so.

The senior curator of Norwich museums and keeper of fine and decorative arts presented section 7 of the report, Norwich Curatorial update. A number of events and activities had been held based on the Gloucester exhibition. The exhibition had attracted over 60,000 visits to date. A highlight had been a Black History event which celebrated Jamaican Independence Day.

The senior curator of Norwich museums was currently working on two Turner exhibitions, one that would be in the Time and Tide Museum in Great Yarmouth and another that would open in Norwich Castle in October 2024, as part of this she had been working on loan requests. The curator of historic art had recently made a major acquisition, including a painting by van Ruisdael. This was the first van Ruisdael painting in the Norfolk Museums collections. Van Ruisdael had been influential in the development of the Norwich School of Artists.

The curator of modern and contemporary art had been working on a new project that involved a local artist to reimagine how paintings are viewed by hanging some works in Norwich Castle upside down, this project, *Five Paintings* would be at Norwich Castle between 30 September 2023 and 31 March 2024. The curator of Norfolk Regimental Museum had recently made acquisitions, one of these was a diary from a Prisoner of War in Germany and accompanying letters that had been sent to the individual's mother in Norfolk. The senior curator of archaeology continued to be occupied with the Keep project, including updating the displays in the Boudica gallery.

In response to a member's question the senior curator of Norwich museums and keeper of fine and decorative arts said that Norfolk Museums Service had a number of processes in place to safeguard against any items from the collections going missing. This included documentation on every item and regular key audits to ensure that only the appropriate people had access to the collections.

A member queried what would happen with the items from the Gloucester exhibition when it was deinstalled. The senior curator of Norwich museums said that the painting that was in the gallery would be installed in the Time and Tide museum, plans for the other objects were still being developed with involvement from The Gloucester 1682 Trust.

In response to a member's question the senior curator of Norwich museums confirmed that she would bring an update on the work of the senior curator of costume and textiles to the next committee meeting. During the period of the report

the senior curator of costume and textiles had been occupied with collection stores move to allow for the remedial works to Shirehall.

The operations manager presented section 8 of the report, other developments. The work to combat the dry rot in Shirehall had started on 4 September. There had been a delay to the commencements of the works due to the complex methodology needed to install the scaffolding that would protect the building. Due to the extent of the damage due to the dry rot, a number of structural works would need to be completed, including replacement of affected timber. The service had worked closely with city council planning officers to secure the appropriate permissions to carry out the works. As the service was also looking to address the issues more extensively to prevent the situation from re-occurring, the works would likely take six months to complete. The operations manager confirmed that the external lift that had been damaged through vandalism was now fully operational as the replacement glass panel had been installed.

The Wider Impact Group had been started as part of the Keep project to help facilitate the delivery of the project. The Wider Impact Group had been particularly busy due to the handover of the Percival wing on 11 October 2023. As part of this the group had developed the plans for the new restaurant and retail shop. The report included photographs of the chosen colour palette and furniture for the restaurant. As the restaurant would be free to visit, the service had chosen a range of archive photographs of Norwich Castle that included Victorian images of its use as a prison to its development into a museum to show the history of the building. The new glazed roof would also give visitors views of the castle which had not previously been visible. The new branding for Norwich Castle that had been developed by the Wider Impact Group was being rolled out across the museum, including updating the signs for the galleries.

The operations manager presented section 9 of the report. The visitor numbers showed a strong uplift at Norwich Castle due to the Gloucester exhibition that had been particularly popular. It was likely that 2023 would see visitor numbers for Norwich Castle to return to six figures. The other museums had also seen uplifts in visitor numbers compared to previous years which could be a reflection of increased confidence of visitors following the Covid-19 lockdowns.

The operations manager gave an update on the social media performance of each of the Norwich Museums sites. The full report would be circulated to members outside of the meeting. The figures showed that the use of Instagram was continuing to see the largest growth in engagement, with Reels in particular being popular. Each site had taken place with the hashtag #MuseumWeek which increased engagement. The Museum of Norwich Instagram page was seeing a strong growth in follower numbers and engagement, and some of the most popular posts included those that gave more information about objects and archive footage. The service was monitoring Twitter following its rebrand to X and the new Meta owned social media platform Threads to understand the future of both platforms.

The members thanked the operations manager and his colleagues for the report.

RESOLVED to:

- 1) note the Norwich Museums Report May to July 2023; and

- 2) ask the senior curator of Norwich museums to provide an update on the work of the senior curator of costume and textiles to the next committee meeting.

4. Reports of the Representatives of the Voluntary Organisations

The chair introduced the report from the Friends of the Norwich Museums, which and been circulated to members and was available on the website [here](#).

Janey Bevington, Norfolk Contemporary Art Society (NCAS), addressed the committee and said that NCAS had held a successful art auction at City Hall. The society's annual general meeting had been well attended. A programme of talks for the autumn and beyond had been scheduled including artists from the Royal Academy of Arts, Cornelia Parker and Mali Morris. NCAS were closely monitoring the replacement of the Hay Hill Poirier sculptures. A permanent art gallery for NCAS and other art societies was still being sought within the city.

RESOLVED to thank Janey Bevington and Felicity Devonshire for their reports and record the committee's gratitude to the voluntary organisations that support the Norwich museums.

CHAIR

Joint Museums Committee

Item No 8

| | |
|---|---|
| Report title: | Norfolk Museums Service – Finance Monitoring Report for 2023/24 |
| Date of meeting: | 27 October 2023 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Chief Officer: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2023/24 as at 31 August 2023 | |

Executive summary

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

The main issues for consideration by this Committee are:

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

Recommendations:

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

1. Background and Purpose

1.1 Revenue Budget 2023/24

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

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

- 1.1.2** The reported overspend is not unexpected, given the factors mentioned above. It is worth noting, however, that the first five-months of admissions income is 30% higher than this time last year, along with secondary spend over double. It is hoped this strong start to the year is maintained to ensure any over-spend is minimised before Norwich Castle Museum fully reopens.
- 1.1.3** NMS continues to closely monitor all spend on utilities, given the continuing price increases by energy companies. This will increase the financial pressures on the Service, especially over the winter period. It is, however, worth noting that NCC has been successful in applying for the enhanced Energy and Trade Intensive Industry energy bill support scheme (ETIIs), which will be applied to Museums, Libraries and the Archive Centre and will mitigate some of the potential price increases.
- 1.1.4** We are planning to mitigate the over-spend by continuing to manage costs wherever possible. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and the Service will be supported by the CES Business Risk Reserve if required.
- 1.1.5** The table below sets out the net revenue Service budgets for 2023/24 and the forecast outturn for NMS.

| Service | Approved budget £m | Outturn £m | +Over/-Under spend £m | +Over/Under spend as % of budget |
|-------------------------------|-------------------------------|-----------------------|--------------------------------------|---|
| Norfolk Museums Service | 2.447 | 3.212 | 0.765 | 31.26% |
| NMS Total | 2.447 | 3.212 | 0.765 | 31.26% |

1.2 Capital Programme

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

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

Capital Programme 2023/24 – Norfolk Museums Service

| Scheme or programme of work | Approved 2023/24 Capital Budget £m | 2023/24 Capital Outturn £m | Slippage | Reasons |
|--|---------------------------------------|-------------------------------|----------|--|
| Schemes in Progress | | | | |
| Norwich Museums Capital Projects | 0.003 | 0.003 | 0 | Project estimated to be completed in 2023/24 |
| Seahenge | 0.006 | 0.006 | 0 | Ongoing conservation |
| Norwich Castle Critical M&E Services | 0.050 | 0.050 | 0 | Project estimated to be completed in 2023/24 |
| NLHF Keep Delivery Phase | 4.420 | 4.420 | 0 | Project will be ongoing until 2024/25 |
| Gressenhall Playground Improvements | 0.032 | 0.032 | 0 | Project will be ongoing until 2023/24 |
| Gateway to Medieval England Project Management | 0.036 | 0.036 | 0 | Project will be ongoing until 2023/24 |
| Gressenhall Building Improvements | 0.010 | 0.010 | 0 | Project estimated to be completed in 2023/24 |
| Support for Key Care of Buildings & Collections | 0.218 | 0.218 | 0 | Project will be ongoing until 2023/24 |
| Develop Gressenhall Farm & Workhouse as an Environment Hub | 0.216 | 0.216 | 0 | Project will be ongoing until 2023/24 |
| GFW Environmental Landscape Management Project | 0.055 | 0.055 | 0 | Project will be ongoing until 2024/25 |
| Gressenhall Museum Fabric Maintenance | 0.100 | 0.100 | | Project will be ongoing until 2026/27 |
| Museum Estate & Development Fund MEND | 0.060 | 0.060 | | Project will be ongoing until 2025/26 |
| Total | 5.206 | 5.206 | 0 | |

Funding of the NMS Capital Programme

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

- 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 and subsequently a further award of £1.372m from the National Lottery Heritage Fund was received in 2021 giving a revised total project budget of £17.216m, 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 2024-25. 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 has become dated, and the key structures and equipment have reached the end of their lifespan. The new playground development was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors over the coming period now that the museum is back to full operational capacity.
- Policy & Resources Committee approved the initial funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period. Additional funding of £0.199m has been approved to extend the contracts until October 2023 to support construction completion.
- Cabinet have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Cabinet have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environment Hub for Norfolk over the next three years. The initial work to convert the key rooms has been successfully completed, and additional work in the farm area is underway.
- Cabinet have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two years.
- Cabinet have approved the funding of £0.775m to improve the ongoing fabric maintenance at Gressenhall Farm and Workhouse over the next four years.

1.3 Reserves and Provisions

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

- The invest to save scheme will be deployed over the next three years to enable NMS to realise the full potential of the commercial opportunities available to them upon reopening Norwich Castle.
- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm, and superstore equipment.
- The Unspent Grants and Contributions Reserve includes earmarked non- conditional project balances at year end.

| Reserves and Provisions 2023/24 | Balances at 01 Apr 23 | Balances at 31 Mar 24 | Change |
|--|------------------------------|------------------------------|---------------|
| | £m | £m | £m |
| Norfolk Museums Service | | | |
| Museums Invest to Save Income Reserve | 0.302 | 0.302 | 0.000 |
| Museums Income Reserve | 0.513 | 0.513 | 0.000 |
| Museums Repairs and Renewals Reserve | 0.154 | 0.154 | 0.000 |
| Unspent Grants and Contributions Reserve | 1.044 | 0.989 | -0.055 |
| Service Total | 2.013 | 1.958 | -0.055 |

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

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

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

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

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

Norfolk Joint Museums Committee

Item No: 9

Report Title: Risk Management

Date of Meeting: 27th October 2023

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.

Recommendations:

To consider and agree;

- 1. The active and dormant risks as per appendices A and B;**

1. Background and Purpose

- 1.1 This report provides Members of this Committee with an insight into the key risks that are managed by the Norfolk Museums Service Departmental**

Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is regularly reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposal

- 2.1 Whilst there are no significant changes to report on any of the active or dormant risks within this report, the risks continue to be closely monitored.

3. Impact of the Proposal

- 3.1 The current risks are those identified against service objectives for 2023/24 and are included in Appendices A and B.

- 3.2 The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring. There are three risk scores to note;

- 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 risks reflect the current position against current service objectives.

5. Alternative Options

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

6. Financial Implications

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

7. Resource Implications

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

8. Other Implications

- 8.1 **Legal Implications:** There are no legal implications to report.
- 8.2 **Human Rights Implications:** There are no human rights implications to report.
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** Not applicable.
- 8.4 **Data Protection Impact Assessments (DPIA):** Not applicable.
- 8.5 **Health and Safety implications (where appropriate):** Museums staff continue to ensure the continued safe physical environment of museums for all users.
- 8.6 **Sustainability implications (where appropriate):** There are no sustainability implications to report.
- 8.7 **Any Other Implications:** There are no other implications to report.

9. Risk Implications / Assessment

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

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree;

1. The active and dormant risks as per appendices A and B.

12. Background Papers

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

Officer Contact

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

Steve Miller – Director, Culture and Heritage

Tel. No.: 01603 493620

Thomas Osborne – Risk Management Officer

Tel. No.: 01603 222780



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 | | 18 September 2023 | | | | | |
| 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-24 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. A positive Project Board was held on 6th June and the project board continues to be updated on progress and any new emerging risks are added into the project risk register. The project board last met on 17th August 2023. The target date for opening to the public is Easter 2024. Conversations with the British Museum are very positive around collections and displays. | | | | | | | | | | |

| | | | | | | | | | | |
|--|---|------------|--------------------------------------|-------------------|-------------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14286 | | Date of update | | 18 September 2023 | | | | | |
| Risk Name | Reduction of centralised support services | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 4 | 8 | 2 | 3 | 6 | 1 | 3 | 3 | Mar-24 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. Strengthening independence of staff through increasing familiarity with central support services that they can use independently. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Risk regularly reviewed by the Senior Management Team. Greater familiarity amongst staff using HR myOracle, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools. Ongoing adaptation to the new myOracle system. | | | | | | | | | | |

| | | | | | | | | | | |
|---|---|------------|--------------------------------------|-------------------|-------------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14364 | | Date of update | | 18 September 2023 | | | | | |
| Risk Name | Failure to deliver Arts Council England business plan 2023-26 | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 31 March 2023 | | | | | |
| Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 3 | 9 | 2 | 3 | 6 | 1 | 3 | 3 | Mar-24 | Green |
| Tasks to mitigate the risk | | | | | | | | | | |
| Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. | | | | | | | | | | |

| | | | | | | | | | | |
|---|--|------------|--------------------------------------|-------------------|-------------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14162 | | Date of update | | 18 September 2023 | | | | | |
| Risk Name | Failure to generate additional income streams for 2023/24 in accordance with service plan. | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 31 March 2023 | | | | | |
| Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 5 | 3 | 15 | 5 | 3 | 15 | 4 | 3 | 12 | Mar-24 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Continue to review additional income levels generated. There is an income reserve in place to cover any shortfall in revenue. This can be applied as a mitigation if necessary. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Challenges remain primarily due to the cost of living pressures and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3. | | | | | | | | | | |

| | | | | | | | | | | |
|--|-------------------------|------------|--------------------------------------|-------------------|-------------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14027 | | Date of update | | 18 September 2023 | | | | | |
| Risk Name | Theft of museum objects | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 1 | 3 | 3 | Mar-24 | Green |
| Tasks to mitigate the risk | | | | | | | | | | |
| Review of display case security undertaken Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3. | | | | | | | | | | |

| | | | |
|-------------------------|--|-----------------------|-------------------|
| Risk Number | RM13947 | Date of update | 18 September 2023 |
| Risk Name | Failure to maintain historic buildings | | |
| Portfolio lead | Cllr. Margaret Dewsbury | Risk Owner | Steve Miller |
| Risk Description | Date entered on risk register | | 23 June 2020 |

We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.

| Original | | | Current | | | Tolerance Target | | | | |
|------------|--------|------------|------------|--------|------------|------------------|--------|------------|-------------|---|
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 2 | 3 | 6 | Mar-24 | Met |

Tasks to mitigate the risk

Close liaison with our partners going forward to identify priorities in building maintenance.
 Ensure we include investment in buildings maintenance in all capital projects.
 Ensure we foster a good personal and professional relationship between our staff and our partners.
 Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners.
 Ensure we have appropriate emergency response procedure in place in all premises.

Progress update

Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.
 Site based operations managers are present within each museum site, with regular walk rounds to check for any buildings issues.

| | | | | | | | | | | |
|--|--|------------|--------------------------------------|-------------------|-------------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM13948 | | Date of update | | 18 September 2023 | | | | | |
| Risk Name | Significant flooding at any of the Museum sites. | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | Mar-24 | Met |
| Tasks to mitigate the risk | | | | | | | | | | |
| <p>Emergency plan is in place</p> <p>Regular checks of the store are carried out to check on safety of contents</p> <p>Insurance in place</p> <p>Risk assessment is reviewed regularly</p> <p>High risk items relocated</p> <p>Ensure location records are accurate</p> | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| <p>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.</p> | | | | | | | | | | |

Norfolk Joint Museums Committee

Item No.10

| | |
|---|---|
| Decision making report title: | Performance & Strategic Update Report |
| Date of meeting: | 27 October 2023 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Director: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Is this a key decision? | No |
| <p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2023/24 Service position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service’s delivery of its Arts Council England National Portfolio Organisation programme for 2023-26 4. To note that the application to Arts Council England for continuing funding to deliver Museum Development for the South East of England, in partnership with Brighton & Hove Museums, has been successful. 5. Recommendation: Recommendation: Joint Museums Committee to discuss and continue to support the National Lottery Heritage Fund application process for the Changing Tides project including ongoing formal discussions with the National Lottery Heritage Fund and Norfolk County Council | |

1. Background

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

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

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2023 to 31 August 2023.
- 2.2. Visitor numbers for 1 April 2023 to 31 August 2023 were 147,540 compared to 118,710 for the same period in 2022. The strong performance over the summer period is due to excellent numbers visiting the *Gloucester* exhibition, plus positive figures to the other NMS sites, including Gressenhall and Time and Tide.
- 2.3. School numbers for the period 1 April 2023 to 31 August 2023 were 12,958 with an additional 2,311 virtual visits, compared to 13,370 and 2,576 virtual visits for the period 1 April 2022 to 31 August 2022.

3. Digital engagement and Learning Team Highlights -

3.1. Social media, 23 July – 18 September 2023

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

1. Introduction

The figures for this eight-week period show that Instagram continues to be a key platform for growth and engagement. Clearly our audiences are still keen to see a mix of photo posts and video content such as Reels, so we'll continue to share a balance going forward.

Profile reach on Facebook and Instagram has increased dramatically thanks to a suite of paid Meta adverts starting in late August for Gressenhall and Norwich Castle, and early September for Time & Tide. These ads are currently running across in the form of promoted posts and will continue over the coming months with a focus on exhibitions and events.

Norwich Castle also ran paid adverts over the summer on Instagram and Facebook promoting 'The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682' which generated a lot of interest and positive comments from people who had visited the show and wanted to share their thoughts. This provided a boost to the Facebook figures in particular, as this seemed to be the most engaged audience for these posts.

We're continuing to monitor figures for 'X' (formerly Twitter) and growth of Meta's rival Threads before making any decisions on how and if we engage with either

going forward. All three of the larger sites' X accounts reported a loss of followers (a 0.1% drop) for the first time since we started recording these figures.

This period's most popular posts were about the redevelopment of Norwich Castle, which drew a lot of positive comments and excitement around the opening of some new areas later this year.

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

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

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

2. Instagram

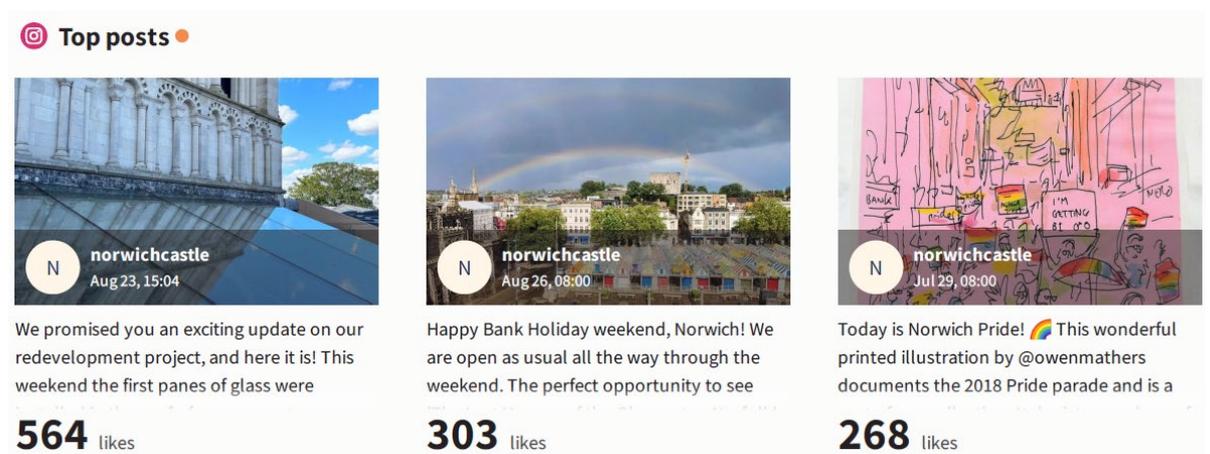
a. Norwich Castle

Norwich Castle's Instagram account had **8.9k** followers at the end of the period, up **1.8%** on the last eight-week period.

There were **1.2k** views of Norwich Castle's profile, and the profile reach was **185k** users compared to 48k across the previous eight weeks.

Posts from @norwichcastle received **3.2k** likes, **51** comments and **56** saves over the eight-week period.

The account had a post engagement rate of **7.63%**.



b. Gressenhall Farm & Workhouse

Gressenhall's Instagram account had had **3.1k** followers at the end of the period, up **3.6%** on the last eight-week period.

There were **1.1k** views of Gressenhall’s profile, and the profile reach was **158k** users compared to 14k across the previous eight weeks.

Posts from @gressenhall_fw received **804** likes, **67** comments and **30** saves over the period.

The account had a post engagement rate of **7.26%**.

Top posts



gressenhall_fw
Aug 14, 17:50

We had a wonderful time welcoming author and researcher Kate Sekules, aka @visiblemend today! As part of her research

91 likes



gressenhall_fw
Jul 26, 17:00

Join Olive the Owl and friends for woodland-themed Storytime! & Gallery Observation, every Wednesday morning until 30 August in

72 likes



gressenhall_fw
Sep 01, 17:00

★ Heritage Open Day, Sunday 10th September 2023 - 10am until 5pm ★ FREE ENTRY, no booking necessary. Come and join

61 likes

c. Time & Tide Museum of Great Yarmouth Life

Time & Tide’s Instagram account had **2.2k** followers at the end of the period, up **1.5%** on the last eight-week period.

There were **285** views of Time & Tide’s profile, and the profile reach was **41k** users, compared to 5.2k across the previous eight-week period.

Posts from @timetidemuseum received **168** likes, **2** comments and **1** save over the past eight weeks.

The account had a post engagement rate of **6.6%**.

Top posts



timetidemuseum
Sep 04, 13:15

We're back and ready to tackle the new school year head-on! We can't wait to see you all and if you haven't booked for this

24 likes



timetidemuseum
Aug 24, 08:56

In a slight change to timings, from today, the cafe will be open 11am-3pm everyday. Serving delicious hot meals, sandwiches,

23 likes



timetidemuseum
Aug 10, 06:00

Beautiful badgers next to a river in this close-up of a printed card by W. Dickens. One of seven in a series of British mammals, each

19 likes

3. X (formerly Twitter)

a. Norwich Castle

Norwich Castle's X account had **16k** followers at the end of the period, down 0.1% on the last eight-week period.

The account earned **65k** impressions and **2.2k** engagements.

Posts from @NorwichCastle received **824** likes, **246** retweets, **163** mentions and **27** replies over the eight-week period.

The account had a post engagement rate of **3.3%**.

 **Top posts**



norwichcastle
Aug 23, 15:04

We promised you an exciting update on our redevelopment project, and here it is! This weekend the first panes of glass were

564 likes



norwichcastle
Aug 26, 08:00

Happy Bank Holiday weekend, Norwich! We are open as usual all the way through the weekend. The perfect opportunity to see

303 likes



norwichcastle
Jul 29, 08:00

Today is Norwich Pride! 🌈 This wonderful printed illustration by @owenmathers documents the 2018 Pride parade and is a

268 likes

b. Gressenhall Farm & Workhouse

Gressenhall's X account had **6.2k** followers at the end of the period, down 0.5% on the last eight-week period.

The account earned **9.2k** impressions and 296 engagements.

Posts from @GressenhallFW received **109** likes, **48** retweets, **27** mentions and **4** replies over the eight-week period.

The account had a post engagement rate of **4.61%**.

 **Top tweets**



@GressenhallFW
Aug 29, 07:00

Join us on 10 September for #HeritageOpenDay - free entry and no need to book! @heritageopenday @NorfolkHODs

18 likes



@GressenhallFW
Aug 30, 07:00

How sweet is this handmade model of a horse and trap from our collection? Join us for #HorsePower! Heavy Horse Day on 24

16 likes



@GressenhallFW
Jul 27, 07:00

Happy #NorfolkDay! We're celebrating with a #giveaway of a family ticket for up to six people to our upcoming #RetroRevival

13 likes

c. Time & Tide

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

The account earned **11k** impressions and **288** engagements.

Posts from @timetidemuseum received **123** likes, **48** retweets, **47** mentions and **2** replies over the eight-week period.

The account had a post engagement rate of **2.92%**.

Top tweets



@timetidemuseum
Sep 05, 12:00

We are very excited to be part of Norfolk Heritage Open Days festival this year, come and celebrate history and discover the

13 likes



@timetidemuseum
Aug 11, 12:49

We are delighted to share the news that our Silver Darlings Cafe will be open @timetidemuseum from Mon 14 August It

12 likes



@timetidemuseum
Sep 01, 07:25

The @timetidemuseum is open 10am-4.30pm daily Wander down a 1913 Row, experience the sights & sounds of the history

11 likes

4. Facebook

a. Norwich Castle

Norwich Castle's Facebook page had **13k** fans at the end of the period, up 0.9% on the previous eight-week period.

The page's reach was **893k** users, compared to 298k in the previous eight-week period.

Posts from Norwich Castle's page received **4.7k** reactions, **356** shares and **539** comments.

The page's engagement rate was **4.43%**.

Top posts



N Norwich Castle Museum & Art ...
Aug 23, 11:03

We promised you an exciting update on our redevelopment project, and here it is! This weekend the first panes of glass were

273 reactions



N Norwich Castle Museum & Art ...
Aug 16, 09:00

In one of the chests recovered from the wreck of the Gloucester, divers found clothing typically worn by women. The

132 reactions



N Norwich Castle Museum & Art ...
Sep 13, 10:14

Today we're focusing on one of the most fascinating artists represented in our collection: Lorina Bulwer, an inmate at the

126 reactions

b. Gressenhall Farm & Workhouse

Gressenhall's Facebook page had 7.9k fans at the end of the period, up 1.6% on the previous eight-week period.

The page's reach was 486k users.

Posts from Gressenhall's page received 1.3k reactions, 226 shares and 294 comments.

The page's engagement rate was 5.4%.

Top posts



Gressenhall Farm and Workhouse
Sep 01, 17:01

★ Heritage Open Day, Sunday 10th September 2023 - 10am until 5pm ★ FREE ENTRY, no booking necessary. Come and join

127 reactions



Gressenhall Farm and Workhouse
Sep 10, 11:00

Look into my eyes! It's just two weeks until Heavy Horse Day and we can't wait to see you! To get us in the mood for horse-fuelled

50 reactions



Gressenhall Farm and Workhouse
Aug 17, 17:02

Gressenhall Farm & Workhouse is bringing back Relaxed Early Bird openings, for visitors who would prefer a calmer start to their visit

33 reactions

c. Time & Tide

Time & Tide's Facebook page had **4.5k** fans at the end of the period, up **1.1%** on the previous eight-week period.

The page's reach was **176k** users, compared to **40k** users in the previous eight-week period.

Posts from Time & Tide's page received **765** reactions, **131** shares and **113** comments.

The page's engagement rate was **3.81%**.

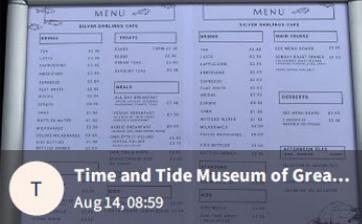
Top posts



Time and Tide Museum of Grea...
Aug 11, 12:43

We are delighted to share the news that our Silver Darlings Cafe will be open at Time and Tide Museum of Great Yarmouth Life again

143 reactions



Time and Tide Museum of Grea...
Aug 14, 08:59

**** SILVER DARLINGS CAFE NOW OPEN**** Our cafe is now open 10am-4pm daily - operated and run by GYROS. Two menus in operation -

56 reactions



Time and Tide Museum of Grea...
Sep 01, 07:21

Time and Tide Museum of Great Yarmouth Life is still open 10am-4.30pm daily whatever the weather. Wander down a 1913 Row,

30 reactions

5. YouTube

| Account | Total Followers 23 July 2023 | Total Followers 18 September 2023 | % Increase (to the nearest 1%) |
|---------|------------------------------|-----------------------------------|--------------------------------|
| | | | |

| | | | |
|------------------------|-----|-----|----|
| Norfolk Museums | 806 | 823 | 2% |
| Norwich Castle | 932 | 990 | 6% |

4. Teaching Museum, Kick the Dust & Skills

4.1. Teaching Museum trainees are half-way through their 12-month term and by now have a good handle on their roles and the wider workings of NMS and the museum sector. They enjoyed their attendance at the last JMC and the insight it gave them to NMS' governance structure.

Learning by doing is at the heart of the trainee programme and NMS is fortunate to have the capacity to support a range of trainee roles. Our organisational size-to-ambition ratio is such that trainees have no choice but to push themselves out of their comfort zones and take on substantial projects. This experience stands them in good stead for whatever jobs they go on to do. Over the summer NMS has been working on updating my records of alumni contacts and the impressive range of jobs now held by former NMS trainees. Every year brings greater opportunities for me to enhance the training offer by inviting former trainees to deliver training to the current cohort.

On one of the September training days Trainees went to the Sainsbury Centre for Visual Art at UEA for a training session delivered by two alumnus, Kate Raczynska and Beatrice Prutton.

Kate came to us in 2017 for a curatorial trainee post working with Kate Thaxton at the Royal Norfolk Regimental Museum. She held 2 or 3 other temporary posts with us before being successful in her application to be Assistant Registrar at SCVA. A registrar is responsible for the day-to-day management of all movements of objects into and out of the museum and with the programme of temporary exhibitions and loans from the Sainsbury Centre to other museums and galleries internationally, it is a role which keeps her very busy. Kate gave us the A-Z of being a registrar and then took us on a 'registrar's tour' of the centre's current exhibition The Stuff of Life the Life of Stuff. Unlike curatorial tours a registrar tour considers the nuts and bolts of installing work into particular spaces, navigating insurance for art works, the business of liaising with artists about how their work is going to be displayed and the more technical rather than esoteric questions of any exhibition.

Bea was one of the 6-month trainees we squeezed into the 2nd half of 2021 at the point at which we were finally able to come into work. Bea worked with Esther Morgan in the Communications and Marketing team, and when her time with us was up, after a short spell working for a health-related agency the post at the Sainsbury Centre was advertised and she was snapped up. Bea shared her insight into the recent re-display and re-interpretation of some of the collections and how she and her colleagues responded to the recently appointed Director's ideas for attracting new audiences. She put trainees through their paces in the afternoon setting them a task to do in response to the new displays.

It's always gratifying to see former trainees, now in more senior professional roles, authoritatively talking about their work, when not that long ago they were completely new to the sector and now have NMS and the Teaching Museum to thank for providing the opportunity for them to build their skills and take their next steps. It can't fail to be inspiring to the current cohort when they meet them, and we believe it gives them the confidence to know that similar jobs will soon be within their reach.

4.2. **Kick the Dust**

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

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

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

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

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

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

The following data is based on the start of the project covering the period 1/5/23 to 31/7/23.

Number of interventions with young people:

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

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

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

Breakdown of activity taking place in each area:

- *60% (50 opportunities) in the West (covering Kings Lynn, Thetford),*
- *19% (15 opportunities) in the East (covering Great Yarmouth, Cromer)*
- *19% (15 opportunities) in Norwich*
- *A further 2 opportunities were offered to young people at alternative venues outside of Norfolk including attendance at the ‘Young People and Skills’ conference in London at the Houses of Parliament and City Hall in My 2023.*
- *18 volunteering opportunities have been provided to 10 individual young people.*

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

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

Our offer to support our young people around the important theme of mental health and wellbeing is on-going and this will be measured through the new evaluation

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

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

Target audiences: (some young people fall into more than one category) as of 31/6/23

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

Impacts on mental health and well being

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

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

| QUESTION – pre-engagement | All of the time | Some of the time | Often | Rarely | Most of the time |
|---------------------------|-----------------|------------------|-------|--------|------------------|
|---------------------------|-----------------|------------------|-------|--------|------------------|

| | | | | | |
|--|-----|-----|-----|-----|----|
| I've been optimistic about the future | 14% | 43% | 14% | 28% | 0% |
| I've been feeling useful | 28% | 43% | 14% | 14% | 0% |
| I've been feeling relaxed | 28% | 43% | 0% | 14% | 0% |
| I've been dealing with problems well | 14% | 28% | 43% | 14% | 0% |
| I've been thinking clearly | 14% | 28% | 57% | 0% | 0% |
| I've been feeling close to other people | 14% | 28% | 28% | 28% | 0% |
| I've been able to make up my own mind about things | 20% | 0% | 43% | 14% | 0% |

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

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

Summary

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

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

Our aim as we move forward is to support more working age young people to progress into employment, training, or further learning and long-term volunteering.

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

Success comes in many guises and this month we have had one of our YMCA young people progress into independent living and gain a place on a Level 3

Access course, with the Kick the Dust programme and pre traineeship giving her the confidence to take these steps. She has also secured a role in the Visitor Services team for Norwich Castle. Another young person has progressed from being a Young Ambassador to gaining a L4 Apprenticeship with Channel 4 in London.

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

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

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

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

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

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

5. Partnerships

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



Wymondham Vintage Day, Wymondham Abbey, 16 September 2023

- 5.2. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. NMS continues to support the delivery of the major King's Lynn Guildhall project.
- 5.3. NMS is currently working closely with the Sainsbury Centre for Visual Arts (SCVA), part of UEA, to develop a permanent walking and cycling route between the Sainsbury Centre and Norwich Castle. A temporary artwork/trail was delivered as part of the Norfolk & Norwich Festival in May and the delivery of the permanent trail is now underway.

6. Exhibitions

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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



© Kerr-Kneale Productions Ltd

Bare Bones; Time & Tide Museum, 27 May – 7 October 2023

This fascinating exhibition invites visitors of all ages to explore the beauty, and secrets, of animal skeletons.

Skeletons help us understand how animals move, but they can tell us much more; these intricate structures reveal what animals eat, where they live, how they give birth. They can show us how different species are linked - and how they have evolved.

Learn how an Osprey holds on to a slippery fish, how a monitor lizard can climb trees, and how a frog's skeleton changes as it transforms from a tadpole.

Over 20 animals, including birds, fish and amphibians, are represented in dynamic 3D exhibits, stunning images and interactive displays.

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

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

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

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

Conclusion

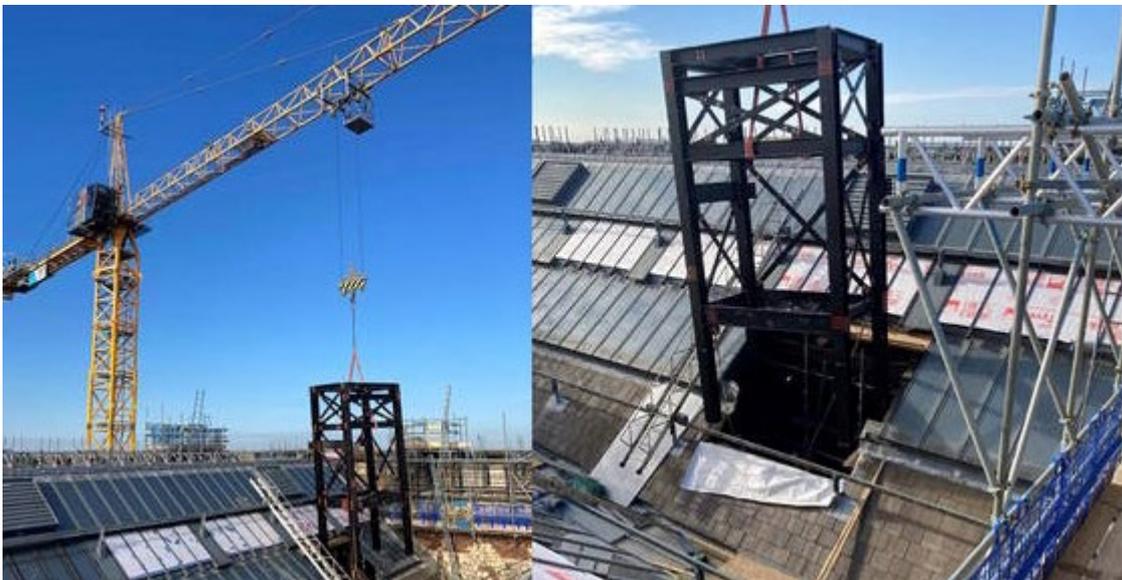
A full and varied exhibition programme across Norfolk's 10 museums have helped to give the Service strong visitor figures over the Spring and Summer.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

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

Steelwork is now fully erected in the Keep, along with the new floors, and the first of the three-stage handover has been completed, with the return of the new schools' entrance, toilets and Changing Place facility, and pop-up café. The next stage of the development will be completed by the end of autumn and will include the completion of the new visitor entrance, café and shop.



Installation of part of the new lift structure

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 17 August 2023, and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

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

7.2. Norfolk Museums Development Foundation (NMDf) & Fundraising

7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues across a range of projects and programmes. The website for the Foundation is: <http://nmdf.org.uk/>

7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.

7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, is currently live.

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

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

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

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

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

An engagement exercise to create our new 5 Year Strategic Framework is underway and will be completed by the end of December.

7.4. **Arts Council England**

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

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

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

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

The outcomes set out in *Let's Create* are:

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

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

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

Levelling Up

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

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

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

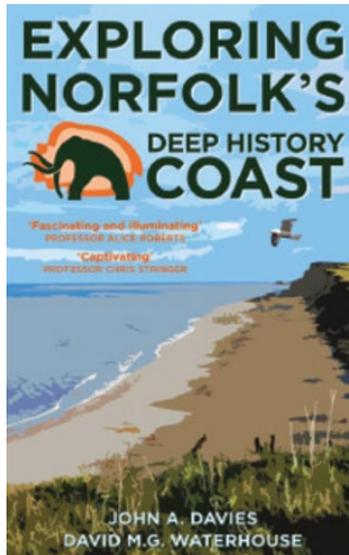
Deep History Coast Project

7.4.3. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.

7.4.4. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the forthcoming programme of activities and a major academic event is currently being explored.

7.4.5. A publication on the Deep History Coast, co-authored by Dr David Waterhouse, Senior Curator of Natural History, and Dr John Davies, our retired Chief Curator, was launched over the summer, with a series of public engagement events planned during the summer and autumn, including a key event with NNDC in Cromer. The book was *Coast* magazine’s book of the month for September, and has been very positively reviewed in many publications, including *Current Archaeology*.

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



7.5. National Lottery Heritage Fund

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

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



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

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

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

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

7.6. **Health & Wellbeing**

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

7.6.2. **Norfolk Creativity and Wellbeing Week 15-21 May 2023**

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

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

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

7.6.3. Wellbeing continues to be a high priority for Norfolk County Council, and NMS staff continue to benefit from a number of wellbeing programmes and initiatives.

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

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

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

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

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

The timescales for the project are: submission of Round 1 application, mid-November 2023, with a decision expected in March 2024. The Development stage of the project will last for 18 months, with a Round 2 application submitted in November 2025. The Delivery stage, which will include the capital works, and Activity plan activities, will run from June 2026 to March 2029.

Recommendation: Joint Museums Committee to discuss and continue to support the National Lottery Heritage Fund application process for the Changing Tides project including ongoing formal discussions with the National Lottery Heritage Fund and Norfolk County Council

8. Museum Development across Norfolk

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.2. The Arts Council supported annual Share Museums East conference took place in Ely on 10 November 2022. The conference was entitled 'Community Culture' and explored how museums work with and support their local communities.
- 8.3. NMS submitted a joint application with Brighton & Hove Museums for continuing Museum Development funding for 2024 onwards. Arts Council England announced

in October that the application had been successful, and a full update regarding next steps will be provided at the meeting.

Recommendation: To note that the application to Arts Council England for continuing funding to deliver Museum Development for the South East of England, in partnership with Brighton & Hove Museums, has been successful.

9. Issues, Risks & Innovation

9.1. Issues

There are no major new issues to report.

9.2. Risks

The NMS Risk Register is updated and reviewed regularly.

9.3. Innovation

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

10. Conclusion

10.1. Despite continuing financial challenges from a number of directions, the Museums Service continues its recovery to pre-pandemic levels of visitor numbers and school visits.

10.2. The Norwich Castle Gateway to Medieval England project continues to progress positively. The next stage of the development will be completed later in 2023 with the completion of the new visitor entrance, café and shop.

10.3. A full exhibition and events programme is now in place across all sites.

Officer Contact

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

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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.

Performance and Strategic Update Report Appendix:

Arts Council Monitoring Report to the Norfolk Joint Museums Committee – October 2023

NPO ACTIVITY PLAN 2022-23

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

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| | youth engagement programme as a successor to Kick The Dust (including uplift activity). | Q1; New programmes of activity planned with Norfolk Library Service in Q2; Young people in King's Lynn, Great Yarmouth and Thetford participating in Cultural activities by Q3. | of activities co-designed with young people; 50% increase in Youth Board membership, 20% of participants supported into work or training. | successful. Activity Plan in development with Library Service. | underway. Round 1 application to NLHF with YMCA Leicester was successful | | |
| LET'S CREATE OUTCOME 2 – CULTURAL COMMUNITIES | | | | | | | |
| | ACTIVITY | OUTPUT/S | TARGETS & MEASURES OF SUCCESS | Q1 UPDATE | Q2 UPDATE | Q3 UPDATE | Q4 UPDATE |
| 4 | Completion of the Norwich Castle: Royal Palace Reborn capital redevelopment including delivery of the public engagement programme | Creation of new British Museum Partnership Gallery completed in Q4. | 10% increase in museum pass holders; 10% increase in number of visitors with disabilities; increase in the number of visitors from outside the county. | Percival Wing due for handover 5 October and Keep handed back by Morgan Sindall Q4 ready for BM Gallery install. | Slight delay on Percival Wing handover but still due to open by end of Q3. Keep schedule still on track for Spring 2024. | | |
| 5 | Redevelopment of displays at Time & Tide Museum informed by community consultation and developed in partnership with | 3 Young curators appointed in Q1; Consultation undertaken in Q1; NLHF bid submitted in Q2. Baseline for measuring environmental | Plans are developed in collaboration with local communities; Young Curators develop new skills; data evidences improvement in environmental monitoring. | KTD extension project underway in Great Yarmouth. Youth Panel members being recruited. NLHF bid now scheduled to be submitted in | Revised EoI to the NLHF was approved. Costings for the glazing of the courtyard invited. Public consultation underway. | | |

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

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

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

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

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| your workforce, leadership and governance to help you progress | using digital tools for public consultation. | | | Marketing Manager. Training to be in place by Q4. | appointed marketing manager. | | |
| | The Joint Museums Committee will receive quarterly reports on public and peer response to our activities. | Established | Established | Included in the Head of Service performance update. | Included in the Head of Service performance update. | | |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress | We will expand our engagement with existing public consultative groups such as our Youth Board to give them greater input in the development of our Services. | Planned | In progress | Kick the Dust project has established a Youth Ambassadors programme. | KTD Youth Ambassadors programme established. | | |
| | We will draw upon the corporate support of colleagues in Norfolk County Council who have expertise in public consultation techniques. | In progress | In progress | To be achieved by Q4. | To be actioned by Q4. | | |
| | We will collaborate with NCC's Head of EDI to ensure that our public consultation includes the views of seldom heard communities. | In progress | Established | Ongoing collaboration throughout 2023-4 to ensure NMS adopts best practice | NCC's Head of EDI is consulted regularly about museum activities. | | |
| PLANNING | | | | | | | |
| | We will create a new evaluation strategy with a common framework | Planned | In progress | 5 Year Strategic Framework will be created by Q4. | Planned following the creation of the | | |

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

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

INVESTMENT PRINCIPLE 2 – ENVIRONMENTAL RESPONSIBILITY

| 3 -YEAR AMBITION | | | 12-MONTH PRIORITIES | | | |
|---|---|----------------------------|--|---|---------------------------------------|-------------|
| To establish Gressenhall as the public gateway to engagement with Norfolk County Council's Environmental Policy enabling local people to engage with climate change, biodiversity and carbon reduction through a creative learning and events programme. We will then cascade to our other sites. | | | In 2023/24 we will focus on training for staff and volunteers so that they can confidently use culture and heritage to inspire individual action and collective responsibility towards understanding and protecting the environment. We will also consolidate our partnerships to deliver our goals. | | | |
| ACTIONS | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
| SKILLS DEVELOPMENT | | | | | | |
| | We will support NMS' existing Green Team with a programme of training and | Established | Established | 4 staff have been trained to deliver Carbon Literacy training and this is | 20 NMS staff attended Carbon Literacy | |

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| The development you want to undertake with your workforce, leadership and governance to help you progress | development and increase membership of this group across the Service. | | | now being delivered to staff across NMS. | Training in August. | | |
| | We will expand the volunteer team at Gressenhall and develop their skills so that they can support our ambitions for the Gressenhall Environment Hub. | In progress | In progress | KTD Phase 2 is offering a 6-week volunteering programme for young people, including them in public consultation. | Ongoing development supported by our Volunteer Coordinator. | | |
| | We will hold an away day for our governing body the Norfolk Joint Museums Committee at Gressenhall to ensure members help shape our ambitions. | Established | Established | To be scheduled for Q3. | Away Day at Gressenhall was held on 28 Sept with Trustees of the NMDF. | | |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress | We will work in partnership with project managers from Norfolk County Council's Environment Service to develop best practice. | Established | Established | Partnership work developing well via the Gressenhall Environmental Hub. | Ongoing and progressing well, with Gressenhall confirmed as one of first NCC decarbonisation projects. | | |
| | We will collaborate with the Wendling Beck Exemplar Project, a consortium of four Norfolk landowners who have formed an alliance | In progress | In progress | Wendling Way opened in April and working to create public access to the SSSI at Dillington Carr. | Partnership with Wendling Beck and our Environment Service | | |

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| | to improve local biodiversity. | | | | colleagues continues. | | |
| | We will collaborate with environmental scientists from the University of East Anglia (UEA) to codesign our learning programmes relating to biodiversity and carbon literacy. | In progress | In progress | Planning for another sixth form biodiversity conference is underway. | Deferred due to Natural History Curator post being vacant. | | |
| PLANNING | | | | | | | |
| The plans and polices you have, or will create, to help you deliver your ambitions | We will review and update NMS' Environmental Strategy to align with Norfolk County Council's overall Environmental Policy. | Planned | Established | Progressed via the NMS Climate Action Group which meets quarterly. | Climate Action Group to be consulted on strategy in October. | | |
| | We will establish an NMS Environmental Action Plan which will sit within the wider Norfolk County Council Climate Change Action Plan, setting benchmarks to measure our progress against targets. | Planned | In progress | NCC Climate Action Plan has just been issued so NMS action plan will be developed from Q2 onwards. | NCC Climate Strategy is being presented at All Staff meetings as part of consultation for new 5 Year Strategy. | | |
| | The Norwich Castle Royal Palace Reborn project has environmental responsibility embedded throughout its architectural and business plans to | Established | Established | Ongoing, with Phase 2 completion of the Percival Wing due in Q3. | Ongoing with project due for completion in Spring 2024. Environmental responsibility is embedded in new retail and | | |

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

INVESTMENT PRINCIPLE 3 – DYNAMISM

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| 3 -YEAR AMBITION | 12-MONTH PRIORITIES |
| The transformation of Norwich Castle Museum & Art Gallery is the catalyst to develop NMS' commercial capacity and build financial resilience. NMS already has an entrepreneurial approach but needs to build an evidence-based data culture to establish more effective commercial decision making. | We will focus on creating a stronger data culture across our teams and establish a data dashboard to monitor KPIs more closely. Training will ensure our staff have the skills to analyse data to make informed decisions that enhance the visitor experience and deliver our business plan goals. |

| ACTIONS | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
|---|--|----------------------------|-------------|--|--|-------------|
| SKILLS DEVELOPMENT | | | | | | |
| <p style="text-align: center;">The development you want to undertake with your workforce, leadership and governance to help you progress</p> | <p>We will identify local partners in the commercial sector to mentor and coach staff on how to use data more effectively to inform the development of our new catering and retail offer.</p> | Planned | In progress | <p>This will be the responsibility of soon to be appointed NMS Commercial Manager.</p> | <p>Recruitment of Commercial Manager is in train.</p> | |
| | <p>The Trustees of the Norfolk Museums Development Foundation will have an away day with the Joint Museums Committee to review NMS' existing commercial objectives and brainstorm new opportunities.</p> | Planned | Established | <p>Convened in May but cancelled due to low attendance. To be rescheduled for September.</p> | <p>Away Day was rescheduled for 28 Sept as a joint meeting with JMC.</p> | |
| | <p>At leadership level we will work with National Museum Directors Council (NMDC) partners around staff development, benchmarking and best practice activities.</p> | Planned | In progress | <p>Ongoing with Steve Miller attending NMDC meetings.</p> | <p>Ongoing, Steve Miller continues to attend NMDC meetings.</p> | |
| PEOPLE & REPRESENTATION | | | | | | |

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

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| The plans and polices you have, or will create, to help you deliver your ambitions | financially secure future for NMS. Delivery of the business plan is monitored at governance level. | | | manager and project team. | has now been filled. | | |
| | NMS' Digital Strategy includes a section on building new strands of commercial through digital activities. This will be reviewed and updated with clearer targets and measures. | In progress | Established | NMS digital strategy to be reviewed and updated by Q4. | NMS digital strategy to be reviewed and updated by Q4. | | |
| | We will work alongside Norfolk County Council colleagues on the delivery of the new Climate Change Plan goals. | In progress | Established | Ongoing focus of work of the Gressenhall Environmental Hub. | Ongoing focus of work of the Gressenhall Environmental Hub. | | |
| TOOLS & MONITORING | | | | | | | |
| The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to | Use of the Norfolk County Council data dashboard by the senior leadership team and operations managers will strengthen monitoring of our business plan objectives. | Planned | In progress | The data dashboard will be used to inform the new NMS 5-Year Strategic Framework. | 5 Year Strategic Framework is in consultation phase, due for completion by Q4. | | |
| | Web analytics will be more closely monitored to track a story of progress and improvement in our | In progress | Established | Requires training for staff to achieve by Q4. | Still to action due to Marketing Manager post being vacant. | | |

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| your governing body | digital outputs, particularly those that have a commercial element such as paid for webinars. | | | | Will be actioned in Q3. | | |
| | Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars. | In progress | In progress | Ongoing development of NMS' ticketing system RecreateX and staff training required by Q4. | Staff training for RecreateX began this quarter. | | |

INVESTMENT PRINCIPLE 4 – INCLUSIVITY & RELEVANCE

| 3 -YEAR AMBITION | | | | 12-MONTH PRIORITIES | | | |
|--|---|----------------------|-----------------------------------|---|--|--------------------|--------------------|
| NMS is committed to creating a more inclusive Service. We will seek the views of seldom heard communities to ensure their interests are met and we will collaborate with community partners, artists, and freelancers with protected characteristics to ensure we better reflect the diversity of Norfolk. | | | | In 2023/24 we will focus on supporting staff development and learning to ensure our ambition can be realised. We will nurture our existing partnerships with diverse-led organisations and individuals, and we will ensure we have the data sets in place from which to measure our progress. | | | |
| ACTIONS | | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
| SKILLS DEVELOPMENT | | | | | | | |
| The development | We will continue to invest in training that supports the workforce to develop best practice in supporting the needs of people with disabilities | Established | Established | This will be supported by the NMS training budget throughout 2023-4. | Norwich Works exhibition at Castle will be first to have integrated BSL interpretation | | |

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| you want to undertake with your workforce, leadership and governance to help you progress | or additional needs such as autism and dementia. | | | | | | |
| | All NMS staff will be encouraged to undertake Unconscious Bias e-learning. It will be mandatory component of the induction of all new staff. | In progress | In progress | Members of the NMS Anti-Racism Group undertook online anti-racism training provided by the Museums Association. | Museums Association continues to be rolled out. | | |
| | The Joint Museums Committee will receive an annual EDI report measuring progress against the recommendations made by the NMS anti-racism network. | Established | Established | To be provided in Q3. | To be provided in Q3. | | |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress | We will encourage more staff to join Norfolk County Council's staff EDI networks to develop actions which are then discussed quarterly with NCC's Chief Executive. | In progress | Established | To be promoted to staff in the fortnightly Museums Mardle e-bulletin. | Ongoing. | | |
| | We will increase opportunities for people who are underrepresented to have a voice at governance level by inviting community collaborators to present their feedback to the | Planned | In progress | To be established by Q4. | To be established by Q4. | | |

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| | Joint Museums Committee. | | | | | | |
| | We will continue to develop all new projects in collaboration with partners, artists, and freelancers with protected characteristics. This is now established practice for NMS. | Established | Established | This objective will influence exhibition programming decisions throughout 2023-24. | New commission by Amartey Golding exhibited at the Castle from 30 Sept. | | |
| PLANNING | | | | | | | |
| The plans and polices you have, or will create, to help you deliver your ambitions | We will review and update the NMS Equalities Action Plan with more measurable actions to evidence progress against targets | Planned | Established | To be completed by Q4. | To be completed by Q4. | | |
| | We will deliver against Norfolk County Council's EDI Plan which recognises the role Culture & Heritage plays in removing barriers to equal lives and participation. | Established | Established | Ongoing with Steve Miller representing NMS on the EDI Board. | Ongoing and responding to the objectives set out in NCC's EDI plan 2023-26 | | |
| | The NMS Audience Development Plan will be reviewed to include stronger emphasis on reaching underrepresented audiences, targeting specific neighbourhoods and communities. | Planned | Established | NMS has an audience development plan already which will be updated by Q4. | To be actioned by end of Q4. | | |
| TOOLS & MONITORING | | | | | | | |

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