

# Norfolk Joint Museums Committee

Date: **Friday 28 July 2023**

Time: **2.00 pm**

Venue: **Council Chamber, County Hall, Martineau Lane,  
Norwich NR1 2DH**

## **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](mailto:committees@norfolk.gov.uk)

We have amended the previous guidance relating to respiratory infections to reflect current practice but 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.

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

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

## **Membership**

### **Norfolk County Council**

Cllr Tony Adams  
Cllr Lesley Bambridge  
Cllr Julie Brociek-Coulton  
Cllr John Fisher  
Cllr Ed Maxfield  
Cllr Saul Penfold  
Cllr Robert Savage  
Cllr Karen Vincent  
Cllr John Ward

### **Breckland District Council**

Cllr Robert Kybird

### **South Norfolk District Council**

Cllr Jeremy Rowe

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

#### **Arts Council**

John Simpson Wedge

### **Norwich City Council**

Cllr Jacob Huntley  
Cllr Claire Kidman  
Cllr Ben Price

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

Cllr Alexandra Kemp

### **Broadland District Council**

Cllr Jo Bailey

### **Great Yarmouth Borough Council**

Cllr Geoffrey Freeman

### **North Norfolk District Council**

Cllr Liz Withington

#### **Museum Friends**

Felicity Devonshire

### **Norfolk Black History Month**

Danny Keen

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# Agenda

## 1 Election of Chair

To elect a Chair for the ensuing Council year.

## 2 Election of Vice Chair

To elect a Vice-Chair for the ensuing Council year.

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

## 4 To receive the minutes of the previous meeting held on 14 April 2023 (Page 5)

## 5. Members to Declare any Interests

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

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

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

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

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

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

## 6 Breckland Area Museums Committee (Page 12)

## 7 Great Yarmouth Area Museums Working Group (Page 22)

## 8 Norwich Area Museums Committee (Page 43)

## 9 Kings Lynn and West Norfolk Area Committee No meeting to report

10. **Norfolk Museums Service – Finance Monitoring Report** (Page 50)  
**Report by Director of Culture and Heritage**
11. **Norfolk Museums Service –Risk Management** (Page 56)  
**Report by Director of Culture and Heritage**
12. **Norfolk Museums Service – Performance and Strategic Update Report** (Page 67)  
**Report by Director of Culture and Heritage**

Tom McCabe  
Chief Executive  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 20 July 2023



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## NORFOLK JOINT MUSEUMS COMMITTEE

### Minutes of the Meeting Held on 14 April 2023 at 2.00 pm at Norfolk County Council

#### Present:

##### Norfolk County Council

Cllr J James  
Cllr K Mason Billig  
Cllr S Penfold  
Cllr R Savage  
Cllr K Vincent  
Cllr J Ward (Chair)

##### Norwich City Council

Cllr P Kendrick (sub)  
Cllr B Price

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

Cllr E Nockolds

##### South Norfolk District Council

Cllr J Easter

##### Breckland District Council

Cllr R Kybird

##### North Norfolk District Council

Cllr V Gay

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

##### Museum Friends

Mrs F Devonshire

##### Arts Council

Mr J Simpson Wedge

#### 1A Opening remarks by the Chair --Former County Councillor Barry Duffin

The Chair asked Members of the Committee to hold a minute's silence, for the sad passing of Barry Duffin, Councillor for West Depwade, who died on Easter Sunday following an accident. Barry was an active member of the Joint Museums Committee. He also served on Norse and other Committees and had recently been appointed Vice Chair of Corporate Select Committee. Known for his hard work and commitment Barry was respected and liked by colleagues across the wide political spectrum; he would be missed.

#### 1B Opening remarks by the Chair-- Mr John Simpson Wedge (the new Arts Council Co-opted member) and Joint Committee Members not standing for re-election at the forthcoming District Council elections

The Chair welcomed Mr John Simpson Wedge (the new Co-opted member from the Arts Council) to his first meeting of the Joint Committee.

The Chair also placed on record thanks to those members who were not standing for re-election in the forthcoming District Council elections (including Cllr Elizabeth Nockolds and Cllr Virginia Gay who were long serving Members of the Joint Committee).

**1C Opening remarks by the Chair-- Grant from the Department of Culture Media and Sport and Arts Council England through the Museums Estate and Development Fund (MEND)**

The Chair acknowledged a generous grant of £381,920 from the Department of Culture Media and Sport and Arts Council England through the Museums Estate and Development Fund (MEND) to replace the building management system at Norwich Castle.

**1D Apologies for Absence**

Apologies for absence were received from Cllr J Brociek-Coulton, Cllr E Maxfield, Cllr J Huntley, Cllr C Kidman, Cllr D King, Cllr G Freeman and Mr D Keen.

**2. Minutes**

2.1 The minutes of the previous meeting held on 3 February 2023 were confirmed by the Joint Committee and signed by the Chairman.

**3 Declarations of Interest**

3.1 There were no declarations of interest.

**4 Breckland Area Museums Committee**

4.1 Cllr Robert Kybird presented the annexed minutes of the Breckland Area Museums Committee meeting held on 20 February 2023 which were noted.

4.2 In introducing the minutes of the Area Committee Cllr Kybird drew attention to the work for the Viking exhibition at the Ancient House Museum which had involved members of the Teenage History Group in choosing artifacts and themes for the display.

**5 Great Yarmouth Area Museums Working Group**

There were no minutes from the Great Yarmouth Museums Working Group.

**6 Norwich Area Committee**

6.1 In the absence of Cllr Jacob Huntley who had given his apologies for the meeting, Cllr John Ward, Chair of the Joint Committee, who had chaired the most recent meeting of the Area Committee, presented the annexed minutes of the Norwich Area Museums Committee meeting held on 7 March 2023 which were noted.

6.2 Cllr Ward said that he was pleased to be able to report that the external lift to Norwich Castle Museum was operational again.

**7 Kings Lynn and West Norfolk Area Committee**

7.1 Cllr Elizabeth Nockolds presented the annexed minutes of the Kings Lynn and West Norfolk Area Committee meeting held on 20 March 2023 which were noted

7.2 Cllr Nockolds highlighted the support that volunteers provided to the NMS and the work being done to encourage more volunteers to come forward to help support all the heritage sites in King's Lynn.

## **8 Norfolk Museums Service – Finance Monitoring Report for 2022/23**

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

8.2 The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

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

- The detailed net revenue budget position for 2022/23 and the forecast outturn for NMS were set out in the table at paragraph 1.1.6 of the report.
- The Service was currently projecting an over-spend of £1.304m as it continued to face significant uncertainty in relation to the main income streams following a slower than hoped for return to normal, pre-pandemic visitor numbers and patterns. The very hot summer, cost of living pressures, and reduced visitor offer in place at Norwich Castle Museum due to the ongoing work for the Keep re-development were also important factors. This projected overspend also contained a number of extraordinary items including specific staffing pressures resulting from the annual NCC pay increase, and utilities pressures.
- NMS budgetary pressures continued to be managed by the County Council at CES departmental level.
- The Joint Committee noted that since the last monitoring report, funding at CES departmental level had been secured for an invest to earn scheme of £0.302m. This would 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 NMS remained confident that it would be able to achieve its income generation targets.
- There were no changes in the operational arrangements for the running of the NMS.
- The table at paragraph 1.2.3 of the report set out the capital building programme.
- The position regarding reserves and provisions was set out in paragraph 1.3 of the report.

8.4 **The Joint Committee resolved:**

- 1. To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2022/23.**
- 2. To note the proposed budget savings and changes for 2023/24 that were set out in the report.**

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

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

9.2 The Joint Committee received a report that provided Members with the latest Norfolk

Museums Service Risk Register. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in February 2023.

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

- To change the title of risk RM14364 to Failure to deliver Arts Council England business plan 2023-26. This follows the completion of the 2018-22 business plan cycle, and our movement to now delivering against the new business plan for 2023-26 from April 2023.
- To amend the target date of risk RM14364 Failure to deliver Arts Council England business plan 2023-26, to the end of 2023/24, to cover the first year of the business plan. This will be further reviewed closer to the end of 2023/24 to cover the next financial year of the business plan delivery.
- To change the title of risk RM14162 to Failure to generate additional income streams for 2023/24 in accordance with service plan. This follows the movement into the new financial year.
- To amend the target date of risk of risk RM14162 - Failure to generate additional income streams for 2023/24, to the end of the financial year 2023/24. Again, this follows the movement into the new financial year.
- To close risk RM14499 - Future Arts Council England Funding now that the funding has been granted for the next three years. Closer to the point of the next business plan cycle, this risk can be re-opened to help to focus the mitigating actions required to minimise the risk of not achieving future ACE funding from 2026/27 – 2028/29.

**9.4** In reply to questions, Dr Robin Hanley explained how NMS benefited from the support provided by a dedicated museums facilitator manager from NORSE TFM. The facilitator had close links with inhouse site based operational managers who were able to jointly respond to issues about the fabric of museum buildings. Dr Robin Hanley was the NMS lead officer for the NORSE TFM contract group (managed and monitored by the County Council through the work of the Norfolk Property Team) and held regular meetings about the maintenance of museum buildings with all interested parties.

**9.5** The Joint Committee raised issues of security in the vicinity of the Norwich Castle lift in the Castle Gardens and asked for this matter to be taken up with the City Council and other partners with a view to a report on the situation being brought back to the next meeting.

**9.6** The evidence presented to the Joint Committee showed that all risks were being managed to an appropriate level with appropriate mitigation tasks being undertaken.

**9.7** **The Joint Committee resolved to agree:**

- 1. The active and dormant risks as per appendices A and B of the report.**
- 2. The key changes to the risks as set out in paragraph 2 of the report:**

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

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

**10.2** The report noted the Service's award-winning learning programmes and the Service's



work with key identified groups 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 provided 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*.

### 10.3 The following points were discussed and noted:

- Overall visitor numbers for the first eleven months of the financial year were above target. School visits to museum sites had encouragingly increased significantly and were back to pre-Covid levels.
- The Joint Committee praised the excellent work that continued to be done to develop a strong social media presence, particularly with Instagram, Twitter and Facebook accounts being actively used and maintained by staff.
- 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.
- It was pointed out that the extensive exhibition programme at Norwich Castle currently included *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682; Norwich Castle Museum & Art Gallery, 25 February – 10 September 2023*, a major exhibition that included for the first time some of the fascinating objects recovered from the wreck site.
- The Joint Committee received an update from Dr Robin Hanley on recent headlines regarding the Kick the Dust project which remained the subject of regular update reports to the Area Committees. It was pointed out that young people continued to be heavily involved in shaping the future direction of this important quality project as it underwent organisational change and started on a new delivery phase.
- The Director of Culture & Heritage explained other strategic developments in the Service which were fully set out in the report. These included work on key Arts Council England and National Lottery Heritage Fund programmes and the Service's planning relating to its Arts Council England National Portfolio Organisation funding for 2023-26. The Committee were informed that they would be seeing a regular monitoring report on the NPO programme. In addition, there was also a grant application by the Ancient House Museum for the new Duleep Singh interpretation and joint partnership working with District Councils on development programmes linked to Market Towns and a digital learning programme around Robert Kett.

### 10.4 The Joint Committee resolved to note:

1. **An update on the 2022/23 Service position to date.**
2. **Progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
3. **The grant application by the Ancient House Museum for the new Duleep Singh interpretation, and to recommend that the Executive take the project forward.**
4. **Progress in terms of our key Arts Council England and National Lottery**

**Heritage Fund programmes for 2022/23 and the Service's planning relating to its Arts Council England National Portfolio Organisation funding for 2023-26.**

**11 Museum Development 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 an update on Arts Council England's (ACE) plans for Museum Development in 2024-26, and NMS proposals to address those plans.
- 11.3 The Joint Committee was informed that ACE was inviting interested parties to apply for Museum Development funding for 2024-26. The existing South East Museum Development programme (SEMD) was delivered by Brighton and Hove Museums (BHM) in partnership with other regional providers and NMS was developing a joint application with SEMD (managed by Brighton & Hove Museums) for ACE Museum Development funding in 2024-26 once details and requirements had been released by ACE. This new approach mirrored Arts Council England's regional structure and national approach to museum development at a strategic level.
- 11.4 The Joint Committee was fully supportive of the action that was being taken.
- 11.5 **That the Joint Committee note the update on the proposal by NMS to form a partnership with Brighton & Hove Museums to apply for Museum Development funding for 2024-26.**

**12 Norwich Castle Royal Palace Reborn—Project Update**

- 12.1 The Chair introduced Hannah Jackson, Project Manager, and Dr Tim Pestell, Senior Curator of Archaeology, who gave the Committee a detailed presentation with photographs on the Norwich Castle Royal Palace Reborn. The update advised the Committee of decisions made by the Project Board regarding activity tours, the construction works and interpretation elements of the project which would enable the Keep reopening to visitors around Easter 2024.
- 12.2 Working with the British Museum, the NMS was creating a fascinating new gallery of the Medieval period. This would feature almost 1,000 objects from NMS collections, from the British Museum and from other key lenders including the V&A to help explore this period of history. This work was being done in a way that ensured the Castle Keep, and the museum as a whole, was accessible and welcoming for all visitors through physical changes and careful interpretation decisions.
- 12.3 **The Joint Committee resolved:**
1. **To thank Hannah Jackson, Project Manager, and Dr Tim Pestell, Senior Curator of Archaeology, for providing Members with an interesting presentation.**
  2. **Look forward to receiving further update reports about the Norwich Castle Royal Palace Reborn Project at future meetings.**

**Chair**

**The meeting concluded at 4.00 pm.**

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**13/23 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman announced that he had recently attended Hampton Court for a blue plaque unveiling for the Princess Sophia Duleep Singh, the daughter of the last Maharajah of the Punjab and goddaughter to Queen Victoria. Princess Sophia had been commemorated with a blue plaque by English Heritage.

The plaque would mark Faraday House, which had been granted to Princess Sophia and her sisters as a grace and favour apartment in Hampton Court by Queen Victoria. Princess Sophia had historical links with the Ancient House Museum in Thetford and had been a great campaigner for women's suffrage.

**14/23 URGENT BUSINESS**

None.

**15/23 DECLARATION OF INTERESTS**

None.

**16/23 ANCIENT HOUSE MUSEUM REPORT**

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums Service (NMS) provided members with a Covid-19 update. Many of the systems and procedures implemented across all NMS sites during the pandemic remained in place, with a focus on keeping staff and visitors safe through minimising the risk of infection. Sites continued to provide some directional signage and hand sanitiser stations remained in place. The pre-booking of tickets was no longer a requirement but remained an option. Site capacity limits were now largely at pre-pandemic levels.

To facilitate increased levels of use of museum spaces by visitors, staff and volunteers, CO2 monitors provided through Norfolk County Council (NCC) were operating in a number of spaces across the NMS where there was more limited natural/mechanical ventilation. These CO2 detectors continued to be monitored locally by staff using these spaces and also linked into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and trends. The use of CO2 monitors had enabled a number of spaces to be brought back into use by staff and volunteers and increased capacity for schools and other visitors. This efficient means of monitoring continued to ensure minimal risk of transmitting COVID and enabled maximum use of facilities whenever possible.

Volunteering had recommenced across NMS sites, supported by the NMS volunteer Coordinator and in line with NCC practice at office hubs, NMS had implemented NCC Smarter Working and Hybrid Working principles across teams.

The Curator of Kings Lynn and Thetford Museums, Oliver Bone

**Action By**

presented the report on activities at the Ancient House, Museum of Thetford Life covering the period from February 2023 to April 2023.

Building works at the former King's Head pub, a listed building next door to the Ancient House, had caused some disruption to the museum operation since work started in late autumn 2020. The King's Head still remained shrouded in scaffolding and corrugated iron. When it rained, water had leaked into the Ancient House building, although the builders had been working on trying to stop this and divert water away from the building. It remained an eyesore in the street and blocked the pavement and it was not a good impression for visitors and possibly discouraged some visitors from using the museum.

The committee noted its' concerns over the time being taken over the building works next door and the possible damage and distress it was causing to the Ancient House Museum building whilst detracting possible visitors and income to the museum.

The museum's Vikings, History on Your Doorstep exhibition opened to the public on 16 July 2022. Museum staff had worked with the team at Brecks Fen Edge & Rivers Landscape Partnership (BFER) and Dr Richard Hoggett to curate the exhibition. The project had involved members of the Teenage History Group in choosing artefacts and themes for display as 'community curators'. The exhibition 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 Norwich Castle collections. This exhibition continued to be well received by visitors.

The Ancient House had been successful in an application to the Breckland Youth Advisory Board (YAB) grants scheme to run four workshops for young people aged 11 to 19 during Norfolk's school holidays. Participants learnt about and handled real Viking jewellery and learnt some basic skills to create their own twisted metal jewellery to take home.

The Museum had received a number of enquiries from adults wanting to attend that they arranged a Viking Jewellery Taster Workshop for Adults on Saturday 20 May. There had been no additional funding for the workshop, so a charge was set at £10 and £5 for Museums Pass holders. The workshop was sold out with another one planned at Lynn Museum in June.

The second two Breckland Youth Advisory Board (YAB) funded workshops would take place on Norfolk Day on 27 July, with a focus on historical cooking.

The Curator at the British Museum, Gareth Williams, visited the Ancient House Museum on 7 March 2023 and gave a talk about the Great Heathen Viking Army in history and archaeology. The talk was part of the Brecks Fen and River Edge funded events programme and had been the most successful talk since 2021.

**Action By**

The next Brecks Fen Edge and Rivers project exhibition celebrating River Heritage would cover the story of Thetford's 19th and 20th century Riverside Industries. Entitled 'Made by the River' it would feature the stories of making beer, malt, fertilizers, steam engines and pulp ware. Also featured would be the Thetford coffee mill and cannery.

Work continued on the development of a project to do more about the Duleep Singh family at Ancient House. In April a period of consultation had taken place to seek views about display proposals. This series of "Community Conversations" would feed into plans to update, refresh and improve visitor experience at Ancient House as it marks the 100th birthday of the museum in December 2024. The Museum team would like to explore the stories associated with the family of the founding patron, Prince Frederick Duleep Singh. The museum team is aiming to integrate the story of the Duleep Singhs more seamlessly into museum displays, share new research about the Duleep Singh family and offer an exciting activities programme alongside the new exhibits.

Ancient House offered a varied schools programme to meet the needs of local teachers. Over this period the museum had run workshops on the Stuarts, Thomas Paine, Tudors, Romans and Iceni, Monarchy and the Vikings.

Ancient House had started a new art group for adults. Members could undertake art projects under the guidance of long-term museum volunteer, Dan Morgan. Their current project was the creation of puppets and a puppet show to tell the story of Thomas Howard, Third Duke of Norfolk and his links to Thetford Priory.

Ancient House joined with 527 other museums, galleries and historic houses across the UK to take part in The Wild Escape. The Wild Escape was the largest ever collaboration between the UK's museums. Supported by Arts Council England (ACE) the project aimed to inspire children to visit museums and respond creatively to the threat to the UK's natural environment by looking for animals featured in museum collections and creating their own wildlife artworks.

Collections volunteering at the museum had re-started with the scanning and documentation of the recently acquired postcard collection. The Friends of the Museum continued to work hard to support Ancient House through fundraising and promoting the Museum in the town.

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

Members of the Committee noted the report.

**17/23 GRESSENHALL FARM & WORKHOUSE REPORT**

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

**Action By**

The Gressenhall events programme continued to run four operational models. These were reviewed at the end of each calendar year to assess visitor attendance and feedback.

The four operational models included:

- Special Event days – major events which required full event staffing and set up, including the use of the large parking fields. A premium ticket price applied for these event days to reflect the high level of activities taking place. Free admission continued to be provided to Norfolk Museums Pass holders and Friends of Gressenhall members. Special Event days this season included Open Farm Sunday – 11 June, with further event days planned with Heritage Open Day – 10 September and Apple Day – 15 October.
- Days with a Difference – smaller themed events. These required smaller staffing and utilised core parking. They were aimed at attracting audiences of 500-800 visitors and were free to Norfolk Museums Pass holders and Friends of Gressenhall members. Gressenhall hosted two Days with a Difference this spring, with a third on the May bank holiday Monday - Cracking Compost! showcasing how people could reduce what they threw away.
- Norfolk School Holiday activities – additional themed activities delivered each day of the Norfolk School holidays, with minimal increase in staffing. Free to Norfolk Museums Pass holders and Friends of Gressenhall members. The Easter holidays ran from 1-17 April and the event programme focused on Sensational Spring! An early-years accessible activity sheet that led families through the museum and down to the farm to engage with the rare breed animals. The site also trialled a 'peak of the week' approach with enhanced activities running on Tuesdays, Wednesdays, and Thursdays.
- Ticketed Events – pre-booked and pre-paid events. These events, held outside of standard opening hours or out of the main season, offer a reduced charge to Norfolk Museums Pass holders. The first ticketed event this year had been a Banner Making workshop with Rebecca Strickson on the 12 April and 11 participants had booked for this.

For Mothers' Day this year, mums had received a free treat from the Mardlers' Rest Café and visitors could discover the true stories of parents from Gressenhall's workhouse past. This event had coincided with the first weekend of the National Lottery Heritage Fund 'Thanks to you' campaign of free entry tickets with proof of purchase of a lottery ticket or scratch card, which ran from 18 to 26 March 2023.

NMS staff led tours continued this year and there would also be seasonally specific walks, talks and tours in partnership with the Environment Hub and external partners. The 'Victorian Family



**Action By**

Christmas' day at Gressenhall was scheduled for 17 December 2023.

The Gressenhall events programme continued to be communicated via social media, Art Tickets and the Gressenhall website with its new Events Calendar. Promotion of events in print had been a new leaflet produced by the communications and Marketing team as well as an advert placed in Primary Times and plans for a further advert in the Norfolk Wildlife Trust seasonal magazine. The costs of delivering and marketing the Gressenhall event programme continued to be subsidised with funding from ACE as part of the 2023-2026 NMS ACE business plan as a National Portfolio Organisation.

The current exhibition, 'From Axes to Acorns: Woodlands and how we've shaped them' would run until 29 October 2023. This exhibition explored the role of woodlands in the landscape today and looked back at how people had shaped them over thousands of years from the Mesolithic period to the modern day. It investigated how woodlands provide habitats for wildlife, support wellbeing and were powerful allies in the fight against climate change by locking away carbon from the atmosphere.

Preparations for the 2024 exhibition were underway. Due to open in March 2024 it would be a contemporary textile-art exhibition based on research into workhouse nurses at Gressenhall. This exhibition had been supported by the Friends of Gressenhall.

Online versions of previous temporary exhibitions had been created and uploaded to the Google Arts and Culture platform. These PDF files allowed online visitors to explore the objects and images at their own pace and to review areas of interest. The online tours available included:

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

In April 2023, Gressenhall Farm and Workhouse welcomed NMS Collections and Curatorial trainee, Lucy McClure who would split her week between work with Gressenhall Curator Rachel Kidd, and NMS Collections Officer, Wayne Kett based at the Norfolk collections Centre. The traineeship would conclude in March 2024.

The Suffolk Punch horses and other livestock on the farm were all doing well. The younger horses, Jack and King had now started training with the harness and long reins.

In the new Community Tree Nursery, seeds that had been collected last year were now growing well into young trees in the raised beds and the automated watering system was helping the nursery stock to flourish. The long-term aim of the nursery was to supply young trees to be planted at various sites around the county and tied in with the NCC ambition to plant a 'Million Trees for Norfolk' as well as the DEFRA 'Trees outside Woodland' scheme. Installation of the new three bay

**Action By**

pole barn had now begun with groundworks currently being completed.

NCC were continuing to work in partnership with Gressenhall's neighbouring landowners in the development and delivery of the Wendling Beck project. The project had many different themes from managing a wetland, creating an arboretum, regenerative farming practices as well as improving public access to the whole area.

Maintaining and growing a strong social media presence remained a key priority. The private Facebook group for Gressenhall staff and volunteers remained a valuable communication tool which provided a link to the museum for staff and volunteers with regular posts to keep them updated.

The Friends of Gressenhall remain very supportive and continued to explore new ways to support Gressenhall. The Friends continued to operate the Gressenhall second-hand bookshop and had created new shelving units which had meant more circulation space and book holding capacity for the Friends book stock.

Gressenhall held a Volunteer Recruitment Day on 15 June 2023, where people interested in volunteering could go and find out about the different roles, see the site and meet representatives of various volunteer teams. This was promoted at Dereham Day (13 May 2023) and would be promoted during Volunteers Week. Volunteers were also invited to attend a special volunteer private view of the 'From Axes to Acorns' exhibition in March 2023. NMS trainee, Angelica Ufano, designed and ran a tour of permanently displayed museum objects which linked to the theme of the exhibition.

The learning team continually reviewed the learning programme to ensure that what was delivered for schools continued to be engaging and accessible. Feedback from teachers suggested that this was both recognised and valued. School events would see a modest increase in charges across NMS sites from September 2023 which would be the first increase for several years.

From July 2023 some changes from the recent Norfolk County Council Strategic Review would be implemented. This included some changes to the management of NMS Learning Teams. Jan Pitman (currently Western Area Learning Manager) would become the new Learning Manager – Norwich, and Colin Stott (currently Eastern Area Learning Manager) would become the new Learning Manager - Countywide. These changes would not affect capacity at Gressenhall, where a new Learning Assistant post focused upon school delivery was being created. Transition arrangements were currently being implemented.

The learning team continued to support work of NCC colleagues. During the Easter holidays, Gressenhall had hosted visits from Dads Matters, NCC Kinship Carers and the Virtual School. Arrangements for this years' Family Fun Day for adoptive and foster families were being firmed up. The event, to be held on Saturday 1 July, would see Gressenhall transformed into Treasure Island for the day.

**Action By**

The Environmental Hub continued to move towards a core programme of activities. The Hub Team had supported students from Northgate High School, who had so far created two wildflower areas, planted seven apple trees and built raised beds for a new community tree nursery at the school. The Hub had also supported several activity days for targeted groups including Dads Matters and Virtual Schools as well as delivering a bee keeping talk with local Master Beekeeper Venetia Rist as part of Gressenhall's Blossom Day event in early May. To date the Hub had engaged with 8,235 people, predominately young people from the Breckland area.

On 11 May the Environment Hub hosted the formal launch of the Platinum Jubilee Trails by the Lord-Lieutenant of Norfolk Lady Dannatt, who was joined by a number of distinguished guests [www.norfolkliutenancy.org.uk/jubilee-trails-launch/](http://www.norfolkliutenancy.org.uk/jubilee-trails-launch/) . One of these new trails was the Wendling Way. For more information about this walking and cycling trail that connected Gressenhall to the centre of Dereham see <https://www.platinumjubileenorfolk.org/jubilee-trails/>.

The Environment Hub hosted its first ever Earth Day event during the Easter Holidays, which welcomed over 800 visitors on site. The event focused on outdoor activities, encouraging young people and families to connect with nature. Hub partners provided a wide range of activities, organisations included Norfolk Wildlife Trust, Norfolk Rivers Trust, the Norfolk and Norwich Bat Group, the Family Learning team, Norfolk horticulturalist Nik Thompson, Youtuber Liam Smith and the Northgate High Orchard Committee.

Dr Robin Hanley, Assistant Head of Museums (Head of Service Delivery), gave an update on the 'Kick the Dust Norfolk' project. The project had been initially funded through the National Lottery Heritage Fund (NLHF) and had been delivered in partnership with a range of organisations including YMCA Norfolk. The project continued to engage with young people aged 11 to 25.

This was the final report for the project and highlighted the work of the Kick the dust Team in terms of how it had adapted its approach to accommodate activity since the start of the project in October 2018 through to completion at the end of March 2023 and had worked with over four and a half thousand individual young people.

Kick the Dust had been set up as a three-stage journey, with young people developing transferable work-related skills and gaining experiences that they would struggle to find elsewhere, to support them in securing employment.

The project had seen young people move through the programme, gaining confidence to take on volunteering roles within NMS and others securing their first job through the Government's Kick Start 6-month placement programme. Three young people had taken up positions within NMS Front of House teams, eight young people had progressed onto the Teaching Museum and Kick the Dust bursary traineeship programme, four of the last cohort of trainees had secured permanent employment in the sector, and one with NMS. Two young

**Action By**

people had progressed onto Teacher Training and nine young people had taken on Young Ambassador roles, one of who had recently secured a position with Norfolk and Norwich Festival. Others had stated that their involvement had helped them make choices around subjects and options at school and college.

Strong partnerships had been developed throughout the project which would support future growth and solidify the way NMS approached youth engagement going forward.

Although the Kick the Dust project ended in March 2023, NMS would maintain the Kick the Dust: Norfolk brand as the vehicle for ongoing youth engagement programmes. NMS had secured 3 years of funding from 2023 to 2026 to support Kick the Dust activity through ACE National Portfolio Organisation uplift funding. Additional funding had also been secured in 2023 to 2024 from NCC Public Health to support Kick the Dust activity focussed on young people's mental health and wellbeing. There had also been a new funding bid to the NLHF to further support the project going forward.

Lead Project Manager Greenways and Active Travel, Matt Hayward, gave a presentation on 'Gressenhall Access to Nature & Wendling Way Overview' which gave an update on the project so far.

The Wendling Beck Environment Project (WBEP) was a pioneering habitat creation, nature recovery and regenerative farming project. The Wendling Beck was a tributary of the chalk-fed River Wensum and connected land around Gressenhall and neighbouring landowner contributions. The project would restore river quality and adopt regenerative farming practices. It would provide a unique landscape, enable wider access, education and learning opportunities and deliver improvements in biodiversity, water, soil and air.

A bird hide over Dillington Carr SSSI was planned, along with accessible boardwalk and bridges and construction of the 3 bay pole barn had begun.

A 3-mile trail linking Dereham town centre to the Gressenhall Environment Hub for visitors on foot and bike had been improved and signposted passing through the developing Wendling Beck Environment Project, opening up this section to a wider range of trail users. This trail was also part of the wider Gressenhall Access to Nature project, which aimed to increase footfall to Gressenhall Museum, its Environment Hub, and the soon to be developed accessible, dementia-friendly paths in and around Union Farm. Landowners had granted permissive cycling access. This was phase one of the route with further developments planned with local landowners' permission to open up more area for access. The route linked Dereham to the rest of Norfolk via the wider network of Norfolk Trails.

After the presentation, Matt Hayward led Members on a walk around the start of the Jubilee Trail to the point where the wider access to the proposed wetlands would be.

**Action By**

Members of the Committee noted the report.

**18/23 NEXT MEETING**

The arrangements for the next meeting to be held on Monday, 11 September 2023 in The Beech Room, Gressenhall Farm & Workhouse Museum, Fakenham Road, Gressenhall, NR20 4DR, were noted.

The meeting closed at 11.40 am

CHAIRMAN



# Great Yarmouth Area Museums Working Group

## Minutes

Wednesday, 22 March 2023 at 10:00

Councillor Freeman (in the Chair), Councillor Lawn, Councillor Robinson-Payne

Also in attendance at the above meeting were:

Simon Best (Head of Inward Investment), Andrew Smith, Dr Robin Hanley, Colin Stott, Jo Jones (Norfolk Museums Service), Andrea Krout (Democratic Services Officer)

### **01 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Bird and Councillor Jeal.

### **02 DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

### **03 MINUTES**

The Minutes of the meeting held on 20 July 2022 were confirmed.

## **04 MATTERS ARISING**

There were no matters arising from the Minutes of the meeting held on 20 July 2022.

## **05 MINUTES**

The minutes of the meeting held on 1 December 2022 were confirmed.

## **06 MATTERS ARISING**

There were no matters arising from the above minutes.

## **07 GREAT YARMOUTH AREA MUSEUMS COMMITTEE REPORT**

The Working Group received and considered the report which was jointly presented by Andrew Smith, Robin Hanley and Colin Stott, the contents of the report are reproduced as follows:

Great Yarmouth Museums briefing for period: October 2022 to February 2023

### **1. COVID-19 Service update**

#### **1.1 Infection control procedures**

A number of the COVID-secure systems and procedures implemented across Norfolk Museums Service (NMS) sites during the pandemic remain in place, with a focus on keeping staff and visitors safe through minimising any risk of transmission. Sites continue to provide hand sanitiser stations and directional signage. The wearing of face coverings remains optional and visitors are requested to follow “respectful distancing”. The pre-booking of tickets is no longer a requirement but remains an option. Site capacity limits have largely reverted to pre-pandemic levels.

In terms of the COVID-19 procedures and systems that remain in place across NMS sites, the priorities remain:

- Ventilation – maintaining existing ventilation arrangements to maximise fresh air flow including supplementary air purifiers at relevant sites
- Cleaning regimes – maintaining enhanced cleaning arrangements
- Hand sanitisation – maintaining existing sanitiser stations and encourage regular hand sanitisation/hand washing. Additional hand sanitiser stations are being introduced where required (e.g. near reactivated interactives)

To facilitate increased levels of use of museum spaces by visitors, staff and volunteers, CO2 monitors provided through Norfolk County Council have been introduced into a number of rooms and spaces across NMS where there is more limited natural/mechanical ventilation. At Time and Tide these spaces are the 1920's Row, Temporary Exhibition Gallery (an air purifier also in use due to no natural or mechanical ventilation available), Education Room, Education Office, Duty Managers Office, Blackfriars Meeting Room, Collections Archive, Exhibitions Office and War Years Gallery.

These CO2 detectors can be monitored locally by staff using these spaces and they also link into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and trends. The use of CO2 monitors in spaces such as the Education Office at Time and Tide Museum has enabled a number of spaces to be brought back into use by staff and volunteers and increased capacity for schools and other visitors.

Digital resources developed by staff during the pandemic continue to be used to support a hybrid offer e.g. enhanced digital schools resources.

In line with NCC practice at office hubs, NMS has also implemented NCC Smarter Working principles across teams, which identify patterns of home and office-based working on a team and individual staff member level.

Volunteering has recommenced across all NMS sites. All volunteer teams are now operational at Time and Tide Museum.

## **2. Exhibitions at Time and Tide**

### **2.1 Retro Games (16 July 2022 to 8 May 2023)**

The Retro Games exhibition will remain on display in the museum until early May. The show has been extended by a month to cover the newly announced Coronation Bank Holiday weekend. This exhibition is a creative collaboration between young people involved in the NMS Kick the Dust youth engagement programme – funded by The National Lottery Heritage Fund (NLHF) and local gaming collectors and historians. Local collaborators included East Norfolk Sixth Form level 4 games design students, East Coast College media studies students and the youth engagement groups held at the museum including the Young Consultants and Make Yarmouth.

Gaming has been a feature of our lives for over forty years – Retro Games charts the rise of computer gaming from the seventies through the boom of the eighties to the present day. Starting with the early days of games arcades in the 1970s, just like those found on the seafront of Great Yarmouth, the show moves through the decades of gaming development taking in the consoles and characters which have become household names. Co-curated by the Kick the Dust youth groups in the East, who originally suggested the idea of a retro style games exhibition, along with the museum teams and private lenders, this exhibition focuses on the main decades of home gaming covering the 1970's – 2010.

Visitors see key pieces of vintage hardware set in retro room interiors, including the chance to play games using vintage and contemporary technology to create an immersive experience. The largest section details the 1970's and the 1980's, with vintage room sets installed in the galleries. The large display case in the main exhibition room has been turned into a Mario style platformer game backdrop with vintage consoles and games sitting within the display. The exhibition marketing package has been updated to a more wintery feel with pixel art crabs in the style of a space invaders type game.

The exhibition continues to be used by the museum youth engagement groups and is attracting a wide audience of visitors, from those who wish to reminisce about their old consoles, to parents bringing their children in to show them what gaming was like in the 80s and 90s. As well as positive feedback from the young people involved in the creation of the show, feedback and reviews of the exhibition and the museum in general on TripAdvisor and Google reviews continues to be very positive.



## **2.2 Forthcoming Exhibitions**

### **Bare Bones (27 May to 2 October 2023)**

A touring exhibition from the Blue Tokay group, supplemented by skeletal material from the NMS Natural History Collections, this exhibition explores the often unseen anatomy of animals through stunning displays of real, articulated, animal bones. Skeletons of animals have fascinated people in their form and function, but also with their aesthetic qualities. Variations of the basic body plan all animals have, help us to determine what the owner of the skeleton actually did in life. Where it lived, what lifestyle and behaviours it showed and what food it ate. They also tell us how the animal moved around, how it gave birth and how old it was. The skeleton shows us how it is related to other animal groups and how one species may have evolved through time.

This exhibition highlights these subjects and allows people to have an insight into what makes animals function anatomically, but also points out the similarities between species. The display is dynamic and artistic with an aim to inspire and show the beauty and intricacies of the skeletal form.

The exhibition has relevant curriculum links in science and biology subjects for KS1, 2 and 3. It is also supported by worksheets or workbooks that discuss evolution, taxonomy, classification, skeletal anatomy, and biology.

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

We are celebrating the Third River Crossing opening in the town with an in-house curated art-based exhibition focusing on the history of bridges, both in Great Yarmouth and nationally. This show will feature the significant JMW Turner artwork Walton Bridges which was saved for the nation by NMS in 2019 and is the only oil painting by Turner in public ownership in the East of England. This painting was acquired with the generous support of the National Lottery Heritage Fund, the Art Fund and a private donor. Curators are currently working with national art galleries to secure significant loans to accompany the exhibition.

The history of the Haven Bridge, Breydon Bridge and those bridges no longer existing in the town will be told. The museum has also been speaking with the community engagement team at the Third Crossing construction contractor BAM Farrans to ensure the newest bridge, now named Herring Bridge, is well represented in the exhibition.

A section of the exhibition will be dedicated to the science behind bridge construction and design, to encourage our younger visitors to consider a career within STEM subjects and the construction sector. We are planning on having an interactive bridge construction section featuring LEGO and K-Nex as well as foam blocks to allow people to design their own bridges or recreate those featured in the show.

The recent discovery of the unexploded bomb during construction has also added a new slant to the exhibition, with the museum holding similar bombs within the collection. These decommissioned bombs proved useful for supporting local and national media outlets with historical information during

the coverage of the controlled detonation.

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

Every dinosaur you have ever seen, on film, TV, in books or exhibitions has, at least in part, been a work of the imagination. Since the first dinosaurs were identified there has been a desire to put flesh on the bones and a glint in the eye of these amazing animals.

This exhibition looks at the long history of our relationship with dinosaurs, from ancient legends of mythical winged beasts in the deserts of central Asia, to the creatures brought to life in Jurassic Park. Visitors will learn about the animals that were around at the time of the dinosaurs and are still with us today and find out about the passion and dedication of the fossil hunters with this new show.

This family friendly exhibition has originated from Hampshire Cultural Trust but will be supplemented with prehistoric pieces from the NMS Natural History collections and also significant loans from within East Anglia courtesy of the Sedgwick Museum of Earth Sciences at the University of Cambridge. These additions create a truly unique exhibition of real dinosaur fossils and brings to life the history of our portrayal of these amazing creatures.

#### **2.3 Community Displays and Exhibitions**

The community displays have largely focused on public consultation work surrounding the proposed museum redevelopment project and the potential covering of the courtyard. The local Young Archaeologist Club created an additional display showing their most recent finds from digs undertaken over the summer, with young people writing their own labels for the objects they have discovered.

### **3. Events**

#### **3.1 October 2022 Half Term Events**

- Retro, Reminisce Replay! brought Reminiscence East into the museum with copious amounts of retro memorabilia, encouraging people young and old to engage with the objects and share their own stories. A local artist also led a drop-in stamp making workshop inspired by retro games.

- The annual Herring Day event gave visitors the chance to meet a fisher girl, demonstrating the technique and skill of gutting herring as they would have done in Time and Tide when it was still a curing works. Vintage fairground games were also on offer and another stamp workshop using herring motifs.

- Elizabethan House and Tolhouse Gaol hosted a joint event day, with a discounted entry ticket available to visit both sites. Visitors to the Crime and Punishment! event at Elizabethan House discovered the tools of punishment from the perspective of both a goaler and a prisoner; some even got to test out the stocks. (Not so) Terrific Tudors! at the Tolhouse carried on the theme of gruesome instruments with a barber surgeon demonstrating their medical tools to crowds of visitors. A Tudor chef also displayed and discussed some of the more unusual elements of a Tudor feast.

#### **3.2 Christmas Holiday Events**

Christmas holiday events at Time and Tide focused on a polar theme inspired by the skis in the collection from Captain Scott's first expedition to the Antarctic. The skis are not usually available for public viewing but were highlighted for these events.

As well as the skis being on display, Inuit snowshoes were also available to view, with the aim of highlighting indigenous experiences of polar exploration.

- Polar Explore activities were available every day of the holidays, which 507 visitors enjoyed across the festive holiday period. People had the chance to dance with the northern lights in a colourful, light-filled dance activity; craft their own finger skis; play in a polar camp and rescue a penguin from the wrong pole in a popular trail.

- Polar Night on Friday 16 December, opened the museum gates for a special free admission night aimed at reaching a more local audience. Despite the icy weather, 132 people came along and enjoyed all of the polar explore activities. They also interacted with a polar explorer character (who was a crewmember on the expedition of Samuel Cresswell, an explorer from King's Lynn) as well as some warming festive carolling and hot drinks.

- Whilst usually closed to the public during winter, Elizabethan House was open for a special Victorian Festivities event in December. The team welcomed 53 people across two days to experience the house decked in festive Victorian decorations, enjoy a complimentary mulled wine and learn how to decorate a minced pie with a cook in the kitchen.

The East Coast College work experience group got involved in marketing Great Yarmouth Museums events online and the young people explored events marketing on social media by creating their own tweets for these Christmas events

### **3.3 Winter Talks**

The new year started with the return of a Winter Talks programme at Time and Tide museum and this was also available for streaming online for the first time. Held on alternate Fridays, the talks have been popular with a regular audience and seen strengthening attendance as the series progresses. The talks included:

- 6 January - Elizabethan House: A New Perspective by Stuart Burgess
- 20 January – 1953 Floods with local fisherman Kenneth Chaney and Andrew Fakes. This talk commemorated the 70-year anniversary of the floods
- 3 February – The Heritage Action Zone Project in Great Yarmouth by Katy Kingston from Out There Arts
- 17 February – Everything 70's by Angela Bishop
- 3 March – The Secret Sounds of Time and Tide by Jonathan Draper from The Norfolk Record Office
- 17 March – Bones, Bones, Bones with Julie Curl

### **3.4 February Half Term 2023 Events**

- Love Your Clothes! a retro patch making workshop was held with local sustainable fashion group We Wear The Trousers hosting. Participants engaged well with the activity, typically staying for an hour or more, with one visitor saying it had "changed [her] whole outlook on the day".

- Retro Champions proved popular and was attended by 185 people. Norwich Retro Gamers brought extra consoles and led a day of gaming competitions and tournaments. Families and friends enjoyed playing together, even a reluctant grandad or two took part, and feedback included:

- "A great day thank you. Kids and my dad loved it.";

“The kids and I had a really great day. Thanks for all the gaming fun.”  
Due to the popularity of the event, the gamers will be back in the Easter holidays with more challenges and inter-generational gaming fun.

- The Everything 70's extra Friday talk in holiday time allowed people who are unable to join the usual weekday sessions to attend. - A Glow Up: Retro Makeup! workshop was developed jointly with our Kick the Dust group. Young people from the YMCA designed the workshop which explored historic makeup and how to recreate the looks. It was greatly enjoyed by the families attending, particularly the chance to take Polaroid pictures and bring them home.

Self-led trails, craft and games design activities were available every day during the February half term and we welcomed 693 visitors. From a simple sticker feedback sheet of what visitors enjoyed, from 124 responses the results were:

23% said 'I tried something new'  
59% said 'I had fun'  
18% said 'I was creative'

#### **4. Other Museum Projects and Developments**

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

The Changing Tides - Shaping Our Great Yarmouth project is moving forwards and the Time and Tide team are aiming to submit the next stage in the application process - a full National Lottery Heritage Fund Grants for Heritage round one bid in summer 2023. This project will create spaces for engaging audiences and a sustainable future for our museum. Time and Tide Museum was built upon the foundation of community engagement and the redevelopment will uphold those values by continuing to embed co-production into the collections, displays, engagement programmes and exhibitions. We will also be developing our partnership with the National Maritime Museum (Royal Museums Greenwich).

The funding request is likely to be for a total of £3.95 million. We will develop new approaches to using digital interpretation in the museum, reflecting the advances in digital technology and social media since the museum opened in 2004. Many of the galleries, especially those on the first floor, will be redisplayed in new and engaging ways giving us the opportunity to showcase different collections and maritime themes.

We are starting to undertake a feasibility study and gaining costs for adapting and glazing the courtyard space to accommodate increasing demand from visitors, schools, events and other community groups. Much of the key planning for the project is happening behind the scenes; with architects visits and planning sessions going somewhat unnoticed by visitors to the museum.

However, as part of the application process, we are now starting to conduct consultation sessions with various audiences throughout the museum and the wider community. We are engaging with visitors to discuss the plans through a variety of free bookable tours, digitally accessible questionnaires and a newly installed consultation space in the Red Herring Gallery on site. The consultation space features a scale model of the proposed roofing solution, with a video presentation of the project made in conjunction with media

students at East Norfolk Sixth Form College, as well as with a large space on the wall for 10 visitors to add their ideas and feedback. Much of the feedback so far has been encouraging, with visitors keen to see a covered space for various events and activities –

‘I would love to see more live craft demos and local history re-enactments’

‘Immersive historical theatre and learning events’

‘Bigger eating area, interactive touch screen displays, having QR codes which link to different museums/ iPads that the children can take round with them to give them more information’

We are also engaging with sections of the community that do not currently visit, or have no visibility of the museum, at community spaces throughout the borough, with the aim of discussing the project and how we can make our spaces more inclusive. It is becoming clear from the postcode collection data that very few of our visitors are from the areas directly surrounding the museum. During Half Term (11 - 19 February 2023) we collected 143 postcodes from 673 visitors. However, only two of those visitor groups were from the Nelson Ward itself. We are hoping the project will help address this and we encourage more local visitors. The digital feedback questionnaire can be found here: <https://forms.office.com/e/q5WrhDrvNQ>

## **4.2 Collections Management**

As part of the ongoing research into and care of our collections, we are pleased to welcome volunteers back to all of our museum sites in Great Yarmouth. Our volunteers bring a breadth of knowledge and passion for our collections and the buildings in which they are housed which has been greatly missed throughout the uncertainty of the pandemic.

We have had volunteers delivering collection handling sessions during the school holidays at Time and Tide Museum, guided tours of Elizabethan House highlighting the varied collections it houses and most crucially assisting with documentation in our archives and stores. Peter and Faye, two of our longest serving volunteers, have recommenced cataloguing and digitising the World War II Bomb Damage records from the Great Yarmouth Borough Council records.

The collection consists of 14,401 hand written index cards in a large set of wooden drawers; one for each property within the Borough. Each card details ownership and occupation, rateable value, the damage sustained to the property during the War years and the subsequent work to either repair, or sadly demolish the buildings. A total of 232 properties were totally destroyed during the War, with a further 1,739 properties so badly damaged that they were subsequently demolished. Surprisingly, 1,357 properties had damage to windows only. We are looking forward to welcoming more of our regular volunteers back into the Archive over the coming months.

## **5. Learning**

### **5.1 Schools**

So far this financial year the total school visits for Great Yarmouth Museums (April 22 – February 2023) is 7,465 pupil visits. In addition, 4,494 students have used digital resources to support their museum visits.

We have enjoyed a buoyant period with schools, where pupil visiting numbers have returned to pre Covid levels. Teachers have been keen to bring pupils to the local museums and engage in heritage based learning. Some schools

have found transport costs a barrier as the rising cost of living has impacted negatively on parents who struggle to contribute to fund school trips. With our support we have found ways to ensure that those wanting to visit have been able to do so.

We have been able to embed and perfect our new learning event, Polar Explorers into our offer which is now attracting good interest from schools. We are currently working on a further new session Tolhouse Trials, which explores the Great Yarmouth witch trials led by Matthew Hopkins. This event will be piloted in March with a local high school.

At Christmas we enjoyed festive fun at a wonderfully decorated Elizabethan House, where local primary schools came to visit Mrs Palmer, lady of the house, and help her to prepare for the season. The event was part of the Arts Council England Let's Enjoy, CEP project and was free to schools to attend. Feedback was very positive from teachers and pupils alike.

"Thank you to your wonderful staff who made the day really enjoyable for the children. They really enjoyed all of the activities and were all engaged and included." Northgate Primary School.

"It was a local trip and many of the children walk past the house daily. They were able to find out about their local heritage. This directly relates to the National Curriculum but also their cultural knowledge of their area. We emphasised how the building and the history of the building is a part of their history" St Nicholas Priory School.

Following on from a local teacher consultation event, we look forward to developing our partnership with The Winter Gardens project. This month pupils from two local schools will be working with us to find out more about this historic Great Yarmouth landmark and to share their ideas for the future. Local children will be creating artworks inspired by the Winter Gardens to display on the hoardings that will surround the building during renovation works.

This next term we will consult with teachers on the Time & Tide Museum redevelopment plans. A teachers CPD event will be held at the museum and we have Kate Argyle from Historic England joining us to highlight how teachers can help to reshape the museum in ways that meet the needs of schools and their students. The project will also enable us to extend our partnership with Royal Museums Greenwich, which started with the Stories from the Sea schools project in 2012. We are currently discussing how we can work together on the development project with scope for collections loans, shared expertise and joint schools, youth, and community engagement projects. We are very pleased to announce that the Stories from the Sea project will receive further funding in 2023-4 from the Department for Education and Arts Council England.

Our strong schools offer has attracted interest from other museums including Hull Museums who have recently contacted us to seek support to review and enhance their learning offer. We hope that working with them may enable shared resources to enhance what we do in Great Yarmouth.

## **5.2 Youth Engagement**

### **Time and Tide redevelopment consultation**

We've been talking to a wide range of young people about our proposals for the Time and Tide Museum redevelopment. Staff hosted a whole day consultation workshop with Level 4 students from East Norfolk Sixth Form, a site visit with 13 Foundation Learners from East Coast College and creative

sessions with our own National Saturday Club and Make Yarmouth groups. Participants have helped to inform and identify potential events and uses for a new covered courtyard space and given us feedback about proposed gallery changes. They have discussed access requirements for people with SEND and complex needs, environmental improvements and artistic interventions in the re-imagined space.

#### **Public consultation in Red Herring Gallery.**

Additionally, we are putting together a public consultation display in our Red Herring Gallery for visitors to have their say about the redevelopment proposals. To this end, Level 4 Creative Enterprise students from East Norfolk Sixth Form have made a presentation film and BA architecture graduate Eva Hall has produced a 1:50 scale model of our courtyard complete with prospective glass roof.

#### **Winter Gardens consultation workshops**

Staff have been consulting with colleges and youth groups as part of the NLHF Development stage of the Winter Gardens project. Almost 100 young people aged 13 - 25 have engaged with consultation so far. Working alongside the Winter Gardens Partnership & Engagement Coordinator we have been speaking with students at Green Week events at East Norfolk Sixth Form and delivering site visits and group workshops with YMCA (Great Yarmouth and Norwich), Norfolk Museums Kick the Dust project groups, East Coast College and Charter Academy. Charter Academy (Year 10 GSCE photography) students were mentored by local professional photographer Debby Besford, who was herself a competitive skater 14 at the Winter Gardens. In 2022 she exhibited a documentary project called The Art of Roller-skating focused on female champion artistic skaters.

Additionally, we supported an extended 'live brief' project with visual arts students at East Coast College which used their Winter Gardens visit as inspiration and was followed up by an architecture workshop with tutors from the BA Architecture course at Norwich University of the Arts.

#### **Let's Enjoy Young Comms team**

A team of eight Level 4 Creative Enterprise students from East Norfolk Sixth Form have been covering events for the Enjoy CEP Let's Enjoy project. They have been attending events hosted by a range of local cultural organisations, Original Projects, Out There Arts, Freshly Greated, St Georges Theatre and Great Yarmouth library as well as sessions delivered by freelance creative practitioners in local primary schools. They have been practicing their skills in film, photography, reporting, marketing, social media and sound recording under the guidance of professional mentors.

#### **Young Consultants**

Our monthly workshop for ages 16-25 invites local young people to inform the day-to-day operations and long-term development of our museums. For our first session of 2023, existing and new members investigated the environmental credentials of the Time & Tide Museum to inform the major redevelopment proposals.

#### **UEA Drama project - 1953 Floods**

Second Year Drama students from the University of East Anglia have embarked upon a project to devise and deliver a creative outcome for an audience, inspired by the 70th anniversary of the 1953 floods. They have engaged with museum staff, collections and archive material for research and have also agreed to make some oral

history recordings with local historian Andrew Fakes and local people who remember the floods.

## **YMCA**

Our Kick the Dust Project Worker has continued to work with young people aged 19-25 at the Great Yarmouth YMCA. We have continued to create an engaging programme of positive activities for young adults who struggle with their mental health and wellbeing which are held every Wednesday throughout the year. During the Winter Term, the clients completed a project researching the Ancient Egyptians. During this project, they practiced Egyptian calligraphy, made their own Egyptian snacks, made replicas of popular Ancient Egyptian board games, and created their own Egyptian jewellery. The clients also developed their knowledge of how the Ancient Egyptians were depicted through Western art by visiting the Visions of Egypt exhibition at the Sainsbury Centre for Visual Arts in Norwich.

This term, the YMCA clients have been involved in the consultation for the redevelopment of the Winter Gardens in Great Yarmouth. The Great Yarmouth YMCA and the Norwich YMCA were invited for a hard-hat tour of the Winter Gardens, led by Rachel Daniel (the Winter Gardens partnership and engagement co-ordinator) and Tricia Hall (youth engagement officer at Time and Tide Museum). During the consultation, the group were asked to provide their ideas on the future of events at the Winter Gardens for both the community and young people. Having enjoyed this session so much, the YMCA Great Yarmouth group are now a key group in the consultations surrounding the Time and Tide redevelopment and will be working with Tricia Hall this month.

The clients also helped to design the KTD 'Glow Up' event at Time and Tide Museum during the February half-term. They created a zine of historical cosmetic looks from the Egyptians to the 1960s and provided information on each look and useful make-up tips for each period. These were given to customers to take home with them on the day.

Going forward, the clients are preparing for their involvement with the Kick the Dust Celebration event. Mathew, the former pre-trainee at Time and Tide Museum, will be presenting a talk about his experience as a pre-trainee and five other participants will be presenting a display to showcase the 32 projects they have completed so far.

### **Make Yarmouth**

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

Over the Christmas period, Make Yarmouth participants engaged in creative Christmas-themed art activities inspired by objects in our Elizabethan and Victorian collections within the Great Yarmouth museums. The participants created pinprick cards and lanterns, gilded walnuts and visited Elizabethan House Museum to create their own pomanders.

This term, Make Yarmouth have been exploring the History of Animation. This project has been informed by the collections at Time and Tide Museum and Gressenhall Farm and Workhouse, as well as stop-frame animation films and



TV shows such as Wallace and Gromit and Morph. During the project, participants have made their own Phenakistoscopes, Magic Lantern projectors and slides, armatures, and plasticine characters. They will be finishing off the project by making stop-frame animation 'Kick the Dust'idents with Matthew Harrison, a local artist.

### **Paston College**

In November, students from Paston College were presented with the Education and Community Norfolk Arts Award for their Deep History Coast film. Following the success of this film, Kick the Dust has agreed to fund a second film with students at Paston College. This time, the students are exploring sustainability and the history of trade on the Norfolk Broads.

The film follows the journey of a sailor named Henry who restores endangered historic boats that were once prevalent on Norfolk's Sea and rivers - smack, crab and wherry boats. Inspired by the trade of the Hanseatic League, Henry's mission is to recreate the trading journeys of these times in a traditional Smack boat taking goods from the Norfolk coast to Norwich City Centre.

The recreation of the medieval journey raises questions about the modern world and our future in the face of a global warming crisis: how do we supply goods in a greener way and encourage others to consider our modes of transport and supply lines? The students will be working with experts in climate change and sustainability research at the UEA in the next month to find this out.

### **Let's Enjoy**

We are continuing to lead the Enjoy Cultural Education Partnership which connects schools, colleges, heritage and cultural organisations to provide high quality creative activities for children and young people. The main focus currently is the Arts Council England funded Let's Enjoy project led by St Nicholas Priory School, with additional funding from St Georges Primary School, Norfolk & Norwich Festival and Dance East.

So far we have delivered 22 workshops; 8 Christmas past workshops, 4 3D art workshops and 10 visual arts workshops. We have worked with nine primary schools (18 different classes); six of which have not previously engaged with Enjoy activity.

We have recruited and trained a group of students from East Norfolk Sixth Form College for a Young Comms team to film and photograph events and interview participants for project evaluation and advocacy.

We have also worked with emerging artists who are gaining experience of workshop delivery by working alongside experienced creative workshop leaders. One of the emerging artists who worked on the visual arts sessions has gone from being a support artist to leading their own session. This artist also suggested an adaption to the session that saw more participation from children, in particular from those pupils for whom English is a second language.

Feedback & quotes:

"I came away with a confidence in working with younger kids, and it helped me to gauge what kind of age group I'd really like to work with in relation to my participatory practice". Emerging Artist

"Loved it!!! To see the children so engaged was amazing". Teacher – Cobholm Primary

“I [was] really amazed today because I built a house.” Student who attended 3D art workshop

### **Stitchers**

Our talented team of costume makers have been busy making costumes for the school events linked to the HMS Gloucester shipwreck exhibition at Norwich Castle. They have also turned their hands to making fabric food for people to throw at a ‘prisoner’ in the stocks at an upcoming Tolhouse Gaol event.

### **Work Experience with East Coast College**

Eleven students aged 16-24 on the Progression to Employment course at East Coast College, led by Ryan Pickering, have successfully completed an Eastern Area work experience programme, spanning museum jobs roles across all museum sites in the area.

Students met Events Officer Gaby Copeman and offered support to a Polar Explorers winter event with a creative feedback activity and social media content, as well as welcoming visitors at reception, building skills in customer service. They also helped with a museum deep clean at the Tolhouse Gaol. Students on the course experience complex learning needs and made great progress in confidence during the programme, which will be repeated in autumn 2023.

### **National Saturday Club**

Eighteen Great Yarmouth-based young people aged 13-16 have enjoyed two distinct programmes of NSC art & design in this period. This is a club which continues to deliver ambitious and collaborative creative projects co-created by its members. The autumn term, from October to December, spanned a total of 24 hours of direct delivery and investigated kinetic artworks alongside key partners Vattenfall, who are building the country’s largest windfarm, Norfolk Vanguard.

The creative outcome was a fleet of hand-made kites, each decorated with a self-portrait, which will be displayed in Somerset House in London this summer for the NSC Summer Exhibition. This term club members are working with East Norfolk Sixth Form College to create a short film documenting and responding to the Great Floods of 1953. The film will feature stop-motion animation, special effects, hand-painted costumes and oral histories – it will premiere at East Norfolk College’s cinema facility in Easter for friends and family.

### **5.3 Kick the Dust: Norfolk – countywide project update**

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) delivered in partnership with a range of organisations including YMCA Norfolk, continues to engage with young people aged 11-25. The project provides a structured progression pathway for young people: Player-Shaper-Leader. The team continues to deliver a blended approach with three quarters of sessions being delivered face-to-face and online engagement for those groups where this has been the most effective in gaining a valuable insight into the workplace. This is the case for our online work experience programme which removes access barriers for those wishing to engage in this acclaimed programme but where travel would be a barrier. This report compares our data with that of the other 12 national Kick the Dust projects through the Renaisi data produced for the National Lottery Heritage Fund from Oct 2020 to September 2021. This will be updated in March 2023.

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

From the start of lockdown to the 1 March 2023 there were a total of 7,354 interventions, involving 2,632 individual young people taking part in 3,714 hours of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered 857 face to face sessions (78% of all delivery) with young people across the county, out of a total of 1,099 sessions delivered between March 2020 and 1 March 2023. This equates to 78% of all activity now being delivered face to face. This blended approach offers a more diverse range of opportunities for young people to engage in heritage.

Total numbers from October 2018 are 13,425 interventions, involving 4,354 individual young people taking part in 6,846 hours of quality activity, taking us beyond the initial target of 8000 interventions. As more young people take the lead in projects this is shifting the percentage of activity at each of the 4 levels. As we move to the end of the current project, we are no longer delivering at Pre-Player level showing that the YMCA young people are more confident and taking part in longer term projects as they engage on our sites.

- 25% of all activity was at Player level
- 40% at Shaper level
- 35% at Leader level.
- 86% of all activity in January involved young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.

Breakdown of activity taking place in each area since October 2018:

- 47.5% (1421 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),
  - 27% (817 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)
  - 25% (748 opportunities) in Norwich
  - 316 volunteering opportunities have been provided to 172 individual young people.
- We continue to develop and deliver an online training offer for all staff and 20 volunteers who support youth engagement in NMS. In total 384 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. In addition, 45 young volunteers have taken part in training. Kick the Dust has supported 7 young people on its bursary traineeship programme, the last cohort finishing in May 22, all of whom have secured permanent employment within the heritage sector. A further 6 young people have completed the pre-traineeship programme. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme. Our 7 Young Ambassadors support Institutional Change within NMS and are on the strategic Youth Board and Project Board. Staff from our Front of House (FOH) and Visitor Services teams continue to engage in training such as mentoring and coaching and creating autism friendly spaces which forms part of the training offer to support the new pre-traineeship pilot programme for YMCA clients and other vulnerable groups. The Supervisor at Norwich Castle stated, 'It's been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team'.

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and the Youth Board have been working with

Public Health and the Audience Agency to incorporate the framework to measure mental wellbeing into the new evaluation tool to be in place for April 2023. Data from the young people's feedback forms shows that 25% of young people up to 1st March 2023 identified as having a mental health issue. As we have more FOH staff taking part in training to gain confidence in working with young people facing more complex barriers to engagement these Teams are offering opportunities to young people to gain further experience. The team at the Museum of Norwich and Time and Tide Museum supported 3 YMCA clients onto the pre-traineeship programme and Stories of Lynn took on a young person with complex learning needs to support the Learning and Engagement Officer. The second cohort started in January at Norwich Castle and the Museum of Norwich and a further young person with complex needs at Stories of Lynn. Feedback from the 3 trainees has been extremely positive with comments such as: 'This traineeship has given structure to other areas of my life. I now have a routine which will help me achieve other things in my life. Having structure has had a massive positive impact on my mental health' (Trainee Norwich YMCA) 'Being in a working environment and watching staff work has made it easier for me to interact with people and school children. Having to manage my bursary payments has also helped me with finances and I am finding that easier now'. (Trainee Great Yarmouth YMCA). 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 to this through our Kick the Dust offer. The focus is on mental health and wellbeing and now has representation from the NCC Public Health team.

#### Breakdown of respondents

We continue to work with a higher number of older young people as we work with YMCA clients and those from the University of East Anglia and Norwich University of the Arts who are aged 17-25 years of age (54%). Whilst the number of young people aged 11-16 42(%) years is lower than the older age groups, this allows these young people to progress through the programme. The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2021. Across all 12 Kick the Dust projects, the largest proportion of participants were from the 17-19 category (24%), while the largest proportion in Years 2 and 3 of the project came from the 14-16 category (32%). Approximately half of participants (49%) were aged 11-16 in Years 2 and 3, compared to 32% in this final year. The reasons cited by Renaisi for this change is that young people are engaging in deeper levels of engagement than in previous years which in turn could explain why participants are from the older age groups. Whilst this is the case for Kick the Dust Norfolk, we are providing a range of Shaper and Leader opportunities for young people across all age groups participating although the older age groups tend to be engaged at Leader level.

- 7% aged 11-13 years (15%)
- 12% aged 14-16 years (17%)
- 29% aged 17-19 years (24%)

- 29% aged 20-22 years (22%)
- 22% aged 23-25 years (23%)

Data is collected around ethnicity through the Young People's Feedback form (should they choose to answer this question) and is based on the descriptions used by the NLHF: (Renaissi data is shown in brackets)

Breakdown of ethnicity:

- Asian – 3% (5%)
- Black - 1.5% (7%)
- Arab – 0.2% (1%)
- Irish traveller – 0.5% (1%)
- Mixed ethnic – 4% (5%)
- White – 91% (70%)

Those who chose to respond to the question on whether they had a physical or mental disability which can be a barrier to engagement is as follows:

- Disabled – 22% (9% in Renaissi data)
- Non-disabled – 28%
- Preferred not to answer – 48%

A large number chose not to answer this question but a further 7% of young people added that additional barriers to their engagement included transport and finances.

How young people are finding out about Kick the Dust has changed since the beginning of the project with 16% coming to us through social media posts and the new Kick the Dust web pages, 10% through flyers and posters, 19% through friends or a family member and 12% from having taken part in a previous Kick the Dust activity. Strong partnerships with Children's Services and other cultural and youth organisations accounts for 43% of young people being signposted to Kick the Dust.

Target audiences: (some young people fall into more than one category) as of 1/3/2023

- FE/HE – 33%
- YMCA clients – 35%
- Secondary schools – 22%
- Young people with mental health issues – 25%
- SEND – 12% • Outside of mainstream education – 9%
- NEET – 9% • Looked after children and adopted living those at home - 5%
- Care Leavers – 4% • Young Offenders and those at risk of offending – 3%
- Young Carers – 3%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 2%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceive museums in terms of being spaces for young people. (Updated 1/3/23)

• Before taking part in a KTD programme, 61% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 55% of these young people stated they now had a good understanding of the different job roles available in the sector and a further 40% felt more knowledgeable. 95% stated that the skills they had learnt would be useful to them in the future (Renaissi 92%). This shows that Kick the Dust as a programme enables young people to gain a greater understanding of the

opportunities within the heritage sector and develop transferable work skills.

- Following their engagement, 85% felt that museums were a space they would use in the future with 83% stating their engagement had been 'as expected or better than they expected'.

When we compare all our data to the Renaisi findings, (which uses data from October 2020 to September 2021 across all 12 national Kick the Dust projects), it shows we are in line with other Kick the Dust projects, scoring higher in 11 of the 13 areas. (The Renaisi responses can be found in the brackets and will be updated at the end of March 2023).

Following their engagement: updated 1/3/23

- 80% of young people felt that there were jobs for young people like themselves to work in heritage with 14% not sure and needing to find out more. (Renaisi 67%).

- 86% of young people said they had learnt new and interesting things about heritage (Renaisi 85%); 84% of young people felt that heritage represented young people like them (Renaisi 73%);

- 79% of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaisi 78%) and 81% stated they would be looking to take part in other local heritage events as a result of their engagement (Renaisi 73%).

- 96% of young people stated they felt welcomed and respected by staff (Renaisi 95%) and 96% felt a sense of achievement (Renaisi 82%).

- 93% felt heritage delivered in this way would engage other young people (Renaisi 92%) with 98% of young people stating they now had a better understanding of heritage having taken part in the programme although 7% weren't sure and needed more engagement. (Renaisi 85%)

- 84% of young people felt they had the opportunity to influence decisions. (Renaisi 64%)

- 91% stated there was something for everyone irrespective of background (Renaisi 91%) although this needs to be put into context of other demographic data for Norfolk.

- 86% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaisi 93%).

- 88% of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 12% neither agreeing nor disagreeing (Renaisi 81%).

### **Summary**

The Kick the Dust project is due to end in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. As we deliver activity through our blended offer of face-to-face activity and online engagement, this impact is increased further as more staff engage in the co-delivery of activity and see the benefits to their own development. This has been seen in the delivery of current exhibitions, curation, the pre -traineeship programme and through collections.

Kick the Dust was set up as a three-stage journey, with young people developing transferable work-related 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. The introduction of the 10 hour per week pre-traineeship programme allows those young people who have been developing their skills through the Kick the Dust programme, but who lack the confidence to put themselves forward for job roles, to go through a supportive recruitment process and receive mentoring support to help them progress after the programme ends. Feedback from those taking part in the pilot shows that this adds real value to the overall offer and that the process has helped them have the confidence to put themselves forward. The 10 hours a week posts meets the needs of the young person and the participating team and will be used to demonstrate to smaller museums that they can support a young person from a more challenging background in a meaningful way as well as provide opportunities for professional development for their own staff. 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 new pilot for the bursary pre-traineeship programme will allow us to gauge the need and success of this entry level pathway into the sector. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people who have taken up positions within NMS Front of House teams, eight young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme, four of the last cohort of trainees securing permanent employment in the sector, one with NMS; two young people progressing onto Teacher Training, and nine young people taking on the Young Ambassador roles, one of whom has recently secured a position with Norfolk and Norwich Festival another on a Teacher training programme. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

Take up continues to grow through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations as well as Job Centre Plus, Prospects (Shaw Trust) and Norfolk and Waveney MIND. The Kick the Dust web pages on the NMS site is bringing traffic and enquiries from young people who would not ordinarily come to us through our existing partnerships which will support this growth and solidify the way NMS approaches youth engagement going forward.

#### QUOTES

'Make Yarmouth & Saturday Art Club have influenced me to do more creativity and thanks to Kick the Dust for helping and supporting us. I was really shy when I started and didn't speak much. I feel quite confident and have improved a lot more by being here and learning and artists and the history of Time and Tide' (Young Carer in the East).

'I chose film production after a National Saturday Club taster session at East Norfolk Sixth Form. She is now applying for a volunteering role as a result.' (Project Worker East)

'I still thought it was worth emailing to say thank you for the photos of the museum club enjoying the trail, it's so lovely to know they gave it such positive feedback as well! It was a lovely project to be involved in and I feel I have learned a lot about creating heritage projects in more practical terms, so thank

you for that. I also hope that when I have the time there are more Kick the Dust projects I can get involved in!' (Young Person on the Faith and Ritual YAF project)

'It was a wonderful opportunity to be able to be a part of the SHARE organising group, so thank you for having young people, like myself, involved at an organising capacity at this event. It was very insightful and I learnt a lot. Thank you also for being so patient and helpful with my questions!' (Lily F Young Ambassador KTD). Following the event Lily secured a job with Norfolk & Norwich Festival in Kings Lynn – 'I have been successful in a job application (which I'm so happy about!!), to work at Kings Lynn Festival as their 'events and communications intern' 'Kick the Dust has helped me to gain real-life experience within the museum and heritage sector. I was able to curate, organise and develop my own creative project which has since been on display in numerous venues in Norfolk. As a result of this, I have been able to kick start my career as a project coordinator within the arts and culture sector. Without the hands-on experience that Kick the Dust gave me, and the help and knowledge of the scheme's organisers, I wouldn't dreamed of.' (Young person on the online work experience programme.) Lily who completed the 6 month Kick Start programme apologised for not being able to apply for the new Project Worker role saying: 'I was starting my application when I received a job offer regarding a role at the GroundWork Gallery in King's Lynn. I have accepted this so will no longer be applying for the Project Worker position. Which is bittersweet as the role breakdown excited me. Thank you so much for sending it over, I really appreciated it as I hadn't seen it.' Lily – Young Ambassador.

One of our complex needs young people who had previously applied for a traineeship has been successful on his work experience with Norfolk Library service. The project worker stated: 'I am sitting S who was one of the Time Turners and former College of West Anglia students. He has just completed his job placement with the library and has done brilliantly. He is applying for a permanent part-time post with the library service and has successfully been accepted onto their Casual staff list and hoping for a job in the library permanently'. R Williams Project Worker and mentor.

Working on the Baedeker project Aug to Nov 22 one young person stated: 'I feel that working on this project has been a new experience which has really helped me to develop some new skills and gain some new knowledge'

### **Future funding**

Whilst the NLHF-funded Kick the Dust project will be ending in March 2023, NMS will be maintaining the Kick the Dust: Norfolk brand as the vehicle for our ongoing youth engagement programmes.

NMS has secured 3 years of funding from 2023-26 to support Kick the Dust activity through Arts Council England National Portfolio Organisation uplift funding. This will see the Kick the Dust team further developing the existing partnerships with libraries to support the development of young people's cultural and digital skills and provide pathways to employment in the cultural sector. Additional funding has also been secured in 2023-24 from NCC Public Health to support Kick the Dust activity focussed on young people's mental health and wellbeing.

A National Lottery Grants for Heritage Round 1 application has now been submitted to the NLHF for the 'Your Heritage Your Future' project. The



application was submitted by YMCA Leicester, with NMS as Lead Partner. This complex application was put together by a joint project team of staff from YMCA Leicester and NMS.

#### **6. Participation numbers**

A summary of participation numbers including via social media will be circulated with the minutes.

The Chair thanked Andrew Smith for a very comprehensive report.

Councillor Robinson-Payne asked whether the museum had gained or lost volunteers post-Covid. It was confirmed that some volunteers had been lost but many had been keen to return for their own social wellbeing and had been helped back by the museum recognising individual risk assessments. Some new volunteers were working digitally, including some from overseas.

Councillor Robinson-Payne asked how the museum was engaging the residents of Nelson ward. Andrew Smith advised that the museum had appointed a new marketing manager and would be looking at initiatives such as Museum at Night and Museum on your Doorstep as well as the annual free entry with a National Lottery ticket which was taking place this week.

Councillor Robinson-Payne suggested that the local Community Marshalls could help by engaging with different groups of people in the area.

The Chair asked how the museum would manage closure during redevelopment. It was advised that the works will be phased but if they are too intrusive, then the museum may have to close.

Councillor Robinson-Payne stated she was pleased to see so many school visits and asked how they compared to pre-Covid. Colin Stott advised that numbers should be back by the end of the year and there were repeat visits from local schools.

Councillor Freeman commented on the Kick the Dust project and that its results were remarkable.

RESOLVED:

That the Area Museums Committee note the report.

### **08 GREAT YARMOUTH MUSEUMS: NEW COLLECTIONS ITEMS/ACCESSIONS**

The Eastern Area Museums Curator, Jo Jones, gave a presentation on some new accessions relevant to the report that was given.

These included some parachute fabric, made by in the local Grout's factory, which was kept by Albert Paddle for a wedding dress, a wooden box containing Christmas crackers made by Caleys of Norwich in the shape of a bloater and a tankard from the Biergarten at the Winter Gardens.

Ms Jones stated that the museum's collection is ever-growing as it collects relevant items and images which represent Great Yarmouth as it evolves.

The Chair thanked Jo for her presentation and wished her well for her upcoming maternity leave.

### **09 ANY OTHER BUSINESS**

Dates to be agreed for the next meetings to be held during the next 12 months.

The meeting ended at: 12:00



**Norwich Area Museums Committee**

**14:30 to 16:45**

**6 June 2023**

Present:

**City Councillors:**

Huntley (chair – following  
appointment)  
Hoechner  
Kidman  
Oliver  
Schmierer  
Wright

**County Councillors:**

Ward (vice chair – following  
appointment)  
Birmingham

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

Felicity Devonshire (Friends of Norwich Museums) and Danusia Wurm (Norfolk Contemporary Art Society), Councillor Booth (Broadland District Council) and Councillor Graham (South Norfolk District Council) and Councillor Kybird (ex officio member)

Apologies:

County Councillors Brociek-Coulton, Reilly, Rumsby and Watkins,  
Amanda Geitner (East Anglia Arts Fund)

Also present:

Robin Hanley, assistant head of museums  
Stuart Garner, operations manager  
Francesca Vanke, senior curator of Norwich Museums and keeper of  
fine and decorative art

**1. Appointment of chair**

It was **RESOLVED** to appoint Councillor Huntley as chair for the ensuing civic year.

**2. Appointment of chair**

It was **RESOLVED** to appoint Councillor Ward as vice chair for the ensuing civic year.

**3. Declarations of interest**

There were no declarations of interest.

**4. Public questions/petitions**

There were no public questions or petitions.

## 5. Minutes

It was **RESOLVED** to agree the accuracy of the minutes of the meeting held on 7 March 2023.

## 6. Norwich Museums Report – February to April 2023

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

The assistant head of museums presented the first section of the report. A large proportion of the COVID-19 measures were still in place which included CO2 monitoring that could be accessed by staff remotely and in person. The levels of volunteering, both indoor and outdoor, continued to improve. The chair queried whether volunteering had reached pre-pandemic levels. The assistant head of museums said that he would provide the figure within the minutes<sup>1</sup>. Additionally there had been a diversification of the types of volunteering, this included online volunteering.

The operations manager presented section 2 of the report. He highlighted that the retail offer in the Rotunda had been enhanced which included stock related to exhibitions at the Castle Museum. He referred to section 2.2 of the report which detailed the number of ceremonies that had taken place at Norwich Castle. The winter months had seen relatively strong numbers despite this usually being the quiet period for ceremonies. In response to a member's question the operations manager said that he was not aware of a particular reason for the low numbers in March and would need to compare the year-on-year figures to identify if this was typical.

The assistant head of museums presented section 3 of the report. He highlighted section 3.1 of the report on the Formal Learning offer. This included the Early Years learning provision, where the service aimed to engage with children as soon as possible, whether this was directly or with other providers. The service also provided a programme for pupils with special educational needs (SEN). Learning events for *The Last Voyage of The Gloucester* exhibition had been adapted for different audiences. This demonstrated that the Learning teams were being embedded with exhibitions as early as possible to develop the learning offering. More events would be rolled out in September 2023. The learning service also worked with trainee teachers to make them aware of the offer, as well as encouraging them to bring pupils into the museum. The assistant head of museums said that as part of the Castle Keep project new spaces for education services were being developed based on the designs of the learning team.

A member commented that the positive feedback was good to see, especially in regard to provision for SEN schools.

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<sup>1</sup> The assistant head of museums confirmed that the figures for total volunteer numbers across NMS were 19/20 - 528; 20/21 – 156; 21/22 – 160; 22/23 - 298

In response to a member's question the assistant head of museums said that the learning team engaged directly with a number of different schools and teachers around the formal offer for schools. This included using a network of teachers to test sessions. As part of the work, the service was looking at which schools in the area were not as well engaged with the offer and were looking to understand the barriers that prevented these schools from using the offer. He highlighted the travel bursary that the Norfolk Museums Service offered to schools to help address the cost of travel.

A member queried whether there was a link between children visiting the museums as part of school groups and then visiting with parents, carers or guardians. The assistant head of museums said that pupils visiting on a school trip were vouchers to encourage repeat visits.

In response to a member's question the assistant head of museums said that the service provided bespoke sessions for Home Education groups and provide resources for home educators to use for lessons. He said that an update would be provided to a future committee meeting.

The assistant head of museums presented section 3.3 of the report, Visitor Programme Activities. He highlighted the variety of activities that had been held during the February 2023 half term holiday. These sessions were run in partnership with Norwich Science Festival. He also highlighted the *Anarchy* May half term activities that had been developed through the Norwich Castle Keep activity plan. These innovative activities demonstrated the creativity of the learning teams to provide sessions for visitors of all ages.

A member queried whether there had been any collaboration between the Sainsbury Centre and Norfolk Museums Service (NMS) for the Sainsbury Centre relaunch. The assistant head of museums said that there were good links with the Sainsbury Centre, but this was something to explore further.

In response to a members question the assistant head of museums said that he would need to clarify why the specific time period for the *Anarchy* May half term activities was chosen. There were strong links to the Stephen and Matilda civil war to Norwich, in part because of Henry I, whose visit to Norwich was the basis for the reconstructed castle spaces being created as part of the Castle Keep project.

The assistant head of museums presented section 4 of the report, Kick the Dust: Norfolk – project activity update. The initial funding from the National Lottery Heritage Fund (NLHF) had ended in March 2023. The report provided a summary of the activities that had occurred. A key focus of the project had been progressing participants through the programme where possible. Participants of Kick the Dust had organised an event to celebrate the end of the NLHF funded project. Representatives from the project also visited the Houses of Parliament to speak about the benefits of the funded project on young people's lives.

As previously reported to the committee the Kick the Dust: Norfolk project would continue through three year funding from Arts Council England (ACE) and funding from Norfolk County Council's Public Health department. This would allow additional data to be captured to measure the positive outcomes on mental health of the

project. NMS, with YMCA Leicester had also recently been successful with a Round 1 application to the NLHF. The joint project team were currently in the development phase of the application which would lead to a Round 2 bid submission. If this bid was successful delivery of the project, *Your Heritage Your Future*, would commence in late 2024.

A member queried whether university students still benefitted free access to the museums. In response the assistant head of museums said that university students would be able to access the museums by showing their university pass. The service had, before the pandemic, hosted events for new international students to inform them of the abilities to do this. He said that Kick the Dust participants were given a pass to be able to visit all NMS museums. This pass was valid for one year but would be renewed upon request by the individual.

In response to a member's comment the assistant head of museums said that Norwich University of the Arts (NUA) had strong links with the museums service. NMS often hosted textiles students for activities. The updated logo had been designed by NUA.

The assistant head of museums presented section 5 of the report, Norwich Castle: Royal Palace Reborn – project update. The work in the Keep was ongoing. He highlighted that the committee had been on a site tour in March 2023. This had allowed members of the committee to see the parts of the project that had been handed back to the service, and those still in progress. This included the toilet block and the new pop-up café. The next section to be handed back would be the Percival wing, which included the new entrance, shop and café. The steelworks within the Keep had been installed and the steel for the roof viewing platforms would shortly be installed. Within the Keep, the service was looking at having bespoke fire doors made so that these would resemble medieval doors. There was also work ongoing within the British Museums gallery to complete the fit out of the cases and development of the tapestry that would be on display. NMS were planning for visitors to be able to enter in the Keep by Easter 2024.

The chair commented that it was positive to hear that work was progressing well. The assistant head of museums said that the service would look to provide another tour for members at a later date.

The assistant head of museums presented section 6 of the report, other activity across Norwich museums. He said the report detailed how aspirational the staff for both Norwich Museums were in terms of providing a varied offer for visitors. A key focus of the Museum of Norwich was building on its partnerships with other organisations such as Vision Norfolk, English Plus and the universities. He detailed some of the activities that had taken place at the Museum of Norwich during the school holidays.

As Strangers' Hall would be celebrating its centenary in July 2023 there would be a full programme of activities at the museum which included reworking the window displays to entice visitors into the building. The service was looking at creating a strong narrative based around historic characters linked to Strangers' Hall.

A member queried whether there were plans to remove the graffiti on the sides of the building. The assistant head of museums said that the service worked with the city

council to remove the graffiti. The city council are responsible for building maintenance and were normally quick to respond to reports of graffiti.

In response to a member's question the operations manager said that repairs to the roof had taken place and the rooms that had been affected by damp would be allowed to dry up. These rooms would not be useable until the rooms had dried due to the risk of mould to other parts of the building.

(Councillor Kidman left the meeting at this point)

A member asked about the condition of the Lord Mayor's coach and whether it would be possible for the civics to see the coach. In response the operations manager said that the coach was currently wrapped up and the service was looking at how to future proof the coach against further damage.

The senior curator of Norwich Museums and keeper of fine and decorative art presented section 7 of the report. She highlighted that *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682* had been very popular with around 30,000 visitors since it had opened. She had held a number of events around the exhibition with more planned which included a session that explored the importance of shipwrecks within art from the Stuart period. She was also working on an exhibition for Norwich Castle for autumn 2024, this would explore landscape in art over time and would include works from Turner and other artists.

The senior curator of costume and textiles had been working on moving the collection for repair works to be completed on Shirehall. The senior curator of natural history and geology had recently left the service to work for another organisation but would continue to be involved with NMS through the book he had written, *Exploring Norfolk's Deep History Coast*. The curator of modern and contemporary art had recently opened a new exhibition in the Colman Project Space called *Wall Existing* which explored Norwich's medieval walls. A new exhibition, *Where Land and Water Meet: Norfolk's Rivers, Streams, Brooks and Broads* had recently opened in the Watercolour Gallery at Norwich Castle by the curator of historic art. This exhibition showcased a range of drawings featuring the county's waterways.

The curator of regimental collections had been working on the new website for the Royal Norfolk Regimental Museum. This work had been done with students from a range of the further education institutions in Norwich. The aim was to encourage engagement by young people in the collection. The senior curator of archaeology was working on the Norwich Castle project and had updated a number of displays within the museum.

The operations manager presented section 8.1, Wider Impact Group, of the report. He explained that this project group looked at facilitating the Keep project. The group was currently working on preparing for the Percival wing to be handed back. This included producing new branding and wayfinding, as the layout of the museum would be significantly altered through the project. The new layout would also contribute to detailing the history of Norwich Castle. He highlighted that the group was looking at the entire customer journey, both before visiting and during the visit to the museum. The group had also been looking at how parts of the museum could be offered as a venue for hire, which would contribute to revenue for the museum.

A member asked whether the intention was still for the shop and cafe would be free entry to visitors. The operations manager confirmed this would be the case, and there would be a ticket barrier between the museum and café and shop area.

In response to a member's question the operations manager said that the Castle would be able to be host musical events.

The operations manager referred members to section 8.2 of the report. This detailed a successful bid to the ACE's Museum Estate and Development Fund (MEND). This funding would be used to upgrade the outdated building management system which controls the relative humidity and temperature of the building.

Referring members' attention to section 8.3, Shirehall Courtroom, the operations manager highlighted that work on removing the dry rot from the building was ongoing. The work had been briefly stalled as the extent of the dry rot appeared to be greater than originally thought. The service was working with a structural engineer to ensure that the roof was supported.

The operations manager presented section 9, Visitor numbers, of the report. He said that the dip in numbers in February for Norwich Castle was due to the de-installation of *The Singh Twins: Slaves of Fashion* exhibition and the subsequent installation of *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682* exhibition. The other sites in Norwich were also seeing increases over previous years.

The operations manager gave an overview of the social media performance of each of the Norwich Museums sites. The full report would be circulated to members outside of the meeting. For Norwich Castle some of the most engaged with posts had been commentary on the Harford Brooch across both Instagram and Twitter. The service had started an Instagram page in the 2023/24 financial year for the Museum of Norwich and thus far the post that had been engaged with the most had been about the history of the building. On the Instagram page for Strangers' Hall the most engaged post had been about the annual deep clean.

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

**RESOLVED to:**

- 1) note the Norwich Museums Report February to April 2023 and;
- 2) ask the assistant head of museums to organise a visit of Strangers' Hall before the next committee meeting.

## **7. Reports of the Representatives of the Voluntary Organisations**

Felicity Devonshire, Friends of the Norwich Museums, had provided a written report which had been circulated to members at the meeting and was available on the website [here](#). She highlighted that the Friends were helping with the centenary celebrations of Strangers' Hall. The Friends were reaching out to other organisations to help with improvements such as new front window displays.

Danusia Wurm, Norfolk Contemporary Art Society (NCAS), addressed the committee and said that NCAS had held a number of successful talks, and the programme of



talks would continue in 2023. The organisation had been involved in the Norfolk and Norwich 2023. NCAS continued to support NUA students, which included sponsoring prizes for graduates. On the 6 July 2023 NCAS would be holding an auction in the Council Chamber at City Hall to raise money.

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

#### **8. Meeting dates**

**RESOLVED** to note the schedule of meetings for the civic year 2023-24, as approved at Norwich City Council's annual council.

CHAIR

# Joint Museums Committee

Item No 10

<b>Report title:</b>	<b>Norfolk Museums Service – Finance Monitoring Report for 2022/23</b>
<b>Date of meeting:</b>	<b>28 July 2023</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Chief Officer:</b>	<b>Steve Miller (Director of Culture &amp; Heritage, Head of Norfolk Museums Service)</b>
<b>Strategic impact</b> This report covers the forecast position for Norfolk Museums Service (NMS) in 2023/24 as at 31 May 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 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 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 two-months of admissions income is 24% 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.
- 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.

<b>Service</b>	<b>Approved budget £m</b>	<b>Outturn £m</b>	<b>+Over/-Under spend £m</b>	<b>+Over/Under spend as % of budget</b>
Norfolk Museums Service	2.480	2.722	0.242	9.74%
<b>NMS Total</b>	<b>2.480</b>	<b>2.722</b>	<b>0.242</b>	<b>9.74%</b>

## **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 2022/23 – Norfolk Museums Service

Scheme or programme of work	Approved 2023/24 Capital Budget £m	2023/24 Capital Outturn £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 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 2023/24
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	0.109	0.109	0	Project will be ongoing until 2024/25
Gressenhall Museum Fabric Maintenance	0.275	0.275	0	Project will be ongoing until 2026/27
<b>Total</b>	<b>5.375</b>	<b>5.375</b>	<b>0</b>	

### 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 2023-24. 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.

<b>Reserves and Provisions 2022/23</b>	<b>Balances at 01 Apr 23</b>	<b>Balances at 31 Mar 24</b>	<b>Change</b>
	£m	£m	£m
<b>Norfolk Museums Service</b>			
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	0.980	-0.064
<b>Service Total</b>	<b>2.013</b>	<b>1.949</b>	<b>-0.064</b>

## 2. Financial Implications

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

## 3. Issues, risks, and innovation

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

## 4. Background

There are no other documents to refer to.

## Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, 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](mailto:steve.miller@norfolk.gov.uk)

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

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



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# Norfolk Joint Museums Committee

Item No: 11

**Report Title: Risk Management**

**Date of Meeting: 28<sup>th</sup> July 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;**
- 2. The proposed key changes to risks as set out in Section 2 of this report.**



## **1. Background and Purpose**

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

## **2. Proposal**

- 2.1 There are no significant changes to make to any of the active or dormant risks other than to note the revised target dates to the end of the financial year 2023/24 as part of the rolling review of active risks.

## **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.

6.2 Norfolk Museums Service along with Brighton and Hove Museums Service have put in a joint application for continuing funding to deliver museum development for the south east of England. We will be reviewing the programme and looking at any corresponding new risk in time for the next report in October 2023.

6.3 As per the last Committee meeting in April 2023, an additional mitigation has been added to risk RM14162 to note that there is an income reserve in place to cover any revenue shortfall.

## **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.**
- 2. The proposed key changes to risks as set out in Section 2 of this report.**

## **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**



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<b>Risk Number</b>	RM14381		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>	Steve Miller					
<b>Risk Description</b>			<b>Date entered on risk register</b>		29 January 2019					
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-24	Amber
<b>Tasks to mitigate the risk</b>										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
<b>Progress update</b>										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. 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 next project board will meet on 17th August. The target date for opening to the public is Easter 2024. Conversations with the British Museum are very positive around collections and displays.										

<b>Risk Number</b>	RM14286		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Reduction of centralised support services									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>		Steve Miller				
<b>Risk Description</b>			<b>Date entered on risk register</b>		23 June 2020					
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-24	Amber
<b>Tasks to mitigate the risk</b>										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
<b>Progress update</b>										
Risk regularly reviewed by the Senior Management Team. Greater familiarity amongst staff using HR 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.										

<b>Risk Number</b>	RM14364		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Failure to deliver Arts Council England business plan 2023-26									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>		Steve Miller				
<b>Risk Description</b>			<b>Date entered on risk register</b>		03 October 2018					
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	1	3	3	Mar-24	Green
<b>Tasks to mitigate the risk</b>										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
<b>Progress update</b>										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate.										

<b>Risk Number</b>	RM14162		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Failure to generate additional income streams for 2023/24 in accordance with service plan.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>	Steve Miller					
<b>Risk Description</b>			<b>Date entered on risk register</b>		23 June 2020					
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Mar-24	Amber
<b>Tasks to mitigate the risk</b>										
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.										
<b>Progress update</b>										
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.										

<b>Risk Number</b>	RM14027		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Theft of museum objects									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>	Steve Miller					
<b>Risk Description</b>			<b>Date entered on risk register</b>		23 June 2020					
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Mar-24	Green
<b>Tasks to mitigate the risk</b>										
<p>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.</p>										
<b>Progress update</b>										
<p>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.</p>										



<b>Risk Number</b>	RM13947	<b>Date of update</b>	19 June 2023
<b>Risk Name</b>	Failure to maintain historic buildings		
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury	<b>Risk Owner</b>	Steve Miller
<b>Risk Description</b>	<b>Date entered on risk register</b>		23 June 2020

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

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

**Tasks to mitigate the risk**

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

**Progress update**

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

As this is an ongoing low level risk, the target date has been amended to end of March 2024.

<b>Risk Number</b>	RM13948		<b>Date of update</b>		19 June 2023					
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Portfolio lead</b>	Cllr. Margaret Dewsbury			<b>Risk Owner</b>	Steve Miller					
<b>Risk Description</b>			<b>Date entered on risk register</b>		23 June 2020					
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-24	Met
<b>Tasks to mitigate the risk</b>										
<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>										
<b>Progress update</b>										
<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> <p>As this is an ongoing low level risk, the target date is set for the end of March 2024.</p>										

**Norfolk Joint Museums Committee**

**Item No. 12**

<b>Decision making report title:</b>	<b>Performance &amp; Strategic Update Report</b>
<b>Date of meeting:</b>	<b>28 July 2023</b>
<b>Responsible Cabinet Member:</b>	<b>Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)</b>
<b>Responsible Director:</b>	<b>Steve Miller (Director of Culture &amp; Heritage, Head of Norfolk Museums Service)</b>
<b>Is this a key decision?</b>	<b>No</b>
<p><b>Executive Summary</b></p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li><b>1. To receive an update on the 2023/24 Service position to date</b></li> <li><b>2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project</b></li> <li><b>3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service’s delivery of its Arts Council England National Portfolio Organisation programme for 2023-26</b></li> </ol>	

**1. Background**

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

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

**2. Performance Summary**

2.1. The following details the performance summary from 1 April 2023 to 30 April 2023.

2.2. Visitor numbers for 1 April 2023 to 30 April 2023 were 28,873 compared to 21,534 for the same period in 2022. The strong start to the season is due to good numbers

visiting the *Gloucester* exhibition, plus good figures to the other NMS sites, including Gressenhall and Time and Tide.

2.3. School numbers for the period 1 April 2023 to 30 April 2023 were 2,211 with an additional 277 virtual visits, compared to 1,260 and 157 virtual visits for April 2022.

### **3. Digital engagement and Learning Team Highlights -**

3.1. For the period 1 March – 31 May 2023

#### **Contents:**

- 1. Instagram**
- 2. Twitter**
- 3. Facebook**
- 4. YouTube**

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 Twitter, 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.

#### **1. Instagram**

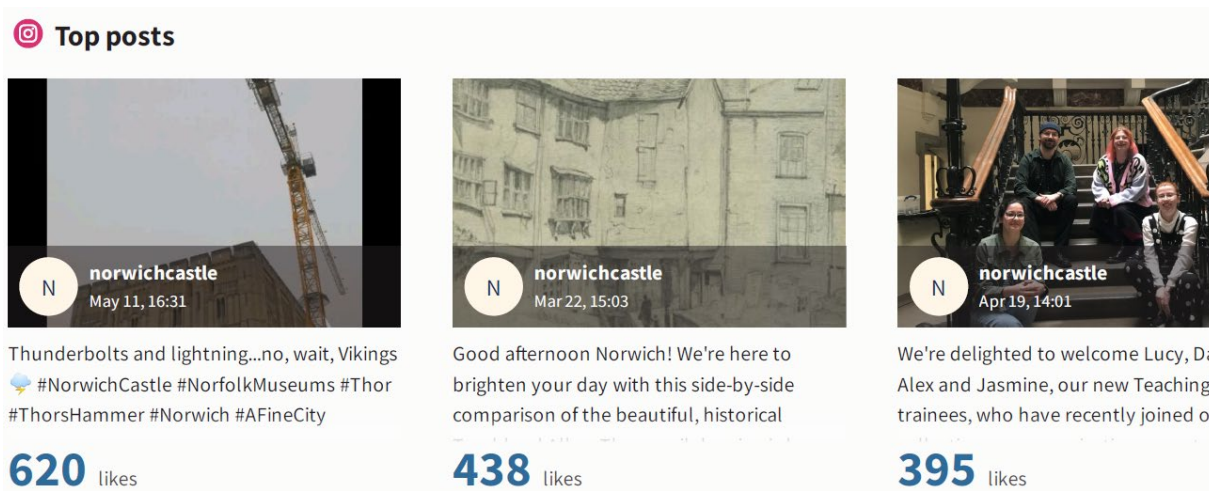
##### **a. Norwich Castle**

Norwich Castle's Instagram account had 8.6k followers at the end of the period, up 3.5% on the last report period (Jan-Feb).

There were 2.6k views of Norwich Castle's profile, and the profile reach was 124k users.

Posts from @norwichcastle received 8.6k likes, 120 comments and 240 saves over the three-month period.

The account had a post engagement rate of 8.25%.



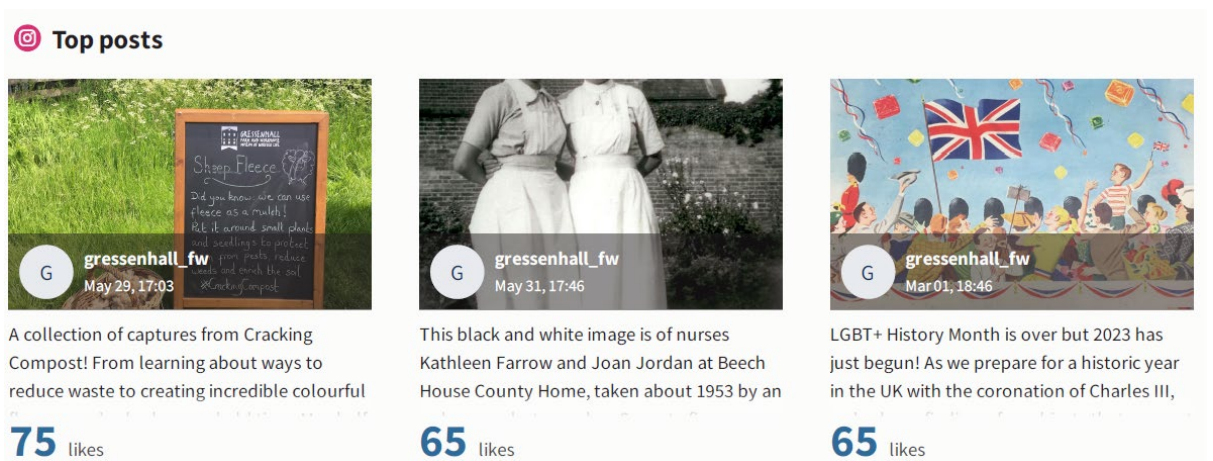
**b. Gressenhall Farm & Workhouse**

Gressenhall’s Instagram account had had 2.8k followers at the end of the period, up 9% on the last report period (Jan-Feb).

There were 1.8k views of Gressenhall’s profile, and the profile reach was 25k users.

Posts from @gressenhall\_fw received 1.4k likes, 47 comments and 48 saves over the three-month period.

The account had a post engagement rate of 8.21%.




**c. Time & Tide Museum of Great Yarmouth Life**


Time & Tide’s Instagram account had 2.1k followers at the end of the period, up 3.9% on the last report period (Jan-Feb).

There were 553 views of Time & Tide’s profile, and the profile reach was 9.2k users.

Posts from @timetidemuseum received 492 likes, 19 comments and 45 saves over the three-month period.

The account had a post engagement rate of 8.64%.

 **Top posts**



**Artist Call**  
timetidemuseum  
May 10, 09:30



timetidemuseum  
May 22, 16:02



**Artist Call**  
timetidemuseum  
May 24, 08:01

We are commissioning a Visual Artist this summer for our new project titled 'Wherry Lines', a celebration of railway posters and

We found a rare mermaid in our collection... This is a whale tooth, engraved on both sides. The side usually on display shows a

A little reminder that we are looking for a Visual Artist to support our Wherry Lines project, a fantastic opportunity for an

**121** likes      **43** likes      **35** likes

## 2. Twitter


### a. Norwich Castle


Norwich Castle's Twitter account had 16k followers at the end of the period, up 0.5% on the last report period (Jan-Feb).

The account earned 230k impressions and 8k engagements.

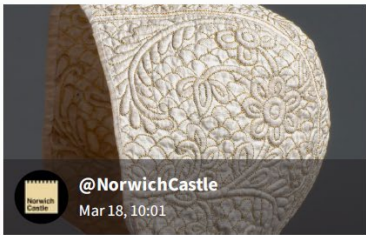
Posts from @NorwichCastle received 2k likes, 245 retweets, 496 mentions and 54 replies over the three-month period.

The account had a post engagement rate of 3.21%.


 **Top Tweets**



@NorwichCastle  
Apr 26, 11:18



@NorwichCastle  
Mar 18, 10:01



@NorwichCastle  
Mar 08, 11:19

This embroidery (1660-65) depicts a mythological scene, where Trojan prince Paris judges Aphrodite, goddess of love, to be

Today is #NationalQuiltingDay! This stunning baby's cap dates from around 1680-1710. It's made of linen with an intricate floral design

Happy International Women's Day! 🎉 Today we're celebrating Norfolk's disabled, lesbian, geologist Anna Gurney 🇬🇧 Anna was an

**428** likes      **349** likes      **90** likes

### b. Gressenhall Farm & Workhouse

Gressenhall's Twitter account had 6.2k followers at the end of the period, up 0.1% on the last report period (Jan-Feb).

The account earned 24k impressions and 682 engagements.

Posts from @GressenhallFW received 274 likes, 63 retweets, 86 mentions and 16 replies over the three-month period.

The account had a post engagement rate of 3.27%.

**Top tweets**

Introducing for 2023: #FromAxesToAcorns. #Woodlands and how we've shaped them - #Gressenhall's #TemporaryExhibition of over

**25** likes

Join us for #BLOSSOMDAY on 1 May, as part of @UK\_Orch\_Network's national annual springtime celebrations - honouring

**18** likes

A snowy scene from yesterday - followed by spring sunshine! We hope you have the weather for whatever you're planning this

**16** likes

### c. Time & Tide

Time & Tide's Twitter account had 5.7k followers at the end of the period, up 0.1% on the last report period (Jan-Feb).

The account earned 54k impressions and 1.3k engagements.

Posts from @timetidemuseum received 405 likes, 158 retweets, 138 mentions and 16 replies over the three-month period.

The account had a post engagement rate of 2.93%.

**Top tweets**

**40.74%** engagement rate

**11.76%** engagement rate

**7.46%** engagement rate

## 3. Facebook

### a. Norwich Castle


Norwich Castle's Facebook page had 13k fans at the end of the period, up 1.6% on the previous report (Jan-Feb).

The page's reach was 1.1m users.

Posts from Norwich Castle’s page received 7.7k reactions, 754 shares and 741 comments.

The page’s engagement rate was 4.45%.

**f Top posts**



**N Norwich Castle Museum & Art ...**  
May 21, 09:00  
Did you know that Norfolk has the smallest wildlife trust nature reserve in Britain? And it's just this tree. 🌳 The Hethel Old Thorn is  
**262** reactions

**N Norwich Castle Museum & Art ...**  
Apr 19, 09:00  
We're delighted to welcome Lucy, Daniel, Alex and Jasmine, our new Teaching Museum trainees, who have recently joined our  
**224** reactions

**N Norwich Castle Museum & Art ...**  
May 16, 14:59  
Norwich School artist John Sell Cotman was born on this day in 1782. One of the most original watercolourists of the 19th century,  
**133** reactions

### b. Gressenhall Farm & Workhouse

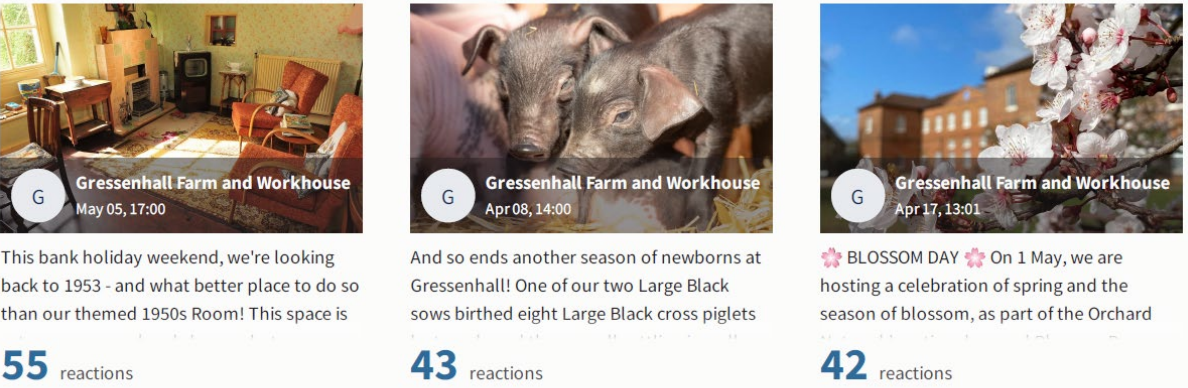
Gressenhall’s Facebook page had 7.6k fans at the end of the period, up 2.5% on the previous report (Jan-Feb).

The page’s reach was 134k users.

Posts from Gressenhall’s page received 914 reactions, 75 shares and 83 comments.

The page’s engagement rate was 8.6%.

**f Top posts**



**G Gressenhall Farm and Workhouse**  
May 05, 17:00  
This bank holiday weekend, we're looking back to 1953 - and what better place to do so than our themed 1950s Room! This space is  
**55** reactions

**G Gressenhall Farm and Workhouse**  
Apr 08, 14:00  
And so ends another season of newborns at Gressenhall! One of our two Large Black sows birthed eight Large Black cross piglets  
**43** reactions

**G Gressenhall Farm and Workhouse**  
Apr 17, 13:01  
🌸 BLOSSOM DAY 🌸 On 1 May, we are hosting a celebration of spring and the season of blossom, as part of the Orchard  
**42** reactions

### c. Time & Tide

Time & Tide’s Facebook page had 4.3k fans at the end of the period, up 2.1% on the previous report (Jan-Feb).


The page’s reach was 226k users.



Posts from Time & Tide’s page received 1.5k reactions, 380 shares and 254 comments.

The page’s engagement rate was 6.48%.

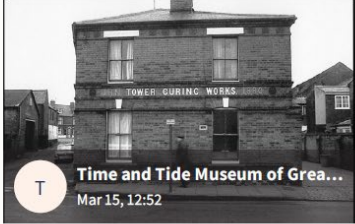
**Top posts**



**Time and Tide Museum of Grea...**  
May 22, 10:06

The Time and Tide Museum of Great Yarmouth Life is open 10am-4.30pm daily. Wander down a 1913 Row & learn more


**62** reactions



**Time and Tide Museum of Grea...**  
Mar 15, 12:52

Don't miss our FREE ENTRY offer at Time and Tide Museum of Great Yarmouth Life as we say #ThanksToYou #NationalLottery players!

**44** reactions



**Time and Tide Museum of Grea...**  
May 26, 14:52

We're delighted to let you know that we have a pop up offer in our Silver Darlings Cafe this weekend! It will be open 11am-4pm on

**30** reactions

#### 4. YouTube

<b>Account</b>	<b>Total Followers end February 2023</b>	<b>Total Followers end May 2023</b>	<b>% Increase (to the nearest 1%)</b>
<b>Norfolk Museums</b>	776	794	2%
<b>Norwich Castle</b>	825	919	11%

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

4.1. Our new Teaching Museum trainees started at the beginning of April, so this meeting marks the end of their 4<sup>th</sup> month with NMS. We have trainees placed in the Learning team in the East, mostly working out of Time and Tide in Great Yarmouth, the Art Department working with the Modern and Contemporary collection, in the Communications team based at Norwich Castle, but with a countywide remit, and in the Collections and the Curatorial teams at Gressenhall Farm and Workhouse.

The trainees, Alex, Daniel, Lucy, and Jasmine are with us today, together with fellows Aymen, Mustafa and Twana from the British Museum’s International Training Programme. The fellows arrived in Norwich on Monday at the start of their ‘National Partner Placement’ which is part of a 6-week programme organised by the British Museum.

A trainee’s working life is divided between 4 days each at their job and one day doing training. So far, they have had training which has included Conservation Cleaning, Collections Management, Access in Museums, Marketing and Communications, Museum Storage, Display, and object Photography. This

morning they were hosted by colleagues at Norfolk Record Office where they visited the conservation studio and learnt about the collections that are stored and cared for there. Their day-to-day work is equally varied, and the Teaching Museum Manager works closely with their supervisor to ensure that each trainee has responsibilities that will stretch them and that they build their experience as broadly and comprehensibly as possible to ensure that they are employable in a range of museum roles at the end of the year.

This afternoon's 'training', i.e. attendance at JMC, is part of the over-arching topic of Museum Governance and is designed to help trainees understand how NMS is managed, how decisions are made, who our major stakeholders are and how those relationships are managed.

NMS has been a national partner of the British Museum's International Training Programme since 2017. We have welcomed fellows to Norfolk every summer since then (apart from 2020 but we had two groups in 2021) and enjoy sharing the wealth of collections and museum expertise that we have to offer.

Elected Members are encouraged to take the opportunity this afternoon to talk to the trainees, the ITP fellows and the Teaching Museum Manager about the programme and the opportunities available to them by participating in the programme.

#### 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 & 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 31/5/23.

### **Number of interventions with young people:**

Between 1/5/23 and 31/5/23 there have been **52 interventions** involving **61 individual young people** taking part in **82 hours** of quality activity. 88% 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:

- *40% of all activity was at Player level (to introduce new young people to the project)*
- *23% at Shaper level (longer term project with young people determining the content)*
- *37% at Leader level (long term engagement – young people leading projects, acting at governance level, mentoring staff)*
- *58% of all activity involved young people in leading and designing projects*

### *Breakdown of activity taking place in each area:*

- *10% (2 opportunities) in the West (covering Kings Lynn, Thetford),*
- *26% (5 opportunities) in the East (covering Great Yarmouth, Cromer)*
- *53% (10 opportunities) in Norwich*
- *A further 2 opportunities (11%) 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.*
- *7 volunteering opportunities have been provided to 7 individual young people.*

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 will be delivered in-house in June, two of the new Project Workers are taking part of a Mentoring in Museums course and further opportunities to take

part in training around Neurodiversity will be open to all staff within NMS at the end of June, delivered by GEM.

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 30 May 2023 data shows that 23% of the individual young people who have taken part in the new programme of activity identify as having a mental health issue, 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 to this 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 31/5/23**

- FE/HE – 18%
- YMCA clients – 9%
- Secondary schools – 9%
- Young people with mental health issues – 23%
- SEND – 3%
- Outside of mainstream education – 14%
- NEET – 18%
- Looked After Children and adopted living those at home - 0%
- Care Leavers – 0%
- Young Carers – 0%
- New arrivals and refugees – 9%
- Pregnant young mums and teenage parents – 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.

**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

*'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

## **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 holiday activity is now being planned.
- 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 was very well received.



Artist Nicola Turner installing the art walk installation at Norwich Castle

## 6. Exhibitions

### 6.1. **The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck, 1682; Norwich Castle Museum & Art Gallery, 25 February – 10 September 2023**

On 6 May 1682, a warship carrying the future King of England and Scotland ran aground in heavy seas off the coast of Great Yarmouth. Within an hour the vessel sank, causing many lives to be lost, and for over 300 years, the wreck and its contents lay buried on the seabed.

Now, this major exhibition will explore the ship's dramatic discovery by brothers Julian and Lincoln Barnwell, and display for the first time some of the fascinating objects recovered from the wrecksite. Most striking is the bell – that confirmed the ship's identity – which will be on show alongside beautifully preserved personal effects, that tell stories of the passengers and crew, and of life on board the ship.

Witness the argument that led to the ship running aground and decide who you think was to blame. Learn about the finding of the Gloucester and about the ongoing historical, scientific, and archaeological research into the wreck and its importance.



Selection of rescued wine bottles © UEA

James Stuart, Duke of York and Albany survived the ship's sinking to become King James II and VII in 1685. The Gloucester represents an important 'almost' moment in British political history: a royal shipwreck causing the very near-death of the Catholic heir to the Protestant throne at a time of great political and religious tension. Alongside the wreck finds our exhibition will include a series of key loans from the UK and Holland - paintings, manuscripts and navigational instruments, to enrich visitors' understanding of the historical context.

For further details on this story, visit <https://stories.uea.ac.uk/the-gloucester/>

This exhibition has been created in partnership with UEA. The objects rescued from The Gloucester wrecksite appear in this exhibition with the kind permission of the Ministry of Defence and Norfolk Historic Shipwrecks.

### **Lumen; Norwich Castle Museum & Art Gallery, July 2022 to 10 September 2023**

Lumen brings together works from Norwich Castle's collection of modern and contemporary art to explore how artists engage with ideas around light.

Light impacts us in a wide range of ways. It is a spectrum that enables us to experience colour in different ways depending on the viewer, location and conditions; it distinguishes night and day – underpinning many of the rhythms at the core of our lives. And it has metaphorical implications embedded within language, referencing clearness and insight.

On display are 25 works exploring these themes, by artists including Bridget Riley, Andy Warhol, and Patrick Hughes, as well as recently acquired works by Bruce Lacey and Eva Rothschild.

### **Hoards: Archaeological Treasure from West Norfolk; Lynn Museum, October 2022 – November 2023**

This stunning exhibition features a selection of important archaeological hoards, all discovered in West Norfolk, an area particularly rich in hoards. From 2,000-year-

old gold coins buried in a cow bone to silver shillings from the English Civil War found in a silver cup, discover more about the theories behind these spectacular discoveries.

A significant number of objects are on display for the first time including a group of Bronze Age artefacts from the beach at Holme-next-the-Sea which were found close to the site of the remarkably preserved timber monument known as Seahenge.

Also making their museum debut are some very rare early coins found at Fincham dating back to the Anglo-Saxon/Viking period.

### **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.

### **Acquisition:**

Thanks to Government's Acceptance In Lieu scheme, and the generosity of national funders and the Friends of the Norwich Museums, the Museums Service has been lucky enough to acquire Panoramic Landscape with Cornfields and



Dunes Beside the Sea, a magnificent painting by Jacob van Ruisdael, the most influential Dutch landscape painter of the seventeenth century.

The painting is a panoramic vista: a vast sky and billowing clouds dominate the scene, creating areas of dazzling sunshine and deep shadow across the view below. It is not only an internationally significant painting but also important in the history of art collecting in Norfolk, as it has been in a local private collection since at least 1840. The painting is now on display in the Colman Art Galleries at Norwich Castle where art lovers from near and far will be able to experience and appreciate it.

Thanks go to Dr Giorgia Bottinelli, Curator of Art, who led on this important acquisition.



Installation of the new painting showing its location in the Colman Art Galleries

## Conclusion

A full and varied exhibition programme across Norfolk's 10 museums have helped to give the Service a strong start to the 2023 season.

## 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 in the early autumn of 2023 with the completion of the new visitor entrance, café and shop.



Visit of Sir Simon Thurley, Chair of the National Lottery Heritage Fund and Robyn Llewellyn, Regional Director, National Lottery Heritage Fund, April 2023

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 6 June 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](http://www.adoptanobject.co.uk)

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

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

7.3.1. 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>

Over the coming months, we will work with Elected Members, District partners, key stakeholders, staff and volunteers, to create a new strategy. A timeframe for engagement is currently being worked out.

### 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. Update on the NMS's National Portfolio Organisation (NPO) funded programme.**

##### **Monitoring progress**

Norfolk Museums Service is an Arts Council England (ACE) National Portfolio Organisation (NPO) and has been awarded £1,375,308 per year for 2023-26. The funding was awarded for activity that contributes to ACE's 10 Year Strategy *Let's Create* which has 3 outcomes and 4 investment principles. As part of the funding agreement NMS has an activity plan that demonstrates how the Service will contribute to the *Let's Create* outcomes by setting targets and success measures to monitor progress. ACE expects the boards of their NPOs to monitor and report on the progress being made to achieve the targets on which the funding agreement is based, and to ensure that their Investment Principles are embedded in the culture and working practices of funded organisations. Appended to this report is NMS' 2022-23 Activity Plan and Investment Principles providing an update to JMC on progress made during the first quarter, April-June 2023.

##### **Reviewing risk**

NMS receives an annual risk review statement from Arts Council England. When monitoring the organisation ACE considers various factors to determine the degree of risk to the delivery of the funding agreement, its investment, and its goals. Risk scores are determined as follows:

Minor 2-6 / Moderate 7-8 / Major 9-11

**Current risk score: 5** (this is the same level as previous years)

A monitoring summary was provided by ACE relationship manager John Simpson Wedge and last updated on 7 June 2023 with the following assessment:

Norfolk Museums Service faces several risks to their NPO programme delivery. However, these risks are well understood, with good oversight from the Joint Museums Committee. Clear mitigations and monitoring actions are in place.

Activity

Norwich Castle and Shirehall are experiencing building management system failures which may impact the museum’s collections, loan agreements and accreditation returns. A MEND project is currently underway to replace the systems. This will be overseen by an NMS project board and monitored in line with MEND fund guidelines.

The Keep capital project at Norwich Castle is Activity 4 in the plan. Slippage will have an impact on activity, finances and reputation. This is mitigated through a professional project board, close project management, and good oversight from the JMC. ACE will continue to monitor the project and liaise with NLHF where necessary.

Financial Viability

There is a need to increase diversified revenue in order to offset cost-saving measures, and maintain a healthy financial position. Close monitoring, and strong audience development and business plans ensure the greatest chance of success, and ACE will monitor this activity closely, offering support and advice where necessary and appropriate.

Governance and Management

NMS has historically been late in submitting reports and payment requests to ACE. This is partly due to a mismatch in reporting timelines between ACE requirements, and Norfolk County Council’s internal reporting processes. Going forward NMS will reduce delays by ensuring that staff have a good understanding of monitoring and reporting requirements. NMS will notify ACE of likely delays or reporting issues, and will continue to seek support from NCC central services where possible.

ACE will maintain good and open communication with NMS, provide reminders of upcoming reporting deadlines, and continue to monitor NMS to assess whether further mitigations are necessary.

**ACTIVITY PLAN 2022-23**

<b>LET'S CREATE OUTCOME 1 – CREATIVE PEOPLE</b>				
	<b>ACTIVITY</b>	<b>OUTPUT/S</b>	<b>TARGETS &amp; MEASURES OF SUCCESS</b>	<b>Q1 UPDATE</b>
<b>1</b>	<b>A new Early Years Gallery at Norwich Castle and an increase</b>	3 Snapdragon sessions and 3 Snaplings sessions per quarter at	10 pre-school children per session with accompanying adults; 20% referrals from Early	2 snapdragons and 2 Snaplings delivered this

	<b>in the reach and quality of our offer for pre-school children.</b>	Norwich Castle; 3 Little Kipper sessions at Time & Tide Museum per quarter; completion of Early Years Gallery at Norwich Castle by Q4.	Years Team; 80% positive feedback; 10% increase in the number of new users.	quarter and 3 Little Kippers.
2	<b>Expansion of formal learning offer for children and young people</b>	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.
3	<b>Develop a long-term sustainable youth engagement programme as a successor to Kick The Dust (including uplift activity).</b>	Appointment of 3 project workers in 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.	1500 young people participate in Y1. 75% of activities co-designed with young people; 50% increase in Youth Board membership, 20% of participants supported into work or training.	Project Workers appointed successful. Activity Plan in development with Library Service.

**LET'S CREATE OUTCOME 2 – CULTURAL COMMUNITIES**

	<b>ACTIVITY</b>	<b>OUTPUT/S</b>	<b>TARGETS &amp; MEASURES OF SUCCESS</b>	<b>Q1 UPDATE</b>
4	<b>Completion of the Norwich Castle: Royal Palace Reborn capital redevelopment including delivery of the public engagement programme</b>	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.
5	<b>Redevelopment of displays at Time &amp; Tide Museum informed by community consultation and developed in partnership with the National Maritime Museum.</b>	3 Young curators appointed in Q1; Consultation undertaken in Q1; NLHF bid submitted in Q2. Baseline for measuring environmental innovations established by Q4.	Plans are developed in collaboration with local communities; Young Curators develop new skills; data 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 November. SHARE grant of £3K secured to undertake carbon reduction survey

6	<b>Redisplay of the story of Duleep Singh at Ancient House Museum co-curated with the partners in the British Punjabi community.</b>	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.
7	<b>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.</b>	A creative learning and public events programme delivered in partnership with Norfolk County Council's environment team and community stakeholders to establish the Environment Hub at Gressenhall Farm and Workhouse.	10 creative workshops for families, Q2-4; 18 biodiversity sessions for schools by Q4. Community nursery volunteers recruited by Q4.	Participated in national project the Wild Escape which culminated on Earth Day and attracted over 800 visitors to Gressenhall.  Forest Gardens for Schools programme is helping schools build biodiverse and climate change resilient habitats on their grounds and to produce food.
8	<b>Develop accessible volunteering opportunities that promote health and wellbeing.</b>	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.
<b>LET'S CREATE OUTCOME 3 – A CREATIVE &amp; CULTURAL COUNTRY</b>				
	<b>ACTIVITY</b>	<b>OUTPUT/S</b>	<b>TARGETS &amp; MEASURES OF SUCCESS</b>	<b>Q1 UPDATE</b>
9	<b>Increase opportunities to diversify the museum sector through the Teaching Museum, developed in collaboration with our higher education partners.</b>	<b>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</b>	<b>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</b>	<b>4 Trainees successfully appointed. 3 out of 4 previous cohort have secured further employment so far. 11 Staff delivering training in Q1.</b>

			development programme.	
10	Work collaboratively with the place-based 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.	Interpretation Plan for Guildhall completed by Q1; Learning resources developed for schools and community groups from Q2; Exhibition at Fermoy Gallery programmed by Q4	Number of community partners engaged in the activity plan. Fermoy Gallery attracts high proportion of visitors from local communities; learning resources used by schools and community groups. Cultural partnerships strengthened in the town.	In Q1 NMS support to the Guildhall project involves curatorial support, leading on the current public activity programme, and support with developing briefs and appointing external staff and contractors.

#### STMENT PRINCIPLE 1 – AMBITION & QUALITY

YOUR 3 -YEAR AMBITION		YOUR 12-MONTH PRIORITIES		
NMS has an excellent track record of consulting the public on the development of all new projects and we want to expand and embed this good practice to nurture a stronger culture of continuous learning and improvement across all teams to inform future planning decisions.		In 2023/24 we will develop an evaluation strategy that all 10 museums will work to. We will build the skills and capacity of staff and create a common framework to consolidate our approach to gathering the views of the public and our peers and how we respond to their feedback.		
ACTIONS		Current Stage	Expected stage at year end	Q1 – Notes on Progress
SKILLS DEVELOPMENT				
The development you want to undertake with your workforce, leadership and governance to help you progress	Training for staff in all departments on the use of the Impact and Insight Toolkit.	In progress	In progress	Staff to be signposted to online toolkits.
	Training for staff to build skills and confidence in using digital tools for public consultation.	Planned	In progress	Initial research undertaken by the Marketing Manager. Training to be in place by Q4.
	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.
PEOPLE & REPRESENTATION				
	We will expand our engagement with existing public consultative groups	Planned	In progress	Kick the Dust project has established a



<b>The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress</b>	such as our Youth Board to give them greater input in the development of our Services.			Youth Ambassadors programme.
	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.
	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
<b>PLANNING</b>				
<b>The plans and policies you have, or will create, to help you deliver your ambitions</b>	We will create a new evaluation strategy with a common framework and a set of key objectives so that all staff can work to measure progress against the key goals in NMS' 5-year Strategic Framework	Planned	In progress	5 Year Strategic Framework will be created by Q4. Evaluation strategy will be informed by the key goals.
	We will evaluate the progress against the objectives in the Royal Palace Reborn Project activity plan and measure the impact on participants and communities.	Established	Established	The Royal Palace Reborn Activity Plan progress is reported to the Project Board and NHLF.
	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.
<b>TOOLS &amp; MONITORING</b>				
<b>The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will</b>	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.
	We use Norfolk Insight for locality-focused demographic data which provides the evidence	Established	Established	Ongoing. This quarter it is being used to evaluate events delivered

<b>report on progress to your governing body</b>	base to make informed decisions about which local communities are underserved or under-represented.			for the Gloucester exhibition at Norwich Castle.
	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.

## STATEMENT PRINCIPLE 2 – ENVIRONMENTAL RESPONSIBILITY

<b>YOUR 3 -YEAR AMBITION</b>		<b>YOUR 12-MONTH PRIORITIES</b>		
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.		
<b>ACTIONS</b>		<b>Current Stage</b>	<b>Expected stage at year end</b>	<b>Q1 – Notes on Progress</b>
<b>SKILLS DEVELOPMENT</b>				
<b>The development you want to undertake with your workforce, leadership and governance to help you progress</b>	We will support NMS' existing Green Team with a programme of training and development and increase membership of this group across the Service.	Established	Established	4 staff have been trained to deliver Carbon Literacy training and this is now being delivered to staff across NMS.
	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.
	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.
<b>PEOPLE &amp; REPRESENTATION</b>				
	We will work in partnership with project managers from Norfolk County Council's	Established	Established	Partnership work developing well via the Gressenhall

<b>The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress</b>	Environment Service to develop best practice.			Environmental Hub.
	We will collaborate with the Wendling Beck Exemplar Project, a consortium of four Norfolk landowners who have formed an alliance to improve local biodiversity.	In progress	In progress	Wendling Way opened in April and working to create public access to the SSSI at Dillington Carr.
	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.
<b>PLANNING</b>				
<b>The plans and policies you have, or will create, to help you deliver your ambitions</b>	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.
	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.
	The Norwich Castle Royal Palace Reborn project has environmental responsibility embedded throughout its architectural and business plans to minimise the carbon impact of the redevelopment.	Established	Established	Ongoing, with Phase 2 completion of the Percival Wing due in Q3.
<b>TOOLS &amp; MONITORING</b>				
<b>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</b>	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.
	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.
	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.

### STATEMENT PRINCIPLE 3 - DYNAMISM

<b>YOUR 3-YEAR AMBITION</b>	<b>YOUR 12-MONTH PRIORITIES</b>
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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.		
<b>ACTIONS</b>		<b>Current Stage</b>	<b>Expected stage at year end</b>	<b>Q1 – Notes on Progress</b>
<b>SKILLS DEVELOPMENT</b>				
<b>The development you want to undertake with your workforce, leadership and governance to help you progress</b>	We will identify local partners in the commercial sector to mentor and coach staff on how to use data more effectively to inform the development of our new catering and retail offer.	Planned	In progress	This will be the responsibility of soon to be appointed NMS Commercial Manager.
	The Trustees of the Norfolk Museums Development Foundation will have an away day with the Joint Museums Committee to review NMS' existing commercial objectives and brainstorm new opportunities.	Planned	Established	Convened in May but cancelled due to low attendance. To be rescheduled for September.
	At leadership level we will work with National Museum Directors Council (NMDC) partners around staff development, benchmarking and best practice activities.	Planned	In progress	Ongoing with Steve Miller attending NMDC meetings.
<b>PEOPLE &amp; REPRESENTATION</b>				
<b>The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress</b>	We will draw on the commercial skills, experience, and networks of the Norfolk Museums Development Foundation Trustees to advise staff on retail, catering and marketing activity	Established	Established	In May Trustee Donna Chessum advised on the development of a brief for PR support for Keep Reopening.
	We will consult our local commercial partners such the Norwich Business Improvement District to advise us on our approach to data monitoring within	Planned	In progress	This will be the responsibility of soon to be appointed NMS Commercial Manager.

	the wider context of the new Norwich BID.			
	We will collaborate with Norfolk County Council colleagues in the Economic Development and Insights and Analytics teams to review the appropriateness of our business plan KPIs.	In progress	In progress	To be reviewed by Q3.
<b>PLANNING</b>				
<b>The plans and policies you have, or will create, to help you deliver your ambitions</b>	The Royal Palace Reborn Business Plan sets out the organisational change that will ensure a more financially secure future for NMS. Delivery of the business plan is monitored at governance level.	Established	Established	Review of the 2018 Business Plan underway by the NMS marketing manager and project team.
	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.
	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.
<b>TOOLS &amp; MONITORING</b>				
<b>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</b>	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.
	Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars.	In progress	Established	Requires training for staff to achieve by Q4.

	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.
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**STMENT PRINCIPLE 4 – INCLUSIVITY & RELEVANCE**

<b>YOUR 3 -YEAR AMBITION</b>		<b>YOUR 12-MONTH PRIORITIES</b>		
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.		
<b>ACTIONS</b>		<b>Current Stage</b>	<b>Expected stage at year end</b>	<b>Q1 – Notes on Progress</b>
<b>SKILLS DEVELOPMENT</b>				
<b>The development you want to undertake with your workforce, leadership and governance to help you progress</b>	We will continue to invest in training that supports the workforce to develop best practice in supporting the needs of people with disabilities or additional needs such as autism and dementia.	Established	Established	This will be supported by the NMS training budget throughout 2023-4.
	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.

	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.
<b>PEOPLE &amp; REPRESENTATION</b>				
<b>The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress</b>	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.
	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 Joint Museums Committee.	Planned	In progress	To be established by Q4.
	We will continue to develop all new projects in collaboration with partners, artists, and freelancers with protected characteristics. This is now established	Established	Established	This objective will influence exhibition programming decisions throughout 2023-24.

	practice for NMS.			
<b>PLANNING</b>				
<b>The plans and polices you have, or will create, to help you deliver your ambitions</b>	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.
	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.
	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.
<b>TOOLS &amp; MONITORING</b>				
<b>The tools and resources you use to support use in setting, monitoring, and achieving</b>	We will use equalities monitoring data collection to monitor engagement levels. The Joint Museums Committee will receive an annual report on progress in reaching	In progress	Established	To be presented to JMC in January 2024.



<b>targets and how you will report on progress to your governing body</b>	audiences currently underrepresented.			
	We use Norfolk Insight for locality-focused demographic data which provides the evidence base to make informed decisions about which local communities are underserved or under-represented.	Established	Established	Ongoing use of Norfolk Insight is used to inform grant applications and bids.
	We will use and input into the County Council's EDI monitoring processes designed to support the new EDI Plan, monitored by the EDI Board including the Head of Museums.	In progress	In progress	Steve Miller now chairs the CES EDI Board.

7.5.

### **Deep History Coast Project**

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. 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, although the impact of Covid-19 and other priorities has necessitated a review of the existing plans.
- 7.5.3. 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 at Norwich Castle in July.

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

- 7.6.1. 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.

## 7.7. Health & Wellbeing

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

- 7.7.2. **Norfolk Creativity and Wellbeing Week 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.

7.7.3. 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.

## 7.8. **Volunteering**

7.8.1. Volunteer numbers across the Service are high. Of particular note is the continuing important work of the volunteers working on the Friends of the Norwich Museums' Tapestry, one of the most significant elements of the planned interpretation.

Michelle Gaskin, NMS' Volunteer Coordinator, is the lead officer for this important work.

## 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. As discussed at the last Joint Museums Committee meeting, NMS will be submitting a joint application with Brighton & Hove Museums for continuing Museum Development funding for 2024 onwards.

## 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. Operations, programmes and projects are now back to normal, although performance in terms of visitor numbers and financial income continues to build back to pre-pandemic levels.
- 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

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