



Norfolk County Council

Norfolk Joint Museums Committee

Date: Friday 19 April 2024

Time: 2pm

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

Membership:

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

Co-Opted Members:

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

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

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

Advice for members of the public:

This meeting will be held in public and in person.

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

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

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

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

Agenda

1. Apologies for Absence

2. Minutes

Page 4

To confirm the minutes of the meeting held on 2 February 2024

3. Members to Declare any Interests

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

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

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

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

- your well being or financial position
- that of your family or close friends

- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

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|---|-----------------------------|
| <p>4. Breckland Area Museums Committee Verbal update from the meeting held on 15 April 2024</p> | <p>Verbal update</p> |
| <p>5. Great Yarmouth Area Museums Working Group Minutes from the meeting held on 20 March 2024</p> | <p>Page 10</p> |
| <p>6. Norwich Area Museums Committee Minutes from the meeting held on 5 March 2024</p> | <p>Page 24</p> |
| <p>7. King’s Lynn and West Norfolk Area Museums Committee Minutes from the meeting held on 18 March 2024</p> | <p>Page 32</p> |
| <p>8. Norfolk Museums Service – Finance Monitoring Report for 2023/24 Report from the Director of Culture and Heritage</p> | <p>Page 38</p> |
| <p>9. Norfolk Museums Service – Risk Management Report from the Director of Culture and Heritage</p> | <p>Page 44</p> |
| <p>10. Norfolk Museums Service – Performance and Strategic Update Report from the Director of Culture and Heritage</p> | <p>Page 55</p> |

Tom McCabe
Chief Executive
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Martineau Lane
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Date Agenda Published: 11 April 2024



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Norfolk Joint Museums Committee

Minutes of the Meeting held on 2 February 2024 at 14:00 at County Hall, Norwich

Present:

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

Substitute Members Present:

Cllr Brenda Jones for Cllr Julie Brociek-Coulton (Norfolk County Council)

Also present:

| | |
|---------------------|---|
| Felicity Devonshire | Friends of the Norwich Museums (Co-Opted Member) |
| Dr Robin Hanley | Assistant Head of Museums (Head of Service Delivery) |
| Hannah Jackson | Project Manager, Norwich Castle: Royal Palace Reborn |
| Steve Miller | Director of Culture & Heritage, Head of Norfolk Museums Service |
| Laine Tisdall | Committee Officer, Democratic Services |
| Jo Warr | Head of Development, Norfolk Museums Service |

1. Apologies and substitutions

- 1.1 Apologies were received from Cllr Julie Brociek-Coulton (substituted by Cllr Brenda Jones), Cllr Martin Booth, Cllr Jacob Huntley, Cllr Martin Schmierer, and John Simpson Wedge.

2. Minutes

- 2.1 The minutes of the meetings held on 28 July 2023 and 27 October 2023 were agreed as a true record of proceedings and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Lesley Bambridge declared an interest relating to Item 7 on the agenda, as she had been appointed as a trustee of True's Yard Fisherfolk Museum in King's Lynn.

4. Breckland Area Museums Committee

- 4.1 The Vice-Chair introduced the minutes of the meeting held on the 4 December 2023 to the Committee.

- 4.2 The Chairman visited the English Heritage owned Weeting Castle in December 2023, to view the current progress of conservation work being carried out to the 12th Century manor house. Remedial work was also planned for a further English Heritage site in the form of Thetford Warren Lodge
- 4.3 A new exhibition, *Made by the River*, had recently commenced at Ancient House, Museum of Thetford Life, which featured stories relating to the production of beer, malt, fertilisers, steam engines and pulp ware.
- 4.4 Ancient House was visited in August 2023 by ambassadors from its partner museum in Nagawa, Nagano Prefecture, Japan. The visit related to Stone Age exhibitions.
- 4.5 Ancient House had been successful in its National Lottery Heritage Fund (NLHF) bid, receiving £198,059. The funding would be used to celebrate the museum's centenary during 2024 while creating an exhibition dedicated to the museum's original benefactors, the Duleep Singh family.
- 4.6 The Joint Museums Committee **RESOLVED** to **NOTE** the minutes.

5. Great Yarmouth Area Museums Working Group

- 5.1 Cllr Geoffrey Freeman introduced the minutes of the meetings held on the 3 October 2023 and 8 January 2024 to the Committee.
- 5.2 The *Bare Bones* exhibition at the Time and Tide Museum of Great Yarmouth Life closed on the 1 October 2023. It had proven popular with children, particularly during the summer holidays.
- 5.3 The Time and Tide Museum had submitted a bid for NLHF funding towards its Changing Tides - Shaping Our Great Yarmouth project. It was planned to provide a glazed roof over the museum courtyard to create a new community space for groups and exhibitions. A decision was expected in Spring 2024.
- 5.4 *Walton Bridges*, an early work by the painter JMW Turner, was currently on loan to Time and Tide from the Tate Britain.
- 5.5 The opening ceremony for Herring Bridge took place on the 1 February 2024. A souvenir booklet was handed out, which had been produced using paperwork provided by Time and Tide.
- 5.6 A new exhibition, *Dinosaurium*, was due to come on loan in March 2024 to Time and Tide from the Hampshire Cultural Trust. Fossils from the museum's own collection would augment the exhibitions.
- 5.7 Herring Day was held in Great Yarmouth during October 2023, which saw the story of the herring fishery in the area publicised. A "herring girl" was in attendance.
- 5.8 Tolhouse Gaol held a witch trials event in October 2023, which was well received.
- 5.9 The following points were raised and discussed.
- A Committee Member asked if the herring girl was an actor or an authentic person from the fisheries. Cllr Freeman confirmed the person was previously employed in herring fisheries.

- A Committee Member expressed interested in *Dinosaurium* and suggested there could be a tie-up with the Deep History Coast project in North Norfolk. Officers stated there was potential for this to happen, as museums in Great Yarmouth and Cromer already worked closely together.
- A Committee Member asked how many young people were involved with the Saturday Art Club at Time and Tide. Officers stated this club was part of a national network and members had the opportunity to display their work in London. There were currently around 10 to 20 members, however, numbers were fluid due to several factors.

5.10 The Joint Museums Committee **RESOLVED** to **NOTE** the minutes.

6. Norwich Area Museums Committee

6.1 Cllr Claire Kidman introduced the minutes of the meeting held on 5 December 2023 to the Committee.

6.2 The refurbishment of Norwich Castle was nearing completion.

6.3 The Area Museums Committee was conducting a package of educational work with harder to reach groups and schools who did not usually get involved with museums.

6.4 The Joint Museums Committee **RESOLVED** to **NOTE** the minutes.

7. King's Lynn and West Norfolk Area Committee

7.1 Dr Robin Hanley introduced the minutes of the meeting held on the 8 January 2024 to the Committee.

7.2 Following the meeting on the 8 January 2024, Members of the Area Committee received a tour of True's Yard Fisherfolk Museum, which was well received. True's Yard was currently hosting a paid trainee position as part of the pilot for the new Kick the Dust project, Your Heritage Your Future.

7.3 A new exhibition, *The Moon: Meet our Nearest Neighbour* was due to open at the Lynn Museum next week. Dr Hanley commented that the programme of temporary exhibitions was important as it made a strong contribution to the museum's overall performance figures. Over 20,000 visitors were expected during 2024. Dr Hanley thanked the team at Lynn Museum for their efforts in this area.

7.4 The following point was raised and discussed.

- The Vice-Chair commented that the Borough Council of King's Lynn and West Norfolk funded free opening for Lynn Museum during winter months and asked if this had a significant effect on visitor figures during this period. Dr Hanley confirmed that the borough council had a service agreement with Lynn Museum to offer free admission between October and March, which had a positive effect on visitor figures.

7.5 The Joint Museums Committee **RESOLVED** to **NOTE** the minutes.

8. Informal Discussion from 27 October 2023

8.1 The Committee received the annexed report (8).

8.2 Officers introduced the report, which gave an overview of the informal, untelevised discussion held by Committee Members on Friday 27 October 2023 as the Committee meeting was declared inquorate.

8.3 The Joint Museums Committee **RESOLVED** to **NOTE** the report.

9. Norfolk Museums Service – Finance Monitoring Report for 2023/24

9.1 The Committee received the annexed report (9).

9.2 Officers introduced the report to the Committee, which covered the Norfolk Museums Service forecast budget out-turn for 2023/24, while detailing the latest monitoring position of the revenue budget, capital programme, reserves, and provisions.

9.3 The service continued to face uncertainty and challenges relating to the return of pre-COVID visitor numbers and patterns.

9.4 A budget overspend was still forecast; however this had reduced since the last update to the Committee primarily due to control of costs and a reduction in business rates. The service had benefited from a revaluation of its sites.

9.5 The following points were raised and discussed:

- A Committee Member stated that the Service was planning to mitigate the budget overspend further by managing costs and asked how this would happen in practice. Officers commented that the Service would take discretionary costs such as maintenance budgets into account, while ensuring there were no detrimental effects to visitors and the programme of events. The Service was navigating through an uncertain time with support from the Council and colleagues. It was planned to appoint a Commercial Development Manager to help rebuild income streams post-pandemic. The Service was also a beneficiary of a national scheme where museums received discounts to their energy bills.
- The Chair asked if any building materials for the Norwich Castle: Royal Palace Reborn project were affected by the Red Sea shipping crisis. Officers stated the project had a robust risk management process and benefited from its main contractor, Morgan Sindall, being one of the largest such firms in the market, which insulated the Service from some of the pressures resulting from the crisis. No key materials were expected to be routed through the Red Sea, but risks to supply chain would continue to be closely monitored.
- A Committee Member asked officers if they were confident that the current quality and quantity of service provision could be maintained given budgetary and outside pressures. An officer stated that at present there was no sign of concern from visitors, but this would continue to be monitored. The team were looking at new ways of fundraising, plus new partnerships to mitigate pressures.

9.6 The Joint Museums Committee **RESOLVED** to **CONSIDER** and **COMMENT** on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2023/24.

10. Norfolk Museums Service – Risk Management Report

10.1 The Committee received the annexed report (9).

- 10.2 Officers introduced the report to the Committee, which gave an insight into the key risks that were managed by the Norfolk Museums Service.
- 10.3 There had been no new additions to the risk register and no significant changes in risk profile since the last update to the Committee. There was an ongoing review of risks, managed on a rolling basis.
- 10.4 Having considered the contents of the report, the Joint Museums Committee **RESOLVED** the following:
1. **AGREED** the proposed changes to risks as set out in item 2.1 in the report.
 2. **NOTED** the active and dormant risks as per appendices A and B of the report.

11. Norfolk Museums Service – Performance and Strategic Update Report

- 11.1 The Committee received the annexed report (9).
- 11.2 Officers introduced the report to the Committee, which provided an update on the performance of the Norfolk Museums Service over the 2023/24 financial year plus an update on major projects.
- 11.3 Overall, there had been 224,581 visitors between the 1 April 2023 to the 30 November 2023, compared to 187,848 for the equivalent period in 2022. Visitor figures across the 10 museums were trending back towards pre-pandemic numbers. The *Gloucester* exhibition at Norwich Castle had contributed over 70,000 visits to the figures, while Gressenhall and Time and Tide had also seen positive performance. The numbers of school visits had returned to pre-pandemic levels, which was another positive development.
- 11.4 The latest round of Teaching Museum trainee recruitment closed on the 4 January. 400 applications were received for five positions, which was believed to be a new record and indicative of the appeal of the programme. Officers expressed gratitude towards Arts Council England for their support.
- 11.5 The Service was delivering an Arts Council England uplift programme, providing support in the Great Yarmouth, King's Lynn, and Thetford areas. Maintaining activity in other parts of Norfolk. A partnership had been formed with YMCA Leicestershire to develop Kick the Dust across the East of England and East Midlands. A meeting was held last week in Cambridge with key project partners and a meeting with the National Lottery Heritage Fund (NLHF) was scheduled for April ahead of a funding application submission at the end of May 2024.
- 11.6 The Norfolk Arts Service was pleased to announce the appointment of Niki Braithwaite as the new Arts Development Manager, beginning on the 4 March.
- 11.7 Dr Francesca Vanke, the Senior Curator at Norwich Museums, had been appointed as a member of the Acceptance in Lieu panel, which was an important government panel advising museums. This appointment meant the Service was currently represented on two of the key national committees relating to museum collections and artworks.
- 11.8 The Service was working closely with Brighton and Hove Museums to commence the new southeast museum development programme from the 1 April 2024. Planning was at an advanced stage.

- 11.9 SHARE Museums East was merging with their equivalents from the southeast, which would require new methods of working to be implemented. Previously only two years of funding had been secured from Arts Council England, totalling £1.7m, however, confirmation was received last week that current funding programmes were being extended for a further year, meaning stable funding was in place until 2026/27. Arts Council England were aware of the pressures facing museums nationally and indicated they would be satisfied with a 15% reduction in the delivery of activities in 2024 to reflect inflationary pressures.
- 11.10 The risk rating from Arts Council England had increased by one point to 7 out of 15, which was acknowledgment of budgetary pressures that the Service was facing in common with other organisations nationally. The report confirmed that solid risk mitigations were in place and it was likely the rating would return to 6 out of 15 by the end of 2024. Officers stressed that 7 out of 15 was still a positive rating given the size of the Service.
- 11.11 The following point was raised and discussed:
- A Committee Member asked if the Service gave support to unsuccessful applicants to the Teaching Museum. Officers confirmed that thorough feedback was given to each applicant, to the point that often candidates would successfully reapply the following year.
- 11.12 Having received an update on the 2023/24 Service position to date, the Joint Museums Committee **RESOLVED** to **NOTE** the following:
1. Progress regarding development of the Norwich Castle: Gateway to Medieval England project.
 2. Progress in terms of the Museums Service's 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.

12. Norwich Castle: Royal Palace Reborn Project Update February 2024

- 12.1 Hannah Jackson gave a presentation to the Committee illustrating the latest updates to the Royal Palace Reborn Project. The presentation slides could be found on the County Council's website under Committees.

There being no other business, the meeting closed at 15:34

**Cllr John Ward, Chair
Norfolk Joint Museums Committee**



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GREAT YARMOUTH
BOROUGH COUNCIL

Great Yarmouth Area Museums Working Group

Minutes

Wednesday, 20 March 2024 at 14:30

Councillor Freeman (in the Chair), Councillors Galer, Bird, Greene, Robinson-Payne, McMullen, Lawn, C County Councillor Ward

Also in attendance at the above meeting were:

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

1 APOLOGIES FOR ABSENCE

Apologies for Absence were received from Councillor Mogford and Councillor Kybird.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared.

3 MINUTES

The Minutes of the meeting held on 3rd October 2023 were confirmed.

4 MATTERS ARISING

There were no matters arising from the above Minutes.

5 MINUTES

The Minutes of the meeting held on 9th January 2024 were confirmed.

6 MATTERS ARISING

There were no matters arising from the above Minutes.

7 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 Area Museums Committee 20 March 2024

Great Yarmouth Museums briefing for period: January to March 2024

1. COVID-19 & infection control update

1.1 Infection control procedures

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

- Ventilation
- Cleaning regimes
- Hand sanitisation

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

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

2. Exhibitions at Time and Tide

2.1 Crossings, Constructions and Connections: JMW Turner and Bridges Old and New (21 October 2023 to 25 February 2024)

At the end of February, we de-installed the Bridges exhibition and carefully removed

the JMW Turner oil painting of Walton Bridges that has hung in our temporary exhibition spaces over the winter season at Time and Tide. This exhibition formed part of the regional tour that followed the acquisition of the painting, which was funded by the NHLF, the Art Fund and a private donor. The last venue of the tour will be an exhibition at Norwich Castle Museum & Art Gallery, curated again by Dr Francesca Vanke, Senior Curator of Norwich Museums.

We have encouraged a range of groups to visit and enjoy the exhibition galleries and have added sound and videos to avoid the normal urge to whisper in an art space. Little Kippers, the under-five's preschool group spent time learning how to move like water in one of their monthly sessions, as well as building bridges in our Construction Zone.

Following the official opening of the Herring Bridge we were able to add the commemorative brochure to our displays for the final weeks of the exhibition. The brochure has been accessioned to our permanent collections, along with the other branded items from the BAM Farrans joint partnership.

2.2 Forthcoming Exhibitions

Dinosaurium: Re-imagined Creatures (16 March to 21 September 2024)

We are now turning the temporary galleries from stark white art spaces to an immersive green 'dinosaur' space for the forthcoming Dinosaurium exhibition. Some of this year's NMS Teaching Museum Trainees have helped transform the spaces, as well as cleaning fossils and other objects for the displays.

This exhibition explores 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 the film Jurassic Park. Alongside dinosaur fossils and life-size models, we will be exploring the lives of Mary Anning and our local fossil collector Anna Gurney. We are looking forward to inviting visitors to reminisce about the dinosaurs from their childhood. We are hoping to prompt intergenerational conversations about everything from the Flintstones to Barney.

2.3 Community Displays and Exhibitions

The Red Herring Gallery is currently hosting works by our Kick the Dust funded group Make Yarmouth. The works showcases the young peoples' responses to stories from the fishing industry and their experiences of adolescence in collaboration with the Sainsbury Centre.

2.4 Other displays

The wreck of HMS Gloucester

To aid the delivery of guided session for school groups looking at the wreck and its story by our learning team, and as part of the Arts Council England funded Stories from the Sea partnership with Royal Museums Greenwich, we are pleased to have secured the loan of the painting The Wreck of the Gloucester off Yarmouth, dating back to 1682 by Johan Danckerts. The redisplay of part of the ground floor Fishing Gallery has been completed into an area celebrating the Dankerts painting which is now on long term loan to the museum.

A timeline of the ship's history, and informative graphic panel have been added, along with a screen showing the Barnwell brothers and the team from the UEA discussing the significance of the wreck to the history of Great Yarmouth and Norfolk.

3. Events

3.1 Winter Talks at Time & Tide

The winter talks series has grown since last year with more talks scheduled and more visitors coming along to listen to them. Topics covered included Precious Plastics; a Turner talk alongside the exhibition by senior curator Francesca Vanke; Victorian photographer Peter Henry Emerson; the life of an English Civil War soldier; Tudor food; The Gloucester Shipwreck with Professor Claire Jowitt and a particularly popular talk on Norfolk's Deep History Coast with Dr John Davies and Dr David Waterhouse.

3.2 February Half Term 2024

The half term activities this year drew on the theme of Crossings, Constructions and Connections: JMW Turner and Bridges Old and New, the temporary exhibition.

On Monday 19 February, museum migrations were explored with community artist Alex Day who facilitated activities based on objects that have travelled from around the world. This was a chance to highlight the previous Migration, Heritage and Belonging project by using the handling box and the contents created as part of that project. Objects from the Haida Gwaii community in western Canada were discussed and children were drawing connections between the objects and different places around the world. Others drew where they lived and connected it to where their families came from.

Volunteers from the Norfolk Wildlife Trust brought in objects and games to talk about with visitors throughout the day. This was supplemented by paper bird crafting, making models of starlings and learning about murmurations and animal migration. Adults and children worked together to figure out folding the birds from paper and decorated their creations, some joined the murmuration mural on the wall while others migrated home with visitors. A few families returned multiple times throughout the day to add to their flock.

On the Wednesday the events team joined the Gorleston Satellite Science Festival with some outreach activities about the Gloucester shipwreck. In the Gloucester explorium, visitors met the wreck discoverers the Barnwell brothers, talked to professors from the UEA and learnt from the handling objects about what was found at the wreck site. Younger visitors also made bottle seal stamps and voted for the route they would have chosen to sail on the Gloucester – most voted for the deep-sea route and so would have avoided the sandbanks that caused the wreck altogether. Half term Thursday saw the team back at the museum with Mad Science, delivering STEM activities and experiments about electricity, marshmallow molecules and engineering bridge superstructures.

Friday hosted a drop-in beginner-friendly watercolour painting workshop. Inspired by Turner's sketching process, visitors explored using watercolours to make shape, how the paints changed and attempted to make their own sketches of the bridges we built and imagined. The events officer worked with Cultural Connections to recruit a couple of event delivery volunteers to support the half term activities. Sam and Gillian joined the team and were involved in delivering craft and engagement activities both on site and at the science festival. This was a successful pilot and helped the team to spend more time with people during their visits as well as being an enjoyable venture for the volunteers. This model will be replicated, and Cultural Connections will arrange more volunteer placements for events later this year.

4. Other Museum Projects and Developments

4.1 Time & Tide Museum - Changing Tides redevelopment project

The Changing Tides - Shaping Our Great Yarmouth project Grants for Heritage Round One funding application was submitted to the National Lottery Heritage Fund on schedule in November 2023. We expect to hear the decision on this application after the NLHF Committee meeting for Midlands & East is held in mid-March.

As part of this project, as well as new approaches to using digital interpretation, many of the galleries - especially those on the first floor - would be redisplayed in new and engaging ways giving us the opportunity to showcase different collections and explore new maritime themes.

This includes the new partnership gallery concept, working with Royal Museums Greenwich to bring the collections of the National Maritime Museum – a long established NMS partner - to Great Yarmouth. A pilot project as part of this national partnership was installed in October, with the high-profile long-term loan of The Wreck of the Gloucester off Yarmouth by Johan Danckerts now on display in the maritime

galleries. This highlights this important local and nationally significant story and ensures there is a Gloucester presence in Great Yarmouth for an interim period following the end of the successful Norwich Castle exhibition, which featured this artwork.

4.2 Collections Management

Work is continuing on the stores move and audit project at Time and Tide, reviewing stored collections which have not been utilised in recent times and checking their relevancy to the story of Great Yarmouth life. Many of these objects were previously held at the Tolhouse Gaol Museum and Great Yarmouth Library prior to the 2004 collections move to Time and Tide Museum. The digital images of the audited items are being uploaded to the NMS public facing collections website by our dedicated volunteers, enabling service users all over the world to view these interesting historical documents.

5. Learning

5.1 Early Years

Our under-fives group, Little Kippers, continues to gain a good attendance. We have had the opportunity to explore the recent Bridges exhibition, which proved to be a very popular session. The children enjoyed discovering Turner's Walton Bridges and making their own bridges from various materials. We have also been deep sea diving to explore what we could find under the sea and came across the shipwreck of The Gloucester.

Following a discussion with parents, we are planning to pilot a new session with a similar format to Little Kippers which will cater for home schooling families with children aged 4-8 years. The first session is planned for after Easter and will take a look at our new Dinosaurs Exhibition.

5.2 Schools

This period (January – March) has seen us continue to deliver almost daily in term time to schools. This is in spite of high coach transport costs which continue to be a real barrier to pupils visiting museum sites. Local Great Yarmouth schools who are unfortunately just too far away to walk to the museum are looking at a significant cost for a short coach trip. The impact of this is that schools who would visit maybe two or three times across the year are now only able to afford one trip.

The last week of the half term we were very excited to launch our Gloucester Shipwreck school event. We delivered this new event to two schools on two separate days. The feedback for the event was positive, with pupils saying that they enjoyed learning a new topic of local history and were excited by such a local discovery. This event is made possible by a Royal Museums Greenwich loan of The Wreck of the Gloucester 6th May 1682 painting by Johan Danckerts. The loan is testament to the strength of the longstanding partnership between NMS and RMG, established through the Department for Education / Arts Council England funded Stories from the Sea schools project. Without this loan we would not have any collection items that link directly to The Gloucester at Time and Tide Museum, making it unfeasible to offer a school event that is of such local and national importance.

As part of our Gloucester event launch, we also ran a teachers CPD event. The event focused on local Shipwrecks with a focus on The Gloucester. Julian Barnwell, one of the divers who discovered the Gloucester shipwreck, was able to join the session remotely. We were also joined by Kate Argyle from Historic England, who provides a wealth of local knowledge, resources and support for our schools programme. The aim of the day was to inspire teachers and show them the significance of such a wonderful local Maritime discovery. One local Great Yarmouth school who attended the CPD day instantly booked a visit, so it is a positive start to this welcome addition to the schools offer at The Time & Tide Museum.

5.3 Youth Engagement

Great Yarmouth Heritage Collective

Kick the Dust has continued to work with the Great Yarmouth Heritage Collective at the YMCA to support young people aged 19-25 to gain confidence and transferable skills through positive activities. We have delivered an engaging weekly programme of activities for young adults who struggle with their mental health and wellbeing. These sessions are held every Wednesday throughout the year.

Since December, the YMCA clients have been researching the topic of 'Folklore', inspired by the exhibition hosted by the Norfolk Libraries and Information Services: "Fantasy: Realms of Imagination" in 2024. The clients began by researching folklore around Christmas traditions. This included creating a folklore Christmas Tree calendar and lino print Christmas cards featuring designs that were inspired by folk tales such as Krampus and the Gonks.

The YMCA young people then worked with the Great Yarmouth Library to host a Fantasy Board Games event in the February Half Term as part of the exhibition. The clients worked really hard to decide what age group to target the event at, how to promote the information and what we would need to host a successful event. The young people designed fantasy t-shirts and tote bags, quotes to display at the event, fun feedback tasks and colouring sheets. They also chose a suitable range of board games that would appeal to families of all ages, as well as designing two original games: Fairies and Dragons and Mythical Snap.

The event was successful, and the GY Heritage Collective received amazing feedback from those who visited. Jess, who represented the GY Heritage Collective on the day, showed great confidence when talking to new staff and visitors and impressed us with her skills as she adapted games that were not working so well into really engaging and successful new ones. We are looking forward to taking this event to new venues in the future.

From March, the GY Heritage Collective will start to researching a 'Fashion Through the Ages' project. Through this topic we will work with artists to teach the young people attending the group practical skills in sewing, fibre art, fashion design and photography, as well as archive skills. This topic will result in the group making a costume fit for the Met Gala with a theme reflecting a heritage aspect of Great Yarmouth and sustainable fashion.

Make Yarmouth

Make Yarmouth works with the Shaw Trust to engage vulnerable teenagers in positive activities. We use a variety of light-touch, creative arts approaches, and museum collections to generate a fun programme of weekly activities. These sessions run every Tuesday evening in term time.

Since December, participants at Make Yarmouth have been participating in light-touch activities inspired by folklore and the "Fantasy: Realms of Imagination" exhibition hosted by the Norfolk Libraries and Information Service.

This has included making and performing a shadow puppet show about Black Shuck, creating fantasy creatures inspired by medieval interpretations of animals and testing out the games played at the Great Yarmouth Heritage Collective's Fantasy Board Games event. Jasmine, the Teaching Museum trainee in Great Yarmouth, also led an excellent session on Canadian Folklore which the young people thoroughly enjoyed. This included playing a game of Folklore Bingo, listening to tales about the Sasquatch and making folklore trading cards inspired by TV shows, friends, and imaginary creatures.

Make Yarmouth also completed the Coastal Connections project with the Sainsbury Centre for Visual Arts (SCVA) and Associate Artists Julia Devonshire, Johann Don Daniel and Alex Day. The Make Yarmouth participants worked with these artists to install their work that had been exhibiting in The Stuff of Life/The Life of Stuff at the Sainsbury Centre, in the Red Herring Gallery at Time and Tide Museum. The young people decided the placement of their artworks, as well as painted the space in preparation to install their work. You can now view this temporary exhibition at Time

and Tide Museum.

From March, Make Yarmouth will be focussing more in participating in one-off light touch activities where they can learn new skills whilst being creative. This will begin with making a Monopoly game inspired by the places they enjoy visiting in Great Yarmouth.

National Saturday Art & Design Club

Following the completion of Mermadelica: Fashion and Fantasy in autumn/winter 2023 (responding to the British Library's Fantasy: Realms of Imagination touring exhibition), 15 club members are progressing with How to Thrive in a Storm, a learning project exploring care and wellbeing using examples from maritime heritage. How to Thrive in a Storm examines the legacy of Captain Manby's lifesaving apparatus and navigational objects including a celestial globe, sextant and binnacles—drawing contemporary parallels with objects that help young people thrive by the coast today.

There are 18 club members with 3 new participants who have joined in 2024. All Club Members are from widening participation backgrounds, 10 participants experience disability, including but not limited to ASD, SPD, mobility issues; and 40% of club members are home schooled.

Club Alumnus, Sophie, continues to support as a volunteer in the Workshop Champion role, building transferable skills and work experience. NSC now looks ahead to completing Bronze Arts Awards in the spring, the annual Summer Exhibition at Somerset House, a masterclass with a creative industry professional, and a display of Wherry Lines posters in the Red Herring Gallery.

New Navigators: Climate Action Youth Board

New Navigators: Climate Action Youth Board is an exciting youth-led group for ages 16-25 in the East and meets once a month at Time and Tide. New Navigators are introduced to topics including emission scopes, approaches to reduce material waste, carbon literacy training, carbon surveys, ethical procurement, and ways of wilding the museums.

New Navigators continues to develop in 2024 and currently hosts 7 participants at each monthly session. The group is looking ahead to completing a Level 3 Environment Leaders course with East Norfolk Sixth Form College, connecting with the Gressenhall Environment Hub and linking up with a wider network of youth climate action groups across the region.

Young Communicators

Twelve Level 4 Creative Enterprise students from East Norfolk Sixth Form College are working on a range of creative briefs, covering heritage and cultural events across Great Yarmouth and beyond. Creative outputs included photography, journalism, social media, and film. Young Communicators receive training and mentoring to develop their skills and experience through specialist support from Creative Collisions youth arts and ENSFC as well as industry professionals and Enjoy Cultural Education Partnership organisations. So far this year they have documented the Launch of The Ice House, made two exhibition films for Norfolk Museums, reviewed the live streamed panto at St Georges Theatre and reviewed a Play Produce Promote gig at Time and Tide. They have also taken part in training for audio and video editing as well as interview techniques and fundraising and running an arts organisation.

Not Made in Great Yarmouth

The Not Made in Great Yarmouth project is funded by a grant from the Art Fund of £40,880. It is delivered by Creative Collisions in partnership with Time and Tide Museum, East Norfolk Sixth Form College and East Coast College.

The project will develop a new digital gallery called The Smokehouse Gallery within an industrial heritage space at the Time and Tide Museum. This atmospheric setting, in one of the former herring smoking rooms offers a unique opportunity to create a truly multi-sensory experience. The intervention will be transformative, creating a world within a room without changing the fabric of the walls.

Two artist residencies have been set up at the museum, and projects are being delivered by project teams comprised of artists, museum staff, teachers and young people who have been carrying out research into the collections and archives which has informed the development of digital artworks.

The teams are creating an inaugural exhibition for the gallery which be on display throughout the Summer 2024; Not Made in Great Yarmouth will take as its starting point museum collections, people and stories that did not originate in the town, exploring historic and contemporary international connections and reflecting on legacies of colonialism and migration.

Artist Tracy Satchwill has been working with L3 Creative Media students from East Coast College. Under Tracy's guidance the students have made individual short films using digital collage, Adobe After Effects and Lumi AI software. The films feature imaginative animated characters inspired by Time and Tide collections, which speak to us about their history and how they came to be in Great Yarmouth. These will be projected on a large screen in the new Smokehouse Gallery. For her own artwork Tracy has created a film installation, using digital collage, called Gold Drunk which features a greedy goddess, gobbling treasures and is inspired by Britannia.

Artist Grace Lee has worked collaboratively with East Norfolk Sixth Form Students to create a virtual reality game. The game features collections which are found inside wooden crates on the beach. Each crate represents a different level of the game and will feature an object or collections of objects which will be animated by sound, visuals, labels, text and poetry.

Stitchers

The Great Yarmouth Stitchers group has welcomed two more talented members since Christmas, and they have been busy working on lots of projects for the Time and Tide Museum's café and Education and Events departments. They have been stitching and crocheting more fish for the nets in the café for a trail for children visiting the café, crocheting dinosaur hand puppets for summer events, and researching a large 1960s costume making project for the schools team Mods and Rockers event.

5.4 Kick the Dust: Norfolk – countywide project update

Background

The first Kick the Dust project delivered by Norfolk Museums Service (NMS) was funded by the National Lottery Heritage Fund and ran from October 2018 to March 2023.

The target audience for Kick the Dust activity is young people aged 11-25, with a particular focus on young people aged 16-25 who do not normally engage with the heritage or consider it relevant to their lives. Priority participants are young people facing multiple challenges and barriers, including YMCA clients and other young people engaging with NCC and partner organisations specialist support services. Key project partners include YMCA Norfolk, Creative Collisions (Great Yarmouth) and NCC Children's Services, Libraries and Public Health.

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

For this original project, total participation numbers from October 2018 to March 2023 were 13,905 interventions, involving 4,527 individual young people taking part in 7,039 hours of quality activity, taking us beyond the initial project target of 8000 interventions. As the project developed, more young people took the lead in projects, shifting the percentage of activity at each of the 4 levels.

- 25% of all activity was at Player level
- 40% at Shaper level
- 35% at Leader level
- 86% of all activity in March 2023 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 from October 2018 to March 2023:

- 47% (1,449 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),
- 27% (825 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)
- 26% (771 opportunities) in Norwich
- 331 volunteering opportunities have been provided to 180 individual young people.

In total 420 staff took part in training, with 151 having taken up opportunities in lockdown. In addition, 45 young volunteers took part in training. Kick the Dust has supported 7 young people on its bursary traineeship programme, the last cohort finishing in May 2022, all of whom have secured permanent employment within the heritage sector. A further 6 young people completed the pre-traineeship programme. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme with 3 others applying for the role and being shortlisted. Two Young Ambassadors have progressed onto teacher training programmes. Our 7 Young Ambassadors have supported Institutional Change within NMS on the strategic Youth Board and Project Board. Staff from our Front of House (FOH) and Visitor Services teams have engaged in training such as mentoring and coaching, mental health first aid and creating autism friendly spaces which played a key role in supporting the new pre-traineeship pilot programme for YMCA clients and other vulnerable groups.

Current activity

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

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

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

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

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

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

The following data is based on the start of this new project covering the period 1/5/23 to 30/1/24.

Number of interventions with young people:

Between 1/5/23 and 30/1/24 there have been 1,199 interventions involving 674

individual young people taking part in 1,193 hours of quality activity. 91% 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:

- 20% of activity was at Player level (to introduce new young people to the project)
- 58% at Shaper level (longer term project with young people determining the content)
- 22% at Leader level (long term engagement – young people leading projects, acting at governance level, mentoring staff)
- 80% of all activity involved young people in leading and designing projects

Breakdown of activity taking place in each area:

- 42% (91 opportunities) in the West (covering Kings Lynn, Gressenhall),
- 18% (40 opportunities) in Thetford
- 18% (40 opportunities) in the East (covering Great Yarmouth, Cromer)
- 21% (44 opportunities) in Norwich
- Four opportunities were offered to young people at alternative venues outside of Norfolk
- 42 volunteering opportunities have been provided, with three young people taking on the role of Digital Buddy and seven as Young Ambassador.
- Of all delivery, 84% involves young people being part of a long-term group, providing them with a deeper understanding of heritage and allowing them to explore their identity, develop their skills and confidence and embed themselves more in their local communities, a key aim of ACE.

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

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. Social media training working with a specialist from Libraries has been embedded into team meetings which include three of our Young Ambassadors who are acting as Digital Buddies. Further opportunities are being planned for the Spring/summer terms to include SEND and Mental Health First Aid training. The team accessed the 'Childhood Adversity and Creating a Trauma Informed Environment' on 31 October and 'I'm a teenager, get me in there' training in January 2024 at Ely Museum (as part of the new Your Heritage Your Future National Lottery Heritage Fund funded project) which will inform future delivery.

Our offer to support young people around the important theme of mental health and wellbeing is on-going and this will be measured through the new evaluation framework using data from the young people's feedback forms as well as the new narrative evaluation which was rolled out from September 2023 to September 2024. At the end of the NLHF funded project in March 2023, 26% of young people identified as having a mental health issue. Up to 30/1/24 data shows that 47% of the individual young people who have taken part in the new programme of activity identify as having a mental health issue (although this is from a smaller number taking part) showing the need for this programme. Through a systematic approach to evaluation, in partnership with Libraries, the team will be able to demonstrate impact on mental health on those taking part and the young people will be able to monitor their progress through the programme in relation to skills, confidence and mental health. Narrative evaluation will further demonstrate impact.

NMS and NCC continue to work together through the 'Making Creative Futures' group, chaired by the Kick the Dust Project Coordinator, where members from across Children's Services identify ways to engage the hardest to reach and most vulnerable

children and young people through a joint effort. The group continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project through the Big Norfolk Fun programme (Big Norfolk Holiday Fun - Active Norfolk) and through our own contributions through our Kick the Dust offer. The focus is on mental health and wellbeing and has representation from the NCC Public Health team. This group acts as the vehicle to share best practice, ideas and resources and its membership continues to grow.

Target audiences: (some young people fall into more than one category) as of 30/1/24

- FE/HE – 44%
- YMCA clients – 8%
- Secondary schools – 39%
- Young people with mental health issues – 47%
- SEND – 3%
- Outside of mainstream education – 25%
- NEET – 31%
- Looked after children and adopted living those at home - 0%
- Care Leavers – 1%
- Young Carers – 6%
- New arrivals and refugees – 6%
- Pregnant young mums and teenage parents – 1%

In terms of how young people are finding out about Kick the Dust, it is clear that the Kick the Dust website is being used effectively with 50% of young people finding out about the project through the updated web pages (Kick the Dust - Norfolk Museums); 17% coming via one of our partner organisations and 17% having already taken part in a Kick the Dust project in the past.

Impacts on mental health and wellbeing

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

From the Young People feedback forms, following their involvement in Kick the Dust, 50% strongly agreed that this had had a positive impact on their mental health and wellbeing with a further 50% agreeing that their involvement in Kick the Dust has helped them have more positive mental health.

From the additional questions asked of the young people taking part, the programme is meeting their needs and helping them see themselves in a museum or heritage setting.

- 100% of all young people strongly agreed that the museum was a safe space for young people like themselves who were struggling;
- 100% strongly agreed they were given a voice that was listened to;
- 63% strongly agreed that they understood heritage better than they had done before taking part with a further 25% agreeing;
- 63% strongly agreed that following their engagement heritage was more relevant with a further 25% agreeing. The same numbers stated that they felt heritage represented young people like themselves;
- 85% stated they now had a greater understanding of museums and the job roles available with 50% strongly agreeing that they could see themselves working in the sector;
- 63% strongly agreed that the skills they had acquired would be useful to them in the future with a further 38% agreeing;
- 43% strongly agreed they felt more connected to their local community than previously with a further 57% agreeing;
- 72% agreed that their involvement had helped them to explore and feel more

connected to their own identity and heritage.

New funding bid to the National Lottery Heritage Fund

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

As part of this development phase, a group of young people from Norfolk who are NMS Kick the Dust Youth Board members, met recently with their counterparts in Leicester, as part of a structured weekend consultation event supported by NMS and YMCA Leicestershire project workers. More information is provided below.

YHYF Forum visit to Leicester

On 16 and 17 February 2024, representatives from the NMS Kick the Dust Youth Board and the YMCA's Midlands Youth Heritage Forum met up in Leicester for two days full of heritage visits and discussion. Amongst visits to some of Leicester's top heritage attractions, the group reviewed their involvement in the Your Heritage Your Future project and made key decisions about the project going forwards.

The trip was attended by four young people from the Norfolk Youth Board, three from the YMCA's Youth Heritage Forum, and the current trainee working at Leicester Museum & Art Gallery. Staff present included the Strategic Lead for the East Midlands, the Project Officer in East of England, YHYF's Evaluation Consultant and the Youth Mentor/Documentarian for the pilot phase.

Decisions made and insights gained

The young people chose a collective name for their group going forwards working on the project: the YHYF Forum. They also:

- Provided feedback on the infographic drafts, choosing a final version they preferred.
- Took part in a workshop led by the Evaluation Consultant, making key decisions about how evaluation should look in the delivery phase and how to remove barriers to taking part in evaluation.
- Went on a tour of Leicester Museum, led by Nuura, the trainee, so that they could learn about the museum but also ask her questions about the traineeship and formulate their own ideas on how the traineeships could be adapted in the delivery phase.
- Prior to their visit but as part of YHYF, the NMS Youth Board gave feedback on flyers about the project to be handed out at the SHARE conference on 11 March.
- The YHYF Forum noted that ensuring definitions of heritage are broad is important, particularly for young people from global majority backgrounds.
- Identified that clear signposts for further work for young people after the traineeships will be important.
- Evaluation needs to consider and clearly communicate why data is being collected and what it is being used for, particularly for young people with complex needs.

Learning

Throughout the visit, it became apparent how important being part of a heritage youth board was to the young people's sense of identity. This was for a number of reasons, including:

- Increased confidence and self-esteem as a result of taking part in something new and, importantly, travelling to new places and being independent.
- Meeting other people in a space to share similarities but also learn about different viewpoints, stories and histories.
- Improved wellbeing through social interaction and being able to have fun as a group at heritage sites.

Quotes from participants:

"[I have gained] confidence...Chinese society is a bit competitive...I'm always

comparing myself to other people and thinking that I'm not good enough. So, I think now I'm probably more confident with my language and my study, and feel braver to try something new.”

“This completely takes me out of my comfort zone. I would never be like “I want to go to museums”, or I'd never travel outside of my hometown, because I only did that with family, and I don't have contact with them...It has encouraged me to travel by coach and stuff like that. And that sort of opened up my mind and brought down a wall, and also doing it now, like I could feel fully comfortable do by myself. And I think that's something that I didn't expect at all, which I again, will forever cherish.”

“When I joined Kick the Dust, I got to work with people who really challenge my views of things...it's really interesting to have different perspectives to me and interesting stories and views of history and things like that. It's such a great life skill to have friends who are different from you and respect their opinions.”

Being part of the group has also expanded horizons for the young people. It has given them the opportunity to explore new areas – this was particularly highlighted when all but one of the group visited the King Richard III centre in their free time, even though it was not a planned activity – and has also opened up new career possibilities for them and affirmed that the heritage sector is a space that they belong in.

“Another thing is I've also had something to look forward to. For as in for my future. It gives me that plan.”

“It's helped me realise what I want to do in terms of a career because I did the online work experience with Kick the Dust back when I wasn't sure what I wanted to do and then I really enjoyed that. So, I decided to join the board from that. Just getting the chance to see...how the museum industry works really helped as well, to help me decide that was something I'm interested in. I don't think I would have done a Museum Studies course at Durham University without having done that, to be honest.”

“It's definitely given me confidence and the ability to talk to people who are involved in museum services at a high level, and not feel too intimidated.”

6. Participation numbers

6.1 Visitor figures are shown below for the year to date up to the end of January 2024. They will also be circulated with the meeting minutes.

| | | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN |
|--------------------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Tolhouse Museum | 2021-22 | 0 | 0 | 0 | 0 | 0 | 0 | 2,211 | 0 | 0 | 0 |
| | 2022-23 | 325 | 417 | 419 | 273 | 850 | 683 | 217 | 20 | 13 | 154 |
| | 2023-24 | 476 | 380 | 297 | 388 | 1,146 | 1,103 | 887 | 16 | 40 | 180 |
| Elizabethan House Museum | 2021-22 | 0 | 1,022 | 683 | 1,075 | 1,194 | 1,411 | 1,289 | 30 | 0 | 0 |
| | 2022-23 | 1,156 | 1,017 | 881 | 1,338 | 1,622 | 1,817 | 1,237 | 79 | 88 | 0 |
| | 2023-24 | 1,218 | 1,167 | 1,452 | 1,433 | 2,088 | 2,107 | 3,084 | 1,159 | 725 | 1,125 |
| Time and Tide | 2021-22 | 0 | 0 | 0 | 0 | 0 | 0 | 2,191 | 0 | 0 | 0 |
| | 2022-23 | 1,708 | 1,167 | 1,339 | 1,338 | 1,622 | 1,817 | 1,237 | 107 | 98 | 0 |
| | 2023-24 | 2,461 | 2,235 | 2,508 | 3,083 | 3,360 | 3,701 | 2,502 | 2,053 | 1,723 | 1,498 |

Andrew Smith, Robin Hanley and Colin Stott were thanked for this very comprehensive report and answered questions.

Andrew Smith asked Members if it was still necessary to report on Infection Control Measures. Members agreed that this was no longer necessary.

Councillor McMullen asked what age range the new Dinosaurium exhibition was aimed at. Andrew Smith advised that it was designed to appeal to all age ranges.

Councillor Bird asked if any other items had been obtained from HMS Gloucester and Councillor Freeman asked whether there were any plans for the museum regarding HMS Gloucester.

Andrew Smith advised that they were waiting to hear from the Barnwell Brothers. It would be great to have some items on display in Great Yarmouth and the museum had all the correct cases and conditions to display exhibits, as well as the right curatorial support.

Councillor McMullen asked whether it would be possible for the committee to write to the Barnwells again.

Andrew Smith advised he would be happy to do so.

Councillor Freeman agreed that the committee should write again and also suggested

asking the CEO of GYBC to write as well.

Councillor McMullen also asked whether it would be possible for some of the young people who the museum worked with, to come and speak about their experiences and how they benefit from the museum.

Colin Stott advised that this was something that could be arranged.

Councillor Robinson-Payne asked how many young people were involved.

Colin confirmed that there were about 6 in the YMCA group.

Councillor McMullen commented that her son ran Arts clubs in Wellington, New Zealand and asked whether it would be possible to forge links .

Colin Stott asked if Councillor McMullen could forward her son's details.

7. Recommendation

That the Area Museums Committee notes the report.

Agreed.

8 ANY OTHER BUSINESS

The Chairman asked whether the Time and Tide Museum would have any involvement with the Winter Gardens such as an exhibition space or pop-up display. Colin Stott advised that his team was involved and had helped to develop an activity plan. It would be beneficial working on two sites as it would increase capacity.

County Councillor Ward asked whether there had been any contact regarding the the Nelson Museum Collections.

Councillor Robinson-Payne advised that the trustees would be open to contact in time.

Councillor Freeman noted Councillor Robinson-Payne's comments and advised that contact would be actioned.

Councillor McMullen asked about the opening hours of the Tolhouse Museum and was advised that the museum will be open from Easter during school holidays.

The meeting ended at: 16:30



Norwich Area Museums Committee

14:30 to 16:00

5 March 2024

Present:

City Councillors:

Huntley (chair)
Hoechner
Kidman
Schmierer
Wright

County Councillors:

Ward (vice chair)
Brociek-Coulton
Watkins

Co-opted non-voting Members:

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

Apologies:

County Councillors Birmingham, Reilly and Rumsby, and Amanda Geitner (East Anglia Arts Fund)

Also present:

Robin Hanley, Assistant Head of Museums
Stuart Garner, Operations Manager
Jan Pitman, Learning Manager (Norwich)
Francesca Vanke, Senior Curator of Norwich Museums and Keeper of Fine and Decorative Art

1. Declarations of Interest

There were no declarations of interest.

2. Public Questions and Petitions

There were no public questions or petitions.

3. Minutes

RESOLVED to approve the accuracy of the minutes of the meeting held on 5 December 2023.

4. Norwich Museums Report – November 2023 to January 2024

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

The Assistant Head of Museums presented Section 1, Infection Control Update, of the report. He confirmed that Norfolk Museums Service (NMS) was continuing to monitor infection levels and there had been no disruption found over the winter. The CO2 monitors remained in place across a number of sites. These monitors were also able to monitor the humidity and temperature remotely and some testing with the monitors had allowed for dashboards to monitor levels more closely. Further monitors were being made available to NMS by the County Council's property services to use across more sites. This would allow NMS to use the CO2 monitors to monitor the museums' sites environment as a potential alternative to the current system. The Assistant Head of Museums suggested that, in future, reports to the Committee the section on Infection Control Update could be omitted as this was now part of business as usual and if the situation was to change then this could be reported upon. The Committee supported this suggestion.

The Operations Manager presented Section 2, Norwich Museums Operations, of the report. Due to the ongoing Keep Project, the current opening arrangements were still in place, with the pop-up catering and retail facility within the Rotunda continuing to prove popular. The new entrance area was due to be handed back to NMS in Spring 2024 and would be made available to the public shortly thereafter. He detailed the number of ceremonies that had been held in Norwich Castle over the previous 12 months, which had generated an additional 18,397 in footfall.

The Learning Manager (Norwich) presented Section 3 of the report, Norwich Learning Team Activities – Highlights Report. The service was currently developing a new event for Key Stage 2 pupils at Strangers' Hall focussed on Robert Kett, and this would be piloted in early March 2024. The event would create a new immersive experience for pupils as it would allow pupils to meet different "characters" from that time period. For Key Stage 3 pupils, the Transatlantic Slave Trade event had recently been relaunched. This would continue to be updated to ensure that the subject matter was treated sensitively. A number of events were being planned as part of the Keep Activity Plan in advance of the re-opening, which included a "mystery" play, an immersive play performed by both actors and community groups at the Forum. This would be taking place the same weekend as the Lord Mayor's Procession and therefore would attract additional visitors. During the school holidays, a range of activities had taken place, including the opportunity for visitors to build a medieval town. The service was trialling new ways of engaging with pupils from more deprived areas of the city, which included providing free tickets to the families. The Learning Team continued to engage with a number of community groups and projects such as the UEA Norfolk Initiative for Coastal and Rural Health Equalities (NICHE) Kintsugi Project and The Garage's Creative Well-being Project. Work had started between the Learning Team and visitor services staff to develop twice daily history highlights tours for members of the public by visitor services staff.

In response to a member's question the Learning Manager (Norwich) confirmed that pupils from the Robert Kett Primary School in Wymondham would be invited to take part in the new event focussed on Robert Kett.

A member queried what the sensitivities were around the Key Stage 3 Transatlantic Slave Trade event. In response, the Learning Manager (Norwich) said that the Learning Team worked closely with the Norfolk Record Office to understand the complexities of items in the collection such as the Paston Treasure and the county's links to plantations. The event also sought to highlight the abolitionist movement within Norfolk.

In response to a member's question, the Learning manager (Norwich) said that further work was needed to identify the schools that were not engaging with the learning service. The service would be reaching out to the schools and nurseries within one mile of Norwich Castle to understand the barriers for those attending. This included working with Earham Nursery to provide transport for pupils to help alleviate this particular barrier.

Members commended the Learning Team on the breadth of events offered and the range of groups that the service worked with and would welcome further information on the work that was undertaken in relation to the effects of arts and culture on well-being. The Learning Manager (Norwich) commented that the service was increasingly using items from the NMS collections and using these in new ways.

The Assistant Head of Museums presented section 4, Kick the Dust: Norfolk – project activity update, of the report. The current project was funded through additional funding from the Arts Council England (ACE) National Portfolio Organisation (NPO) Uplift award for the period 2023-26. While the focus of the activity for the current project was not in Norwich, activity in Norwich continued. The report detailed the number of young people who had taken part in activities related to the current project which had been running since May 2023. While the majority of activity took place face-to-face some continued to be hosted remotely. The new project involved NMS working more closely with the County Council's Information and Library Service and activity had therefore taken place at libraries. Involving young people was at the forefront of the project and young people were members of the project steering group to help shape the project and its activities. A key learning from the initial project funded by the National Lottery Heritage Fund (NLHF) had been the development of staff to more confidently engage with young people. As previously reported to the Committee a funding bid to the NLHF was ongoing in collaboration with YMCS Leicestershire, and this would be submitted in May 2024 which, if successful the delivery of the project would start in late 2024.

The Chair asked for the terms "intervention" and "opportunity" to be clarified in relation to the Kick the Dust: Norfolk project. The Assistant Head of Museums said that during the development of the initial NLHF funding bid, the service had looked how to classify the different types of contact the project could have with young people and how to record these, as one individual may have multiple contacts with the service through the project. An "intervention" was any interaction that a young person had with the project and therefore it could measure the number of contacts an individual had with the project. An "opportunity" was an event that had been

offered. Using these classifications the service had been able to monitor how the programme was engaging with young people.

In response to a member's query, the Assistant Head of Museums said that the reason digital skills were included as a key aim for the new project was that digital skills were highlighted during a sector wide skills audit. Digital means were also becoming increasingly important to engaging with young people and other audiences. This did not assume that young people only wanted to engage with or to learn digital skills but that they could provide new ways of working with digital mediums. An example of this was a current project that was looking at creating digital resources such as a Zine version of the guidebook for Norwich Castle and digital tours. Young people involved with the Kick the Dust: Norfolk project had also been key in shaping the NMS social media channels. The project had shown the strength of collaboration between services both within the County Council and other organisations.

A member queried whether the University of East Anglia and Norwich University of the Arts students were aware that they were able to attend museums' sites for free when presenting their student ID badge. The Assistant Head of Museums said that NMS worked closely with the universities on this but was reliant on the universities to communicate this with their students. The service would reach out to the universities again to reiterate the offer.

In response to a member's question the Assistant Head of Museums said that he would reach out to the Kick the Dust: Norfolk co-ordinator to get a breakdown of activities that took place within the Broadland District Council and South Norfolk Council areas and provide this.

A member asked whether the NLHF provided information on the criteria it used to assess funding bids and whether the current bid for funding was likely to be successful. The Assistant Head of Museums said that the NLHF had a strategic framework that bids were assessed against. This had recently been refreshed but broadly this aligned with Norfolk Museums Services' values and missions. The service had a strong track record with getting funding both from the National Lottery Heritage Fund and other organisations such as the Arts Council England.

The Assistant Head of Museums presented section 5, Norwich Castle: Royal Palace Reborn – project update, of the report. The service had been unable to organise a tour for committee members as the service had reduced the number of tours to the site to allow the level of activity on the site to move quickly. He would liaise with the Committee Officer to arrange a tour for members at a later date. The report had a number of photographs showing progress of the site. The next section of the project to be handed back would be the Percival Wing in April 2024, which would then be opened to visitors. This included the new entrance to the museum, the restaurant and shop. All structural works had been completed within the wing including the mosaic of the City Crest and other tiled flooring. Construction work in the Keep had been focussed on the installation of structural elements on the roof including the new roof platforms and ensuring that these were waterproof. Inside the Keep, the new floor levels had been installed which meant the partitioning of the space and electrical works could start. NMS had been working closely with the British Museum and agreed the loans for the British Museum Partnership Gallery and the interpretive text for the cases. A first draft of

the audio-visual displays had been received and was being considered. The tapestry that would be displayed in the Keep was being put together ready for installation. He said that it looked likely that the Keep would be able to reopen in late summer 2024.

Members congratulated NMS for the segment on BBC Radio 4's Today programme on 27 February 2024 on the Norwich Castle: Royal Place Reborn project. The Assistant Head of Museums said that it was hoped that the Today programme would revisit Norwich to report on progress of the project. The service was always looking at ways to raise awareness of the project.

The Assistant Head of Museums presented section 6, other activity across Norwich museums, of the report. The report included details of a range of activities at both sites. Members were referred to section 6.1 of the report, Museum of Norwich, a highlight during the period had been a Christmas cracker-making workshop. Section 6.2 detailed the activities at Strangers' Hall for the period. Strangers' Hall had had a big year in 2023 as the museum had celebrated its centenary as a museum. Support for events to celebrate this anniversary had been provided by the Norwich Freeman's Charity and the Friends of the Norwich Museums. A key part of this had been the improvements to the frontage of the museums. A highlight in the activity programme in December had been a LED candle-light tour of Strangers' Hall during the evening. This had created a special experience for visitors and was a creative way of using the building and its collections. Due to the fabric of the building, the annual deep clean had taken place in January and February 2024. This was key to maintaining the building and collections as it was important to keep on top of dust and pests.

In response to a member's query the Learning Manager (Norwich) said that a separate Norwich Industries day event had been planned for schools to complement *The Norwich Industries Tours* at Museum of Norwich that were taking place on the first Saturday of the month until April 2024.

Members discussed the *Strangers' Hall After Dark* event and commented that it had been an innovative event and could be held annually. The service could also explore conducting similar events in Norwich Castle following its reopening, an example for this could be Berlin's *Long Night of Museums*, where museums across the city were open and hosted events. The Assistant Head of Museums said that museums felt different at night and the service would need to consider such events and look at suitable events. The sites were occasionally opened out of hours for commercial events or for private hire. The Operations Manager commented that Strangers' Hall was a natural location for a candlelight tour as it would have shown how the building would have been experienced by its occupants. The event had also highlighted the Christmas decorations and the opportunity to develop a core Christmas programme for Stranger's Hall.

The Senior Curator of Norwich Museums presented section 7, Norwich Curatorial update, of the report. The work of curators had been divided between work on exhibitions and collections management. The Curator of Historic Art had been working on reorganising the collection including an audit of the collections. She had also been developing a future watercolour gallery exhibition on Catherine Maude Nichols and other women artists. Due to the works in Shirehall to treat the dry rot, the Senior Curator of Costume and Textiles had been working on collection

management, and this included improving the documentation of the collection. She had been supported by volunteers to examine and repackage items within the collection. On 18 February 2024, the Senior Curator of Costume and Textiles had hosted the launch of a zine by local publisher Common Threads Press on embroidery, which had allowed visitors to view embroidery items from the collections. The Curator of the Norfolk Regimental Museum had been hosting students from Norwich University of the Arts. This followed from the relaunch of the website, which had attracted students to use the collections as a resource in their work. The Curator of Modern and Contemporary had recently worked with the Learning Manager (Norwich) on events related to the display of the film *Britannia* by Amarety Golding in the Timothy Gurney Gallery. She had also been working with the East Anglia Arts Fund on an exhibition within the T Galleries of Roger Ackling's work. The Senior Curator of Norwich Museums and keeper of fine and decorative art had been working on the Turner exhibition at the Time and Tide museum; *Crossings, Constructions and Connections* which had recently closed. She was now working on a forthcoming Norwich Castle exhibition; *JMW Turner and Changing Visions of Landscape*.

Members commented that they were pleased to see the forthcoming exhibition on women-only artists in the watercolour gallery to highlight the work of women artists in East Anglia. The Senior Curator of Norwich Museums said this would form part of a longer-term project to exhibit the work of women artists from the region.

The Operations Manager presented section 8, other developments, of the report. The Shirehall Courtroom works were ongoing to treat the dry rot. The work continued to be very complex due to the nature of the building and the number of structural timbers that had been affected. Due to the complexity and additional issues found during the course of the work, it was developing into a major capital programme as a number of additional points of water ingress had been found. Issues with subsidence had also been found within the building, which were believed to have been caused through the construction of the courtroom as it was likely that a slice had been cut from the Castle Mound to provide space to build the Courtroom. The service had a duty of care of the building to address the issues and was looking at ways to maintain appropriate access to all areas of the building for ongoing maintenance work once the project was completed. The Wider Impact Group was working alongside the Keep Project and the report detailed the activities that the Group was covering. Activity had recently increased due to the forthcoming handover of the Percival Wing. This activity included the introduction of a new ticketing system and a review of the customer journey. The customer journey would be very different from the original experience as visitors would be split between pre-booked tickets and those purchasing on the day. As the museum had been kept open throughout the project work was looking at bringing those galleries that had been closed to visitors back online, which included The Egyptian Gallery. A number of legislative changes had been made in regard to security and health and safety and these needed to be considered and implemented.

A member queried how the works to Shirehall would be funded. In response, the Operations Manager said that the current project was funded from Norfolk County Council's capital funding. The wider works were still being scoped and sources of funding would be explored.

The Operations Manager presented section 9, visitor numbers, of the report. It was anticipated by the end of the financial year 2023/24 that visitor numbers for Norwich Castle would reach 125,000. This meant a return to pre-pandemic levels of visitors to the Castle. Other sites had also seen increases to the visitor numbers.

Members thanked the Assistant Head of Museums and his colleagues for the report.

RESOLVED to:

- 1) note the Norwich Museums Report November 2023 to January 2024; and
- 2) ask the Assistant Head of Museums to liaise with the Committee Officer to organise another site visit of Norwich Castle for committee members.

5. Reports of the Representatives of the Voluntary Organisations

Felicity Devonshire, Friends of the Norwich Museums, addressed the Committee. A written report had been circulated to members (which was available on the website [here](#)). The Friends supported the Norwich Museums in a number of ways including support to Strangers' Hall for its centenary year, which had included funding to update displays using archive materials. Within Strangers' Hall the Friends had also been able to support the cleaning of a carpet through the bequest of a Friend. The Friends were looking forward to organising a tea party for its members and volunteers that had supported and worked on the Friends Tapestry that would be hung in the Keep upon its completion.

Danusia Wurm, Norfolk Contemporary Art Society (NCAS) addressed the Committee. NCAS had restarted its talks and events programme with a talk from the Vice-Chancellor of Norwich University of the Arts. Further talks would be taking place in April and May, details of which had been published on the NCAS website. This included a collaboration with the Norfolk and Norwich Festival to hold a talk with an artist. She highlighted that students were able to attend NCAS talks for free. NCAS had worked with the Curator of Modern and Contemporary Art to host a Welcoming Patron event at Norwich Castle to welcome new patrons of the organisation. The support that NCAS provided to small local artists continued with the second round of bids for the *Small Grants Fund* having recently closed.

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

6. Schedule of Meetings – Civic Year 2024-25

(The chair agreed to take this as an urgent item).

The Committee Officer highlighted that the following schedule of meetings for the Norwich Area Museums Committee was proposed. This would be subject to approval at Norwich City Council's annual meeting.

RESOLVED to note the following schedule of meetings:

Tuesday 4 June 2024 at 14:30
Tuesday 3 September 2024 at 14:30
Tuesday 3 December 2024 at 14:30
Tuesday 4 March 2025 at 14:30

CHAIR

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 18th March, 2024 at 2.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Borough Councillors

Councillors P Bland, A Bubb (Chair), M de Whalley and A Kemp (Vice Chair)

County Councillors

Councillors L Bambridge and M Chenery of Horsburgh

Ex-Officio Non-Voting Members

Councillor J Ward, Norfolk Joint Museums Committee
Councillor R Kybird, Norfolk Joint Museums Committee

Co-opted Non-Voting Members

Lindsay Bavin, True's Yard Museum

Officers

Oliver Bone, Lynn Museum
Robin Hanley, Norfolk Museum Service

1 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr B Davison.

2 **MINUTES**

The minutes of the meeting held on 8 January 2024 were agreed as a correct record.

3 **MATTERS ARISING**

There were no matters arising.

4 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

5

REPORT OF THE ASSISTANT HEAD OF MUSEUMS

[Click here to view the recording of this item on YouTube](#)

The Assistant Head of Museums introduced the report on the King's Lynn Museum activities in the period from December 2023 to February 2024.

The Assistant Head of Museums drew the Committee's attention to section 1 of the report on Covid-19 and Infection Control service update and explained that it had been proposed with other Area Museum Committee's that they would no longer report on this specifically going forward as they were coming out of the winter period but assured the Committee that they would continue to monitor the situation closely across the service in terms of both risks around Covid and other infections.

The Curator of the Lynn Museum drew the Committee's attention to the following areas of the report:

- Exhibitions and events at Lynn Museum
- The Tiger Who Came to Tea Exhibition
- Current Exhibition: The Moon: Meet our Nearest Neighbour
- Family events
- Family Trails
- Mini Museum
- Coffee Mornings
- Talks Programme

The Curator of the Lynn Museum invited the Committee to ask any questions in relation to section 2 of the report.

Councillor A Kemp referred to the family trails and asked whether postcodes were recorded to find out how many people were coming from particular wards. In response, the Curator explained they did not currently take postcode information from people but advised when people book they would get a sense of where people were coming from.

Following on from the question raised by Councillor A Kemp, the Chair, Councillor A Bubb commented that people may be interested in signing up to receive emails around upcoming events and asked whether there was something already in existence. In response, the Assistant Head of Museums confirmed they had a newsletter which visitors could sign up for and highlighted that they encourage visitors to join their Museum Pass Membership Scheme which enables them to keep up to date with all sorts of things happening across the service.

The Committee's attention was drawn further to the following areas of the report:

- Newman Legacy project
- Other Museum developments
- Publicity and promotion
- Building Work at Lynn Museum

The Chair invited questions and comments in relation to those areas of the report.

Councillor M de Whalley referred to the building work at the Lynn Museum and asked whether it would enable a refresh of the Seahenge Exhibition. He advised there was some additional work commissioned by the British Museum for the display of the loan of Seahenge and asked whether any of that work could be incorporated into the Exhibition. He added the Borough Council was hoping in the winter to install 7 Oak trees as part of an Acorns Project and wondered whether the Museum Service were interested in creating a link to this at Seahenge. In response, the Curator explained they did not have current plans to refresh the Seahenge displays as part of the building works closure period but confirmed they did have plans to refresh and enhance the Seahenge Gallery. He added that he liked the idea of the link with the planted Oak trees. Councillor M de Whalley advised he would be in contact with regards to that.

The Chair, Councillor A Bubb made reference to the fortnightly picture in the Lynn News and asked whether it would be possible to talk to the Lynn News and promote Museum developments in the Your Local Paper and the Eastern Daily Press (EDP). In response, the Curator explained Chris Bishop from the EDP included a piece on the Moon Exhibition and added that he liked the idea of publicising in the Your Local Paper and confirmed he would speak to colleagues.

County Councillor L Bambridge commented that it could be worth contacting the Manager Director for the latest figures on how many people purchase the Lynn News whether it be a paper issue or online. The Assistant Head of Museums added that the team based in King's Lynn had really good connections into local media outlets and other networks to help promote what they do and explained they also have a really experienced Communications Officer who supports Oliver Bone, the Curator of the Lynn Museum and are always looking at ways of promoting their work. The Museum Curator at True's Yard added and explained they were currently providing the Your Local Paper with photographs.

The Committee's attention was drawn further to the following areas of the report:

- Borough Council partnership working
- Learning & Outreach
- Kick the Dust Norfolk – project update. A verbal update was given following publication of the agenda.

The Assistant Head of Museums highlighted to Members within that section of the report that they had completed the recruitment of the Stories of Lynn Learning & Engagement Officer post and were pleased to report to the Committee that Elizabeth Joice would be joining Norfolk Museum Service and Borough Council colleagues based at the Stories of Lynn at the beginning of May.

Councillor A Kemp asked whether under the Service Level Agreement (SLA), if there were any plans for refreshing the Stories of Lynn collections and listed examples such as costumed actors or holograms. In response, the Assistant Head of Museums explained that their colleague Dayna Woolbright curates the collections at the Stories of Lynn. He added the Stories of Lynn Exhibition was originally funded through the Heritage Lottery Fund and explained the funding for any improvements, Borough Council colleagues would need to lead but he advised they would be happy to have conversations with Borough Council colleagues to explore on opportunities to think about fundraising and priorities in terms of refreshing the Exhibition.

In response to a question raised by County Councillor J Ward in relation to section 3 of the report on the Newman Legacy project, the Curator of the Lynn Museum explained the Newman Assistant Curator and the Newman Teaching Museum Trainee would be focusing their work on auditing and documenting collections.

In response to a comment made by the Chair, Councillor A Bubb, the Assistant Head of Museums explained that their Learning Teams looked into what schools need to study through the National curriculum and would then see any opportunities to make it relevant in terms of their collections and advised this was why the Great Fire of London was listed.

The visitor figures for the period December 2023 to the end of January 2024 were circulated to the Committee at the meeting and noted. A copy of the visitor figures is attached to the minutes.

Councillor M de Whalley congratulated Officers on a fantastic recovery and asked how these figures compared with pre Covid figures. In response, the Assistant Head of Museums explained the Exhibitions were a key part of achieving the figures and added the Lynn Museum had gone beyond the figures which they had pre Covid.

RESOLVED: That the report be noted.

The Committee identified an item in relation to the possibility of a refresh of the Stories of Lynn for consideration at their next meeting and asked the Democratic Services Officer to contact Councillor Simon Ring, Cabinet Member for Tourism, Events and Marketing and invite them to their next meeting.

6 **TRUE'S YARD REPORT**

[Click here to view the recording of this item on YouTube](#)

The Committee received the report of the Museum Curator at True's Yard.

The Committee's attention was drawn to the following areas of the report:

- Temporary exhibitions and events at True's Yard Fisherfolk Museum
 - True's Talks
- Learning and Outreach
 - Half term activities
 - Festival of Archaeology
 - Oral History Project – Capturing Memories

The Museum Curator at True's Yard invited questions and comments from the Committee in relation to the report.

The Chair, Councillor A Bubb referred to the Festival of Archaeology and asked whether there were plans to do dredging in the mote around Loke Road in North Lynn. In response, the Museum Curator at True's Yard was unsure but would raise this question.

Councillor M de Whalley raised a question in relation to the push for the stories of North End and asked whether there was anything the Borough Council could do to publicise this work. In response, the Museum Curator explained print media would be more likely to be seen and suggested working with libraries and putting up posters.

RESOLVED: That the report be noted.

7 **REPORT OF THE BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK**

[Click here to view the recording of this item on YouTube](#)

The Chair, Councillor A Bubb read out the Tourism Department Update for January to February 2024. The Committee noted the update.

RESOLVED: That the update be noted.

8 **SCHEDULE OF MEETINGS 2024/2025**

The Schedule of Meetings for 2024/2025 were agreed and noted.

Councillor R Kybird asked the Assistant Head of Museums for an update on the Norwich Castle Project and future of SHARE Museums East.

The Assistant Head of Museums provided an update on Norwich Castle and explained they had the first section handed back 18 months ago which was the new toilet facilities including accessible toilets and changing place. He added the next section to be handed back was the new entrance including the shop, the new café restaurant and the new school space and expected that to be handed back to them during April. The Assistant Head of Museums advised they were hoping to open the front doors of Norwich Castle again in May.

The Assistant Head of Museums provided an update on SHARE Museums East and reminded the Committee that Norfolk Museums Service (NMS) had been in receipt of additional funding from Arts Council England for many years to provide museum development support to museums across the East of England. He explained last year, Arts Council England announced that they wanted to review the structure of museum development within England as a result of which they wanted to see areas being combined so that they could deliver efficiencies. He added NMS partnered with Brighton & Hove Museums and worked together to submit a joint bid which was successful and advised from the 1st April they would be jointly providing Museum Development South East with NMS continuing to be the lead.

9 **DATE OF NEXT MEETING**

The next meeting of the King's Lynn and West Norfolk Area Museums Committee would be held on 17th June 2024 at 2.00pm in the Council Chamber, Town Hall, King's Lynn.

The Chair explained to the Committee they had an invitation to visit The Moon: Meet our Nearest Neighbour Exhibition prior to the next meeting commencing at 1.00pm.

The meeting closed at 3.03 pm

Joint Museums Committee

Item No: 8

| | |
|---|---|
| Report title: | Norfolk Museums Service – Finance Monitoring Report for 2023/24 |
| Date of meeting: | 19 April 2024 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Chief Officer: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2023/24 as at 29 February 2024 | |

Executive summary

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

The main issues for consideration by this Committee are:

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

Recommendations:

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

1. Background and Purpose

1.1 Revenue Budget 2023/24

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

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

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

| Service | Approved budget £m | Outturn £m | +Over/-Under spend £m | +Over/Under spend as % of budget |
|-------------------------------|-----------------------|---------------|-----------------------------|--|
| Norfolk Museums Service | 2.551 | 3.457 | 0.906 | 35.5% |

1.2 Capital Programme

- 1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both

currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.

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

Capital Programme 2023/24 – Norfolk Museums Service

| Scheme or programme of work | Approved 2023/24 Capital Budget £m | 2023/24 Capital Outturn £m | Slippage | Reasons |
|--|------------------------------------|----------------------------|----------|--|
| Schemes in Progress | | | | |
| Norwich Museums Capital Projects | 0.001 | 0.001 | 0 | Project estimated to be completed in 2023/24 |
| Seahenge | 0.006 | 0.006 | 0 | Ongoing conservation |
| Norwich Castle Critical M&E Services | 0.050 | 0.050 | 0 | Project estimated to be completed in 2023/24 |
| NLHF Keep Delivery Phase | 6.763 | 6.763 | 0 | Project will be ongoing until 2024/25 |
| Gressenhall Playground Improvements | 0.032 | 0.032 | 0 | Project will be ongoing until 2023/24 |
| Gateway to Medieval England Project Management | 0.037 | 0.037 | 0 | Project will be ongoing until 2023/24 |
| Gressenhall Building Improvements | 0.010 | 0.010 | 0 | Project estimated to be completed in 2023/24 |
| Support for Key Care of Buildings & Collections | 0.218 | 0.218 | 0 | Project will be ongoing until 2023/24 |
| Develop Gressenhall Farm & Workhouse as an Environment Hub | 0.116 | 0.116 | 0 | Project will be ongoing until 2024/25 |
| GFW Environmental Landscape Management Project | 0.055 | 0.055 | 0 | Project will be ongoing until 2024/25 |
| Gressenhall Museum Fabric Maintenance | 0.100 | 0.100 | | Project will be ongoing until 2026/27 |
| Museum Estate & Development Fund MEND | 0.060 | 0.060 | | Project will be ongoing until 2025/26 |
| Total | 7.447 | 7.447 | 0 | |

Funding of the NMS Capital Programme

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

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

1.3 Reserves and Provisions

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

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

| Reserves and Provisions 2023/24 | Balances at 01 Apr 23 | Balances at 31 Mar 24 | Change |
|--|------------------------------|------------------------------|---------------|
| | £m | £m | £m |
| Norfolk Museums Service | | | |
| Museums Invest to Save Income Reserve | 0.302 | 0.302 | 0.000 |
| Museums Income Reserve | 0.513 | 0.513 | 0.000 |
| Museums Repairs and Renewals Reserve | 0.154 | 0.152 | -0.002 |
| Unspent Grants and Contributions Reserve | 1.044 | 0.937 | -0.107 |
| Service Total | 2.013 | 1.904 | -0.109 |

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

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Norfolk Joint Museums Committee

Item No: 9

Report Title: Risk Management

Date of Meeting: 19th April 2024

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

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

Recommendations:

To consider and agree;

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

1. Background and Purpose

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

2. Proposal

- 2.1 There are proposed changes to the following active risk;

RM14364 - Failure to deliver Arts Council England business plan 2023-27

Arts Council England have offered a one-year extension to the NPO programme taking the existing business plan now to March 2027. The risk title and timeframe for this risk has subsequently been changed to incorporate this.

3. Impact of the Proposal

- 3.1 The current risks are those identified against service objectives for 2024/25 and are included in Appendices A and B, showing active and dormant risks for the Norfolk Museums Services respectively.
- 3.2 The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

4. Evidence and Reasons for Decision

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

5. Alternative Options

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

6. Financial Implications

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

7. Resource Implications

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

8. Other Implications

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

9. Risk Implications / Assessment

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

10. Select Committee Comments

10.1 There are no recent Select Committee comments to report.

11. Recommendations

To consider and agree;

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

3. Background Papers

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

Officer Contact

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

Steve Miller – Director, Culture and Heritage. Tel. No.: 01603 493620

Thomas Osborne – Organisational Risk Management Lead. Tel. No.: 01603 222780



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| | | | | | | | | | | |
|--|---|------------|--------------------------------------|-------------------|-----------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14381 | | Date of update | | 18 March 2024 | | | | | |
| Risk Name | Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales. | | | | | | | | | |
| Portfolio lead | N/A | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 29 January 2019 | | | | | |
| Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 3 | 9 | 3 | 3 | 9 | 2 | 3 | 6 | Jun-24 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. The project board continues to be updated on progress and any new emerging risks are added into the project risk register. The next project board will meet on 10th April 2024. The target date for opening of the entrance is shortly after Easter 2024 and for the keep to the public is late summer 2024. Agreements with the British Museum around collections and displays have been made and finalised. | | | | | | | | | | |

| | | | | | | | | | | |
|--|---|------------|--------------------------------------|--------|---------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14286 | | Date of update | | 18 March 2024 | | | | | |
| Risk Name | Reduction of centralised support services | | | | | | | | | |
| Portfolio lead | N/A | | Risk Owner | | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 4 | 8 | 2 | 3 | 6 | 1 | 3 | 3 | Jun-24 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. Strengthening independence of staff through increasing familiarity with central support services that they can use independently. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Risk regularly reviewed by the Senior Management Team. Greater familiarity amongst staff using HR myOracle, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools. Ongoing adaptation to the new myOracle system. | | | | | | | | | | |

| | | | | | | | | | | |
|---|---|------------|--------------------------------------|--------|---------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14364 | | Date of update | | 18 March 2024 | | | | | |
| Risk Name | Failure to deliver Arts Council England business plan 2023-27 | | | | | | | | | |
| Portfolio lead | N/A | | Risk Owner | | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 07 March 2023 | | | | | |
| Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 3 | 9 | 2 | 3 | 6 | 1 | 3 | 3 | Mar-25 | Green |
| Tasks to mitigate the risk | | | | | | | | | | |
| Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. Arts Council England have offered a one year extension to the NPO programme taking the existing business plan now to March 2027. | | | | | | | | | | |

| | | | | | | | | | | |
|---|--|------------|--------------------------------------|--------|---------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14162 | | Date of update | | 18 March 2024 | | | | | |
| Risk Name | Failure to generate additional income streams for 2024/25 in accordance with service plan. | | | | | | | | | |
| Portfolio lead | N/A | | Risk Owner | | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 18 March 2024 | | | | | |
| Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 5 | 3 | 15 | 5 | 3 | 15 | 4 | 3 | 12 | Mar-25 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Continue to review additional income levels generated. There is an income reserve in place to cover any shortfall in revenue. This can be applied as a mitigation if necessary. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Challenges remain primarily due to the cost of living pressures and additional pressures on secondary spend. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The risk has been amended to reflect the financial year 2024/25. The current likelihood score remains 5 and the impact score 3. | | | | | | | | | | |

| Risk Number | RM14027 | | Date of update | | 18 March 2024 | | | | | |
|---|-------------------------|------------|--------------------------------------|-------------------|---------------|------------------|--------|------------|-------------|---|
| Risk Name | Theft of museum objects | | | | | | | | | |
| Portfolio lead | N/A | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 1 | 3 | 3 | Mar-25 | Green |
| Tasks to mitigate the risk | | | | | | | | | | |
| <p>Review of display case security undertaken</p> <p>Additional CCTV coverage provided.</p> <p>Upgrade of case locks where necessary completed.</p> <p>Installation of additional case alarms where necessary completed.</p> <p>Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.</p> | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| <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> | | | | | | | | | | |

| | | | |
|-------------------------|--|-----------------------|---------------|
| Risk Number | RM13947 | Date of update | 18 March 2024 |
| Risk Name | Failure to maintain historic buildings | | |
| Portfolio lead | N/A | Risk Owner | Steve Miller |
| Risk Description | Date entered on risk register | | 23 June 2020 |

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

| Original | | | Current | | | Tolerance Target | | | | |
|------------|--------|------------|------------|--------|------------|------------------|--------|------------|-------------|---|
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 2 | 3 | 6 | Mar-25 | 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 2025.

| | | | | | | | | | | |
|---|--|------------|--------------------------------------|--------|---------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM13948 | | Date of update | | 18 March 2024 | | | | | |
| Risk Name | Significant flooding at any of the Museum sites. | | | | | | | | | |
| Portfolio lead | N/A | | Risk Owner | | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | Mar-25 | Met |
| Tasks to mitigate the risk | | | | | | | | | | |
| <p>Emergency plan is in place</p> <p>Regular checks of the store are carried out to check on safety of contents</p> <p>Insurance in place</p> <p>Risk assessment is reviewed regularly</p> <p>High risk items relocated</p> <p>Ensure location records are accurate</p> | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| <p>Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.</p> <p>As this is an ongoing low level risk, the target date is set for the end of March 2025.</p> | | | | | | | | | | |

Norfolk Joint Museums Committee

Item No: 10

| | |
|--|---|
| Decision making report title: | Performance & Strategic Update Report |
| Date of meeting: | 19 April 2024 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Director: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Is this a key decision? | No |
| <p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2023/24 year end position 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service’s delivery of its Arts Council England National Portfolio Organisation programme for 2023-26 | |

1. Background

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

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

2. Performance Summary

2.1. The following details the performance summary from 1 April 2023 to 29 February November 2023.

- 2.2. Visitor numbers for 1 April 2023 to 29 February 2024 were 269,458 compared to 227,075 for the same period in 2022/23. The strong performance over the summer period was due to excellent numbers visiting the *Gloucester* exhibition, plus positive figures to the other NMS sites, including Gressenhall and Time and Tide. Autumn and Winter figures were also positive across most of the NMS museums.
- 2.3. School numbers for the period 1 April 2023 to 31 December 2023 (the latest validated figures) were 26,133 with an additional 5,245 virtual visits, compared to 26,145 and 5,339 virtual visits for the period 1 April 2022 to 31 December 2022.

3. Digital engagement and Learning Team Highlights -

3.1. Summary Report: Social Media at Norfolk Museums 28 December 2023 to 20 March 2024

Compiled March 2024

Contents:

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

1. Introduction

Please see attached Hootsuite reports outlining full Instagram, X and Facebook Page performance of *Norwich Castle Museum and Art Gallery*, *Gressenhall Farm and Workhouse*, and *Time and Tide Museum of Great Yarmouth Life* from December 28 to March 20 (12 weeks), compared against the preceding 12-week period. All future reports will follow this model of comparing the reporting period with the preceding period of the same length (rather than the previous reporting period, which can be subject to significant variation) to ensure a more like-for-like comparison of performance.

Additionally for the first time please find the overview of Norfolk Museums' page on LinkedIn.

The figures for this twelve-week period show continued positive performance on social channels across the service. It may be worth individual sites assessing whether X/Twitter is still a resource-effective means of communicating with their audiences.

Whilst there is no capacity or plan to make use of further SM platforms currently, in this period Norwich Castle claimed ownership of profiles on Threads (Meta) and TikTok, which is a similar approach adopted by many other large cultural institutions.

Facebook Pages and New Meta Metrics

As of 14 March 2024, Meta ceased support for 89 Facebook metrics, many of which were useful for these reports. In a statement from November 2023, the company said: “we are improving the quality of the metrics we are providing for the new Pages experience on Facebook and reducing confusion and inconsistencies that may have resulted from these deprecated metrics.”

All Facebook Pages metrics in these reports should therefore be treated with some caution since some of the data will be inconsistent. Going forwards, future reports will adopt new metrics for assessing activity on this platform.

Collaboration on Instagram and networking

Norwich Castle has been championing collaborative posts on Instagram, which allow content to be published simultaneously on invited accounts. In this period, Sainsbury Centre for Visual Arts and Norwich Castle collaboratively posted content marking the final month of their respective exhibitions. The announcement of SUNLIGHT: Roger Ackling was marked on Instagram with a collaborative post published to the Henry Moore Institute and Annely Juda accounts simultaneously, both of which have significantly larger followers at present. Smaller arts institutions have been tagged in posts where appropriate. This promotes networking and sharing of audiences. This is an approach which has seen us connect recently with the University of Cardiff Special Collections and Humber Street Gallery in Hull. Content from national and international museums and institutions which is thought to be of interest to our followers is also being shared to our Instagram stories, particularly when it connects to our themed content such as #MedievalMonday or LGBTQ History Month in February.

It would be desirable to reach younger audiences connected to Norwich University of the Arts. This was partly the reason behind the workshop organised by Helen Stokes, ‘Stories from the Museum’, working with five NUA students in February during their Interchange Week. With support from Dr Jan Pitman, the students engaged creatively with museum collections and the first of five Instagram stories made by students has now been published, with the others to be released in coming weeks.

LinkedIn

Staff at Norfolk Museums have previously stated Norfolk County Council as their employer on LinkedIn but from December have been able to connect to NMS. This is a strong way for the Museums Service to gain a profile in the sector, with most major museums and institutions now operating on LinkedIn. This has been a good platform to connect with announcements within the sector, for example, Steve Miller’s role at the Museums Association, and the National Lottery Heritage Fund’s recent activities. It has also provided a platform on which to share vacancies across the service, with the Marketing Officer role promoted so far.

Big News and National Lottery Open Week

National Lottery Open Week offers taking place across NMS sites were widely promoted on social media and social media champions made effective use of the digital assets provided by NLHF for this activity.

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

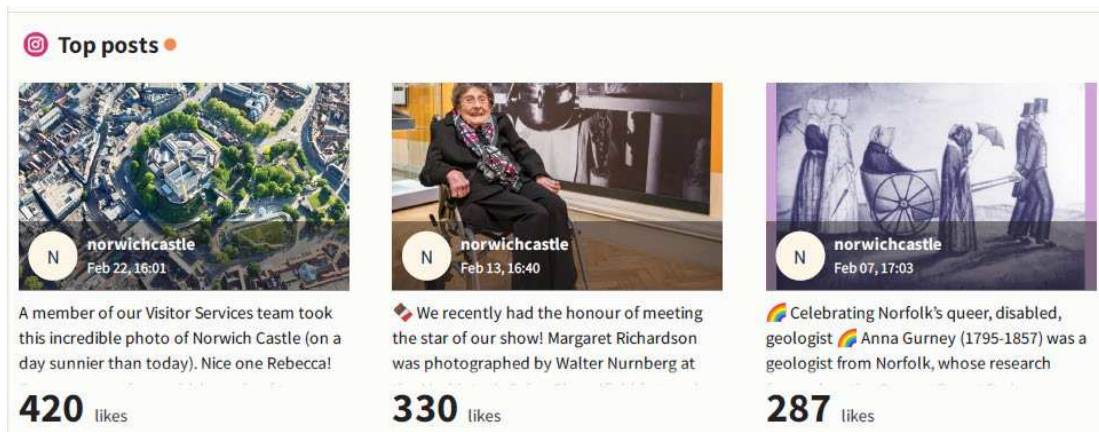
- On Instagram, Profile Reach is the total number of unique users that have seen at least one of our posts.
- On X, Post Impressions refers to the number of times a tweet has been seen (not unique users).
- On Facebook, Page Reach refers to the number of people who saw any content from or about our Page.

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

2. Instagram

a. Norwich Castle

Currently with 9,347 followers. At 10,000 the account will be shown with a 'k' which will allow us to join many larger institutions around the world and will increase the credibility of our profile on this platform. Whilst we have seen a significant rise in 'likes' and 'comments', profile reach is down. It is interesting to note that the most popular post in terms of 'likes' is a sunny aerial shot of the castle, followed by two warm human-interest stories.



The screenshot shows three top posts from the Norwich Castle Instagram account. Each post includes a profile picture with the letter 'N', the account name 'norwichcastle', and the date and time of the post. The first post is an aerial view of the castle with 420 likes. The second post is a photograph of Margaret Richardson in a wheelchair with 330 likes. The third post is a historical illustration of Anna Gurney with 287 likes.

| Post Description | Date and Time | Likes |
|---|---------------|-------|
| A member of our Visitor Services team took this incredible photo of Norwich Castle (on a day sunnier than today). Nice one Rebecca! | Feb 22, 16:01 | 420 |
| We recently had the honour of meeting the star of our show! Margaret Richardson was photographed by Walter Nurnberg at | Feb 13, 16:40 | 330 |
| Celebrating Norfolk's queer, disabled, geologist Anna Gurney (1795-1857) was a geologist from Norfolk, whose research | Feb 07, 17:03 | 287 |

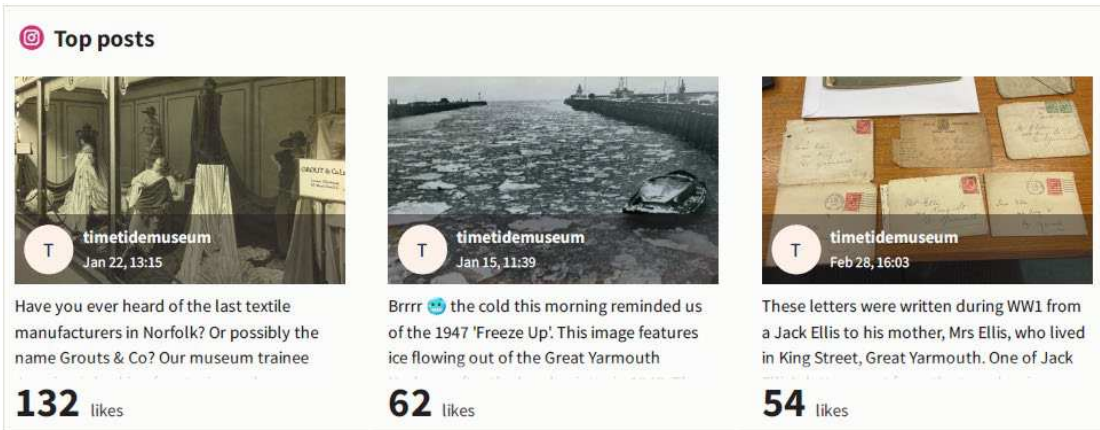
b. Gressenhall Farm & Workhouse

Similar to Norwich Castle, profile reach was significantly down. This may be due to not spending on ads during this period. However, many other metrics are showing strong growth. The number of followers is now 3,365 and profile visits are up over 50% compared to the previous 12 weeks. The first and third most liked posts relate to this season's new exhibition which bodes well for interaction over the coming months.



c. Time & Tide Museum of Great Yarmouth Life

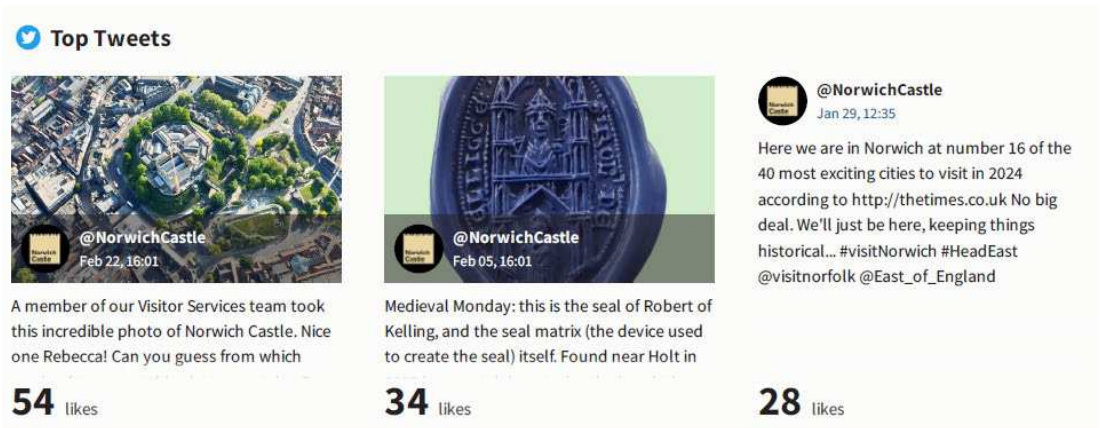
Once again projects by Trainee Jasmine Dack have been very popular on Instagram with excellent connections to local initiatives. Follower numbers have modestly increased. Post engagement reach has seen the largest comparative increase of the three sites in this report with engagement now at 10.94%, an increase of over 30%.



3. X (formerly Twitter)

a. Norwich Castle

Engagement and reach are both showing strong increases on X for Norwich Castle. We haven't gained a large number of followers, and it may be that over time LinkedIn becomes a more useful platform for connecting within the sector.



b. Gressenhall Farm & Workhouse

Post engagement rate and post impressions have both seen huge increases compared to the previous period. It may be that 'likes' are not the best metric for analysing engagement with this platform and this is something to explore in future reports.

Top tweets



@GressenhallFW
Jan 18, 15:44

A brilliant spotlight on a gem of the collections. You can visit us 9 March-3 Nov 2024 to see #LorinaBulwer's sampler as part of our permanent displays. Lorina's work will also be displayed at an event at @NorwichCastle on 18 Feb. Book here: <https://www.eventbrite.co.uk/e/book-launch-stitching-freedom-embroidery-and-incarceration-tickets-7656188957277>

14 likes



@GressenhallFW
Jan 05, 10:10

Some very special @NorfolkMuseums collections were featured by @EDP24, including a mention of our 2024 exhibition

14 likes



@GressenhallFW
Mar 08, 11:34

For #InternationalWomensDay2024, we're thrilled to celebrate the 70+ biographies of #workhouse #nurses that research

11 likes

c. Time & Tide

In a very similar pattern to behaviour observed on Gressenhall's X profile, post engagement rate and post impressions have both seen huge increases compared to the previous period. Currently the account has 5,661 followers.

Top tweets



@timetidemuseum
Jan 11, 09:00

For #HeritageTreasures Day, we want to celebrate Bridges! This JMW Turner 'Walton Bridges' painting featured in our Bridges

16 likes



@timetidemuseum
Mar 07, 08:32

We're really looking forward to opening this one! Dinosaurium exhibition will open @timetidemuseum on Saturday 16 March - click on the link to read more. Museum currently open Mon-Fri 10am-4pm Sat-Sun 12-4pm From 28/03/24 - 10am-4.30pm daily

<https://twitter.com/visitnorfolk/status/1765322374205911262>

8 likes



@timetidemuseum
Jan 31, 08:00

#OnThisDay in 1953, a massive storm caused the North Sea Floods which affected areas all along the East Coast. This photograph shows

8 likes

4. Facebook Pages

a. Norwich Castle

Interestingly, the top post in terms of reactions was positive feedback from a visitor from Mexico. The handwritten note clearly appealed to our audiences. The promotion run for National Lottery Open Week in March was also encouragingly popular on social media, which suggests people do use Facebook when planning leisure time. We saw a significant rise in likes and comments compared to the previous period, with modest rises and falls in the number of page fans and post engagement rates respectively. It has been a useful platform for promoting events such as Norwich Works Collecting Day at the Millennium Library as we know our audiences are local.

The screenshot shows three top posts from the Norwich Castle Museum & Art Gallery page. The first post, dated Jan 04, 16:01, features a handwritten note on a whiteboard that reads: "Yo hom Mexico and this place is the most beautiful museum ever. Thanks for this experience. Viva Mexico and Norwich!". It has 200 reactions. The second post, dated Mar 07, 09:10, is a colorful graphic announcing "Free Entry to Norwich Castle 9-17 March" and has 168 reactions. The third post, dated Jan 08, 16:02, shows behind-the-scenes images of metalwork recreations and has 145 reactions.

| Post Content | Date | Reactions |
|---|---------------|-----------|
| "Viva México and Norwich!" We are always delighted to hear from our visitors from far and wide... This comment is from | Jan 04, 16:01 | 200 |
| This MARCH, we're saying #ThanksToYou by offering FREE ENTRY to Norwich Castle Museum and Art Gallery from 9 - 17 March. | Mar 07, 09:10 | 168 |
| For our very first #MedievalMonday of 2024, here are some behind-the-scenes images of work taking place on the recreations of our | Jan 08, 16:02 | 145 |

b. Gressenhall Farm & Workhouse

Lambs are always popular with Gressenhall's audiences, and this period was no exception. It is encouraging to see a modest increase in engagement rate and Facebook page fans. As we know this platform is used by local audiences, this remains a strong means to promote events.

The screenshot shows three top posts from the Gressenhall Farm and Workhouse page. The first post, dated Mar 09, 11:31, features a photo of a black lamb and has 64 reactions. The second post, dated Feb 27, 14:17, is a graphic for a new exhibition titled "MAKING THE ROUNDS" and has 44 reactions. The third post, dated Feb 15, 08:08, features a handwritten note about a Valentine's Day event and has 44 reactions.

| Post Content | Date | Reactions |
|---|---------------|-----------|
| And just like that, it's open season again! Gressenhall Farm & Workhouse is open to the public every day from 9 March - 3 | Mar 09, 11:31 | 64 |
| New exhibition for 2024 We are very excited to announce our new exhibition, Making the Rounds: Stories of Workhouse | Feb 27, 14:17 | 44 |
| Were any followers visited by Norfolk's folklore hero Jack Valentine this year? Some residents of the county for the past few | Feb 15, 08:08 | 44 |

c. Time & Tide

Similar to the other sites, the new metrics are leading to readings that are very disappointing. This will be addressed in future reports in which the deprecated analytics will be dropped in favour of new means of analysing activity on this platform. It is nonetheless encouraging to see an increase in page fans (up 1.3% to 4,833) and a significant increase in page engagement rate.

The screenshot shows three top posts from the Time and Tide Museum of Great Yarmouth on Facebook. Each post includes a circular profile picture with the letter 'T', a timestamp, a text description, and a reaction count.

| Post Content | Timestamp | Reactions |
|---|---------------|-----------|
| Brrrr ❄️ the cold this morning reminded us of the 1947 'Freeze Up'. This image features ice flowing out of the Great Yarmouth | Jan 15, 11:39 | 94 |
| These letters were written during WW1 from a Jack Ellis to his mother, Mrs Ellis, who lived in King Street, Great Yarmouth. One of Jack | Feb 28, 16:03 | 34 |
| Have you ever heard of the last textile manufacturers in Norfolk? Or possibly the name Grouts & Co? Our museum trainee | Jan 22, 13:15 | 33 |

5. LinkedIn (Norfolk Museums)

Norfolk Museums joined LinkedIn as a company in December 2023. We currently have 173 followers. Whilst there is evidently no period with which to compare performance, it has been encouraging to see us reaching over 4,000 connections, with our posts being seen close to 7,000 times. There have been many opportunities to share our news within the sector for example Ancient House's successful National Lottery Heritage Fund bid. It is hoped that the page will grow to the point where it will be useful as a means to promote our events, and that we will be able to gather more organic interaction. We received a very positive review of Norwich Works via LinkedIn, which is a natural platform for professionals with an interest in the arts and heritage to find us on.

The screenshot shows three top posts from Norfolk Museums on LinkedIn. Each post includes a circular profile picture with the letter 'M', a timestamp, a text description, and a reaction count.

| Post Content | Timestamp | Reactions |
|--|---------------|-----------|
| Exciting News! We are delighted to announce that Ancient House Museum of Thetford Life has secured major funding from National | Jan 26, 11:01 | 50 |
| Today marks the beginning of LGBTQ+ History Month! Pictured below is 'The Duvet of Love', created by David Shenton in the | Feb 01, 17:13 | 25 |
| New exhibition at Norwich Castle Museum and Art Gallery 'holding space' features nearly 50 works from Norwich Castle | Feb 08, 17:03 | 20 |

6. YouTube

| <i>Account</i> | <i>Total Followers 21 March 2024</i> | <i>Total Followers 27 December 2023</i> | <i>% Increase (to the nearest 1%)</i> |
|------------------------|--------------------------------------|---|---------------------------------------|
| Norfolk Museums | 874 | 854 | 2% |
| Norwich Castle | 1,160 | 1090 | 6% |

4. Teaching Museum

4.1. Recruitment for the 2024 cohort of Teaching Museum trainees was successfully concluded at the end of February. It is a mammoth group effort involving colleagues from all areas of the Service to contribute to narrowing the list of 395 applications down to a shortlist of 36.

The 36 candidates attend assessment centres at Museum of Norwich which last half a day. Each candidate presents an object of their choosing, they participate in group activities and have a traditional interview. The process is rigorous and thorough, and the result is a cohort of trainees who meet our criteria and performed best on the day. We turn down very many excellent candidates and are always impressed by the energy and application of the people we meet at the assessment days.

The feedback we receive is that on the whole candidates enjoy the assessment centres even when they're not selected. We take care to provide constructive feedback to those who request it so that their experience of not being selected has some positive outcomes.

This year we appointed 5 new trainees who range in age from mid 20s to early 50s, some local and others from further afield. They are looking forward to starting with us on 5 April. Please look out for their contributions in the Mardle in the coming weeks.

Our 2023/24 cohort of trainees finished their traineeships at the end of March, and we wish them well in their exciting next endeavours.

The Teaching Museum Manager and trainees welcome any opportunities to attend JMC in the coming year to meet Elected Members and share their experiences on 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 2023-25 NMS is also receiving funding from Norfolk County Council (NCC) Public Health to support Kick the Dust activities that focus on the mental health and wellbeing of Norfolk young people.

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

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

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

Young people 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. Feedback from young people shows that they value the skills they develop as part of the project with the top 5 skills being cited as: problem solving, digital, communication, team working and creativity.

The following data is based on the start of the project covering the period 1/5/23 to 20/3/24.

Number of interventions with young people:

Between 1/5/23 and 20/3/24 there have been 1,535 interventions involving 768 individual young people taking part in 1,441 hours of quality activity. 92% of the activities were face to face, the other sessions being offered online with young people in the principal target areas.

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

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. Social media training working with a specialist from Libraries has been embedded into team meetings which include three of our Young Ambassadors who are acting as Digital Buddies. Further opportunities are being planned for the Summer terms to include SEND and Mental Health First Aid training. The team accessed the 'Childhood Adversity and Creating a Trauma Informed Environment' in October 2023 and March 2024 and 'I'm a teenager get me in there' training in January 2024 at Ely Museum (as part of the new '*Your Heritage Your Future*' National lottery heritage Funded project) which will inform future delivery. Safeguarding training has been delivered to all team members through NMS.

Our offer to support young people around the important theme of mental health and wellbeing is on-going and this will be measured through the new evaluation framework using data from the young people's feedback forms as well as the new narrative evaluation which is being rolled out from September 2023 to September 2024. At the end of the NLHF funded project in March 2023, 26% of young people identified as having a mental health issue. Up to 20/3/24 data shows that 43% of the individual young people who have taken part in the new programme of activity identify as having a mental health issue (a slight decrease on the previous reporting period) showing the need for this programme. Through a systematic approach to evaluation, in partnership with Libraries, the team will be able to demonstrate impact on mental health on those taking part and the young people will be able to monitor their progress through the programme in relation to skills, confidence and mental health. Narrative evaluation will further demonstrate impact.

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

In terms of how young people find out about Kick the Dust, the Kick the Dust website is being used effectively with 32% of young people finding out about the project through the updated web pages ([Kick the Dust - Norfolk Museums](#)); 18% through a family member, 17% coming via one of our partner organisations and 11% having already taken part in a previous Kick the Dust project.

Impacts on mental health and well being

The new young people's feedback form includes the 78 positively worded items from the Warwick-Edinburgh Mental Well-being scale for assessing a population's mental well-being. The Young Ambassadors developed the new framework alongside Norfolk Public health, and this allows us to measure impact in this key area. In addition, we are implementing a narrative evaluation model working with a smaller number of young people who are part of a long-term project group which will be reported on at the end of the summer to provide a richer story to accompany the raw data.

From the Young People feedback forms, following their involvement in Kick the Dust, 67% strongly agreed that this had had a positive impact on their mental health and wellbeing with a further 33% agreeing that their involvement in Kick the Dust has helped them have more positive mental health. An additional question has been added to identify young people with neurodivergent tendencies and is showing that since March 66% of young people engaged in Kick the Dust identify as neurodivergent which is significant when designing new activity in terms of additional barriers these young people may face.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with the agreement that work over 2024/25 period will focus on support for the tourism activities linked to the Apple TV WWII series, *Masters of the Air*, which focuses on the role of the American Airforce based in the East of England including the airbases around the south of the county. The Museums Service will continue to support museums across the Broadland and South Norfolk areas and will lend resources to events happening in key market towns as during 2023/24.
- 5.2. NMS continues to work closely with Borough Council of King's Lynn and West Norfolk on its cultural programme, including the delivery of the major King's Lynn Guildhall project.
- 5.3. NMS is at the early stages of agreeing a new service level agreement with the University of East Anglia. Further details will follow later in the year.

6. Exhibitions

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

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

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

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

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

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



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

holding space; Norwich Castle Museum & Art Gallery, 3 February 2024 to February 2025

holding space features nearly 50 works from Norwich Castle Museum & Art Gallery's Modern and Contemporary Art collection, dating from 1964 to the present day.

The exhibition marks the year in which the Timothy Gurney Gallery was inaugurated as a space dedicated to the display of modern and contemporary art.

The works in *holding space* explore our interaction with the spaces which surround us and how they function in our lives. Some works explore physical bodies, with the memories and experiences held within them. Other works explore the ways in which we are connected to one another, through family, geography, shared ideas or emotions.

The display presents new works in the collection from leading contemporary artists including Ibrahim Mahama, Beatrice Gibson and Florence Peake – some of which are on show for the first time. Other artists featured in the exhibition include Michael Andrews, Elisabeth Frink, Georgina Starr and Bruce Lacey.

holding space also includes works which focus on Norwich Castle itself as a space, image, location or idea, reflecting on the building's complex history – from a space of imprisonment to its modern incarnation as a place for exploration, learning and celebration.

We are grateful to our funders, supporters and donors in particular Art Fund, Contemporary Art Society, East Anglia Art Fund, The Friends of the Norwich Museums, Norfolk Contemporary Art Society and Arts Council England/V&A Purchase Grant Fund.

The Moon: Meet Our Nearest Neighbour; Lynn Museum, 2 February to 15 September 2024

Humans have gazed up at the Moon for millennia - now you can come a little closer to our nearest neighbour in 2024 with a stunning exhibition at Lynn Museum.

Discover the science and mythology behind our nearest neighbour; find out about historic moments in lunar discovery and exploration and encounter astonishing objects including real Moon rock. The exhibition will also feature a dramatic 3-metre inflatable moon model displayed within the magnificent ceiling space of the historic Lynn Museum building.

To make this exhibition possible, Lynn Museum has received funding from the UK Government through the UK Shared Prosperity Fund, which aims to improve pride in place and increase life chances across the UK, investing in communities and places, supporting local business, people, and skills.



Dinosaurium: Re-imagined Creatures; Time & Tide Museum, 16 March – 21 September 2024

Every dinosaur you have ever seen on film, TV or in books has at least in part been a work of imagination.

This family friendly exhibition takes a look 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.

Featuring detailed models alongside memorabilia and fascinating fossils and specimens from our own collections, Dinosaurium explores how these incredible creatures have been re-imagined ever since they were first discovered.

Learn about the animals that were around at the time of the dinosaurs and are still with us today and discover the passion and dedication of the fossil hunters and their collections.

The exhibition is on loan from Hampshire Cultural Trust.



Protoceratops model © Hampshire Cultural Trust

Daniel & Clara: The Lost Estate; Norwich Castle Museum & Art Gallery - 20 January 2024 – 12 January 2025

The Lost Estate is a new photographic series of six large-scale images by artists Daniel & Clara which explores the relationship between humans and the natural world through imagined narratives, taking place in the gardens of a country estate.

The country estate, house and formal garden was a common feature of the English rural landscape in the late eighteenth and early nineteenth-century. Formal garden design looked to the work of European landscape painters such as Claude Lorrain and Nicholas Poussin for inspiration, presenting owners with an idealised version of nature in the garden's conception. These same landscapes were admired and celebrated by the Norwich School of Artists. Inspired by these multiple histories (and possible futures) The Lost Estate explores and expands on these visual traditions.

Daniel & Clara are based in Essex, UK. They work across moving image, photography, performance, and mail art to explore the nature of human experience, perception and reality. The Lost Estate was commissioned by Norwich Castle Museum & Art Gallery and supported by High House Artist Residency. The exhibition is sponsored by East Anglia Art Fund.

Image: Daniel & Clara, A sudden downpour (The Lost Estate), 2023.
Commissioned by Norwich Castle Museum & Art Gallery © courtesy the artist.



Partnership exhibition

Heritage Space – Historic Pictures Around Cromer; Cromer Artspace

Cromer Museum has been supporting a National Lottery Heritage Funded project, led by local community arts organisation Cromer Artspace (Cromer Museum are lead partners). The project involves archive photography from the collection at Cromer Museum to create interpretation panels. The images for these panels have been chosen by six different community groups and are being displayed on the outside of buildings around Cromer.

For more details on Cromer Artspace, visit <https://cromer-artspace.uk/>

Conclusion

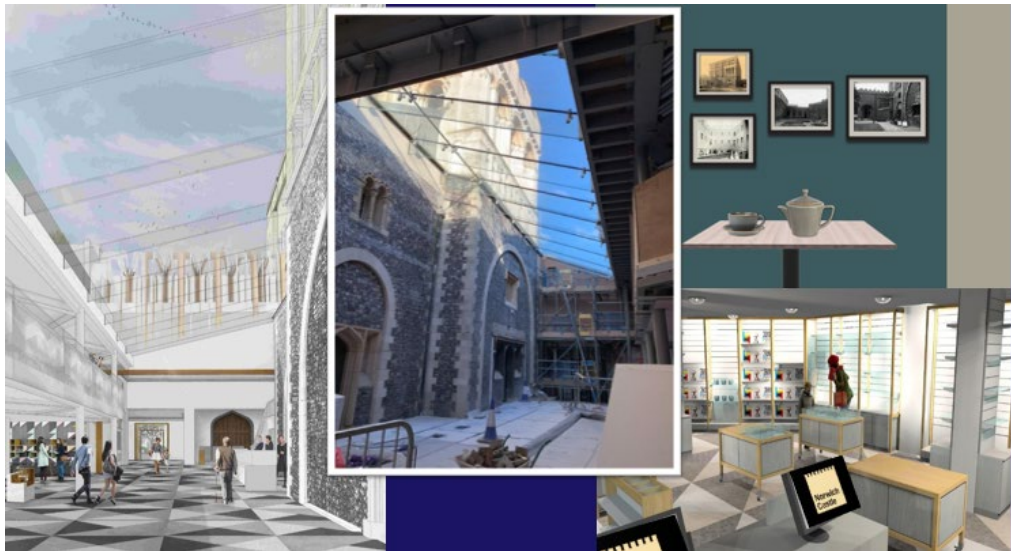
A full and varied exhibition programme across Norfolk's 10 museums have helped to give the Service strong visitor figures during 2023/24. Visitor numbers continue to build back steadily ahead of the full Castle reopening in the Spring.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

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

The next stage of the development including the new visitor entrance will be completed in the coming weeks, with the completion of the construction phase of the Keep elements including the Royal Palace and British Museum partnership gallery later in the summer.



Images relating to the Percival Building/new entrance, shop and cafe

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 15 February 2024, 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, continues to generate donations and interest.

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

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

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

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

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

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

Further updates will be given at the April JMC Meeting.

7.4. **Arts Council England**

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

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

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

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

The outcomes set out in Let's Create are:

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

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

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

Levelling Up

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

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

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

Ancient House Museum, Thetford -

7.4.3. Ancient House, Museum of Thetford, has been awarded a National Lottery Heritage Fund (NLHF) grant. The funding will be used to celebrate its centenary and tell the story of its benefactors, the Duleep Singh family. The NLHF has awarded Ancient House, Museum of Thetford, £198,059, in the museum’s centenary year.

7.4.4. Thanks to National Lottery players, the funding will be used to integrate the extraordinary story of the Duleep Singh family into the museum displays, and for a range of profile-raising events and activities to bring this story to wider attention. It will help Ancient House celebrate the museum’s first 100 years and prepare it for the next 100 years.

Other funding for the two-year project has come from the Thetford Town Council community grant, the Friends of Thetford Museum, Norfolk County Council and Arts Council England as part of the Norfolk Museum Service’s National Portfolio Organisation grant.

7.4.5. The story of Ancient House as a museum began when Prince Frederick Duleep Singh, son of the Maharajah Duleep Singh, generously purchased the rare timbered Tudor house and gifted it to the people of Thetford as a 'Public Museum' charity with the Council as Trustee. Ancient House opened as a museum on the 11 December 1924. This museum foundation by a person of mixed African, Asian and European heritage is unique.

The Museum's centenary in 2024 is an ideal opportunity for celebrations to mark the generosity of Prince Frederick Duleep Singh's gift to the town.

The project will also be the catalyst to tell the nationally important story of the Duleep Singh family in more depth - existing displays focus solely on the Maharajah Duleep Singh, the last Sikh ruler of the Punjab and favourite of Queen Victoria, who lived locally at Elveden Hall.

The new displays will present the equally fascinating and important stories of the wider Duleep Singh family, including Prince Frederick and his remarkable sisters, the Princesses Sophia and Catherine Duleep Singh - the former a key figure in the suffragette movement in the UK, and both pioneers of women's political and private autonomy.

This Anglo Punjab heritage is a unique part of the area's history - while the museum will retain its original purpose as a museum for telling the Thetford area local history, the grant will enable the museum to make more of the Duleep Singh connections and do justice to the story on the local, regional and national stage.

7.5. **National Lottery Heritage Fund**

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

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



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

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

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

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

7.6. **Health & Wellbeing**

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

7.6.2. **Norfolk Creativity and Wellbeing Week**

Norfolk County Council will be delivering our 6th annual Norfolk Creativity & Wellbeing Week between 20-26 May 2024.

<https://www.norfolk.gov.uk/getcreative>

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

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

7.6.3. The Norfolk and Suffolk Culture Board is also undertaking an important mapping exercise with support from Arts Council England. This work will inform and help NMS with the delivery of its key wellbeing projects and programmes over the next 5-10 years.

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

7.7.1. An application to the National Lottery Heritage Fund for a redevelopment project at Time and Tide Museum in Great Yarmouth was submitted in November. Following discussion at the Joint Museums Committee, and with the National Lottery Heritage Fund, colleagues have developed the submission which includes plans for: (1) a glazed roof for the courtyard, creating a flexible, welcome atrium space which will allow for increased schools and community use. (2) reconfiguration of the reception area to remove the outdated platform lift, replacing it with a gentle slope, and installation of a Changing Places lavatory, widening access for all. (3) redisplay and reinterpretation of the upper floor

galleries to incorporate new stories, better reflecting the communities we serve. This will include a new partnership gallery with Royal Museums Greenwich, focusing on Nelson. (4) decarbonisation of the building - removing fossil fuel boilers and replacing with air source heat pumps, improving insulation, and reducing energy use by switching to LED lighting throughout.

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

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

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

A full update on the Project will be given at the meeting.



Time and Tide Museums award-winning learning programmes

8. Museum Development across Norfolk

- 8.1. NMS, in partnership with Brighton & Hove Museums, has a leadership role for the wider museums sector across the South East of England. The Service is in receipt of a grant of c.£1.7m per annum from Arts Council England to provide professional support, advice and guidance to museums for the period until March 2027.
- 8.2. The Arts Council supported annual Share Museums East conference (the last of the SHARE Museums East period) took place at Norwich Castle on 11 March and was attended by Cllr John Ward, Cllr Robert Kybird and Cllr Saul Penfold.
- 8.3. The new Museums Development South East programme will be officially launched on 1 April 2024, and the overall programme lead is Jamie Everitt. Members can sign up for the new Museums Development South East e-newsletter at the following address:

<https://www.smartsurvey.co.uk/s/UWWAW8/>



Museums Development South East new logo

9. Issues, Risks & Innovation

9.1. Issues

There are no major new issues to report.

9.2. Risks

The NMS Risk Register is updated and reviewed regularly.

9.3. Innovation

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

10. Conclusion

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

Officer Contact

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

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

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

NPO ACTIVITY PLAN 2023-24

| LET'S CREATE OUTCOME 1 – CREATIVE PEOPLE | | | | | | | |
|---|---|--|--|--|---|--|---|
| ACTIVITY | | OUTPUT/S | TARGETS & MEASURES OF SUCCESS | Q1 UPDATE | Q2 UPDATE | Q3 UPDATE | Q4 UPDATE |
| 1 | A new Early Years Gallery at Norwich Castle and an increase in the reach and quality of our offer for pre-school children. | 3 Snapdragon sessions and 3 Snaplings sessions per quarter at Norwich Castle; 3 Little Kipper sessions at Time & Tide Museum per quarter; completion of Early Years Gallery at Norwich Castle by Q4. | 10 pre-school children per session with accompanying adults; 20% referrals from Early Years Team; 80% positive feedback; 10% increase in the number of new users. | 2 snapdragons and 2 Snaplings delivered this quarter and 3 Little Kippers. | Creation of the Early Years Gallery within the Keep continued to make good progress. | Monthly 'Early Year Saturdays' established from September in addition to Snaplings and Snapdragon sessions held in November. | Snapdragon and Snaplings sessions now embedded as monthly sessions. Early Years Gallery opening affected by the revised completion schedule. |
| 2 | Expansion of formal learning offer for children and young people | Key Stage 1-4 sessions delivered at all ten museum sites; 6 new digital pre-visit resources by Q4; 6 new post-visit digital resources by Q4. | 30,000 schoolchildren visit for on-site sessions: evidence of high-quality work through teacher feedback and evaluation; Engaging with at least 15 creative freelancers. | School sessions fully booked in this quarter. | Schools programme at the Castle will expand in Q4 when new education room is completed. | Norwich Castle operating at full capacity for schools currently. Capacity will expand once project completed. | New education room facilities at Norwich Castle almost completed. School visits remain strong at all sites. 23/24 figures currently being collated. |
| 3 | Develop a long-term sustainable | Appointment of 3 project workers in | 1500 young people participate in Y1. 75% | Project Workers appointed | New programmes | 1098 interventions | 1535 interventions |

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| | youth engagement programme as a successor to Kick The Dust (including uplift activity). | Q1; New programmes of activity planned with Norfolk Library Service in Q2; Young people in King's Lynn, Great Yarmouth and Thetford participating in Cultural activities by Q3. | of activities co-designed with young people; 50% increase in Youth Board membership, 20% of participants supported into work or training. | successful. Activity Plan in development with Library Service. | underway. Round 1 application to NLHF with YMCA Leicester was successful | involving 446 individual young people, taking part in 747 hours of quality activity between May and November. | involving 768 young people taking part in 1441 hours of activity to 20 March. 46 volunteering opportunities and 8 Young Ambassadors. |
| LET'S CREATE OUTCOME 2 – CULTURAL COMMUNITIES | | | | | | | |
| | ACTIVITY | OUTPUT/S | TARGETS & MEASURES OF SUCCESS | Q1 UPDATE | Q2 UPDATE | Q3 UPDATE | Q4 UPDATE |
| 4 | Completion of the Norwich Castle: Royal Palace Reborn capital redevelopment including delivery of the public engagement programme | Creation of new British Museum Partnership Gallery completed in Q4. | 10% increase in museum pass holders; 10% increase in number of visitors with disabilities; increase in the number of visitors from outside the county. | Percival Wing due for handover 5 October and Keep handed back by Morgan Sindall Q4 ready for BM Gallery install. | Slight delay on Percival Wing handover but still due to open by end of Q3. Keep schedule still on track for Spring 2024. | Handover of Percival Wing now scheduled for February but reopening of Keep is still on Schedule. | Percival Wing now due to be handed back 18 April. Open to the public by end of May. |
| 5 | Redevelopment of displays at Time & Tide Museum informed by community consultation and developed in partnership with | 3 Young curators appointed in Q1; Consultation undertaken in Q1; NLHF bid submitted in Q2. Baseline for measuring environmental | Plans are developed in collaboration with local communities; Young Curators develop new skills; data evidence improvement in environmental monitoring. | KTD extension project underway in Great Yarmouth. Youth Panel members being recruited. NLHF bid now scheduled to be submitted in | Revised EoI to the NLHF was approved. Costings for the glazing of the courtyard invited. Public consultation underway. | Development stage of the project now underway. Scoping for the glazing of the courtyard being explored. | NLHF bid submitted in November. Planning for a Nelson's Navy partnership gallery with National |

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| | the National Maritime Museum. | innovations established by Q4. | | November. SHARE grant of £3K secured to undertake carbon reduction survey | | | Maritime Museum |
| 6 | Redisplay of the story of Duleep Singh at Ancient House Museum co-curated with the partners in the British Punjabi community. | Annual 10-day Festival of East Anglia and the Punjab developed with Essex Cultural Diversity Project in Q2; Submission of NLHF bid by Q4; 3 webinars about the Duleep Singh family by Q4; digital exhibition created by Q4. | 10% increase in visitors to Ancient House; 150 webinar participants; number of visits to digital exhibitions; evidence of impact on Festival participants; successful NLHF bid. | 2023 Thetford & Punjab Festival launches on 7 July with Ancient House a key partner offering free entry to the museum for events about the Duleep Singhs. | Ancient House successfully delivered two special event days for the Thetford & Punjab Festival and good progress was made on the NLHF bid. | NLHF bid was submitted in November and was successful. | Redisplay project underway. 34% increase in visitors on previous year. |
| 7 | A creative learning and public events programme delivered in partnership with Norfolk County Council's environment team and community stakeholders to establish the Environment Hub at Gressenhall Farm and Workhouse. | A creative learning and public events programme delivered in partnership with Norfolk County Council's environment team and community stakeholders to establish the Environment Hub at Gressenhall Farm and Workhouse. | 10 creative workshops for families, Q2-4; 18 biodiversity sessions for schools by Q4. Community nursery volunteers recruited by Q4. | Participated in national project the Wild Escape which culminated on Earth Day and attracted over 800 visitors to Gressenhall. Forest Gardens for Schools programme is helping schools build biodiverse and climate change resilient habitats on their | Youth Panel and Volunteer Squad was established for post GCSE student to gain workplace skills and experience through volunteering across the school summer holiday. | Forest Gardens for Schools programme now established. | Community nursery up and running with new volunteers. Earth Day planned for 12 April. |

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| | | | | grounds and to produce food. | | | |
| 8 | Develop accessible volunteering opportunities that promote health and wellbeing. | New hybrid opportunities for volunteering in person and remotely developed by Q2; 10 events for Creativity and Wellbeing Week in Q1. | 50 new volunteers recruited: 20% increase in number of volunteers with protected characteristics. New partnerships developed. | 8 events for NCWW23 at Ancient House, Museum of Norwich and Gressenhall. | Week-long work experience programme developed by volunteer coordinator for 12 young people. | Roll-out of new work experience programme to be repeated. | Work experience week delivered successfully in March. New volunteer CRM created to promote new volunteering opportunities. |
| LET'S CREATE OUTCOME 3 – A CREATIVE & CULTURAL COUNTRY | | | | | | | |
| | ACTIVITY | OUTPUT/S | TARGETS & MEASURES OF SUCCESS | Q1 UPDATE | Q2 UPDATE | Q3 UPDATE | Q4 UPDATE |
| 9 | Increase opportunities to diversify the museum sector through the Teaching Museum, developed in collaboration with our higher education partners. | 4 Teaching Museum trainees appointed to start in Q1; 1 New Museum School Fellow in Q2; hosting 3 fellows on the British Museum's International Training Programme in Q2 | 75% of trainees recruited have protected characteristics; existing cohort secure jobs in the cultural sector within 2 months of completing their contract; 30 members of NMS staff deliver training sessions for the Teaching Museum development programme. | 4 Trainees successfully appointed. 3 out of 4 previous cohort have secured further employment so far. 11 Staff delivering training in Q1. | NMS hosted 2 fellows from British Museum international programme training for 10 days in July. The third fellow could not visit due to the civil war in Sudan. | Recruitment of new Teaching Museum Cohort underway. 5 traineeship roles selected – Western Curatorial, Eastern Curatorial, Comms & Marketing, Regimental, Collections & Exhibitions, and Newman Bequest. | Recruitment process completed and 5 new trainees appointed. 2 current trainees have already secured jobs within the sector. 32 NMS staff delivered training. |

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| 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. | Continued support for the project as per Q1 covering support for curatorial and learning activities as well as project management support. | Established and ongoing support for the project from the NMS special projects officer. | NMS supported the Heads & Tails exhibition temporary exhibition at the Fermoy Gallery Sept-Oct 2023 |
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INVESTMENT PRINCIPLE 1 – AMBITION & QUALITY

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

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| The development you want to undertake with your workforce, leadership and governance to help you progress | of the Impact and Insight Toolkit. | | | | Works and Turner. | exhibition surveys. | be reviewed in 2024/5. |
| | Training for staff to build skills and confidence in using digital tools for public consultation. | Planned | In progress | Initial research undertaken by the Marketing Manager. Training to be in place by Q4. | To be actioned in Q4 by newly appointed marketing manager. | Remains an objective for Q4. | Planned objective to be actioned in 2024/5. |
| | The Joint Museums Committee will receive quarterly reports on public and peer response to our activities. | Established | Established | Included in the Head of Service performance update. | Included in the Head of Service performance update. | Included in the Head of Service performance update. | Included in the Head of Service performance update. |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress | We will expand our engagement with existing public consultative groups such as our Youth Board to give them greater input in the development of our Services. | Planned | In progress | Kick the Dust project has established a Youth Ambassadors programme. | KTD Youth Ambassadors programme established. | Established and ongoing. | Plans to expand through Your Heritage Your Future project. |
| | We will draw upon the corporate support of colleagues in Norfolk County Council who have expertise in public consultation techniques. | In progress | In progress | To be achieved by Q4. | To be actioned by Q4. | To be actioned in Q4. | Will be used to gain public consultation for Time & Tide planned redevelopment. |
| | We will collaborate with NCC's Head of EDI to ensure that our public consultation includes the views of seldom heard communities. | In progress | Established | Ongoing collaboration throughout 2023-4 to ensure NMS adopts best practice | NCC's Head of EDI is consulted regularly about museum activities. | Regular communication with NCC Head of EDI and Steve Miller chairs | Continues through collaboration with NCC Head of EDI. |

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

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| 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 | Joint Museums Committee will receive an annual report on progress in reaching audiences currently underrepresented. | | | | | | |
| | We use Norfolk Insight for locality-focused demographic data which provides the evidence base to make informed decisions about which local communities are underserved or under-represented. | Established | Established | Ongoing. This quarter it is being used to evaluate events delivered for the <i>Gloucester</i> exhibition at Norwich Castle. | Will adopt for <i>Norwich Works</i> at the Castle exhibition in Q3. | Incorporated into <i>Norwich Works</i> surveys. | Data will be assessed once <i>Norwich Works</i> exhibition run concludes in mid April. |
| | We will use and input into the County Council's EDI monitoring processes designed to support the new EDI Plan, monitored by the EDI Board including the Head of Museums. | In progress | In progress | To be fully established by Q4. | Remains an objective for Q4. | Remains an objective for Q4. | Activity is underway. Will be developed in 2024/5. |

INVESTMENT PRINCIPLE 2 – ENVIRONMENTAL RESPONSIBILITY

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

| ACTIONS | | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
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| SKILLS DEVELOPMENT | | | | | | | |
| The development you want to undertake with your workforce, leadership and governance to help you progress | We will support NMS' existing Green Team with a programme of training and development and increase membership of this group across the Service. | Established | Established | 4 staff have been trained to deliver Carbon Literacy training and this is now being delivered to staff across NMS. | 20 NMS staff attended Carbon Literacy Training in August. | Further carbon literacy training days planned for additional staff. | Carbon Literacy training roll-out continues with good take up by staff across all sites. |
| | We will expand the volunteer team at Gressenhall and develop their skills so that they can support our ambitions for the Gressenhall Environment Hub. | In progress | In progress | KTD Phase 2 is offering a 6-week volunteering programme for young people, including them in public consultation. | Ongoing development supported by our Volunteer Coordinator. | Continues to be supported by the NMS volunteer coordinator. | Ongoing. |
| | We will hold an away day for our governing body the Norfolk Joint Museums Committee at Gressenhall to ensure members help shape our ambitions. | Established | Established | To be scheduled for Q3. | Away Day at Gressenhall was held on 28 Sept with Trustees of the NMDF. | Action completed. | Action completed. |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or | We will work in partnership with project managers from Norfolk County Council's Environment Service to develop best practice. | Established | Established | Partnership work developing well via the Gressenhall Environmental Hub. | Ongoing and progressing well, with Gressenhall confirmed as one of first NCC | Established and ongoing. | Established and ongoing. |

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| will bring together, that will collaborate with you on the actions you will take to make progress | | | | | decarbonisation projects. | | |
| | 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. | Partnership with Wendling Beck and our Environment Service colleagues continues. | Ongoing partnership working with the Gressenhall Team. | Good example of the strengthening of the partnership between museum and Environment team. |
| | We will collaborate with environmental scientists from the University of East Anglia (UEA) to codesign our learning programmes relating to biodiversity and carbon literacy. | In progress | In progress | Planning for another sixth form biodiversity conference is underway. | Deferred due to Natural History Curator post being vacant. | Deferred due to Natural History Curator post being vacant. | Deferred due to Natural History Curator post being vacant. |
| PLANNING | | | | | | | |
| The plans and polices you have, or will create, to help you deliver your ambitions | We will review and update NMS' Environmental Strategy to align with Norfolk County Council's overall Environmental Policy. | Planned | Established | Progressed via the NMS Climate Action Group which meets quarterly. | Climate Action Group to be consulted on strategy in October. | Actioned and ongoing. | Climate Action Group consulted and making recommendations. |
| | We will establish an NMS Environmental Action Plan which will sit within the wider Norfolk County Council Climate Change Action Plan, | Planned | In progress | NCC Climate Action Plan has just been issued so NMS action plan will be developed from Q2 onwards. | NCC Climate Strategy is being presented at All Staff meetings as part of consultation for | Actioned through the 5 Year Strategy consultation and NMS climate action group. | In progress, under review by the NMS Climate Action Group. |

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| | setting benchmarks to measure our progress against targets. | | | | new 5 Year Strategy. | | |
| | 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. | Ongoing with project due for completion in Spring 2024. Environmental responsibility is embedded in new retail and catering operations. | Planned for when project completes. New retail strategy focuses on locally sourced stock. | Will be established once the Percival Wing is completed and in use. |
| TOOLS & MONITORING | | | | | | | |
| The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to your governing body | We will continue to collect data and use Julie's Bicycle to monitor NMS' carbon footprint and support our planning. | In progress | Established | Annual Return to Julie's Bicycle for 2022-23 was submitted in June 2023. | Ongoing, next submission is due June 2024. | Ongoing, next submission is due June 2024. | Data reviewed by the NMS Climate Action Group. |
| | We will work towards achieving the Green Tourism Award at Silver level for Norwich Castle as part of the Royal Palace Reborn project. | In progress | In progress | This is an objective managed by the Royal Palace Reborn Project Manager. | Remains an objective to be achieved when the project is delivered. | Remains an objective to be achieved when the project is delivered. | Remains an objective to be achieved when the project is delivered. |
| | Environmental Responsibility will be reported quarterly to the Norfolk Joint Museums Committee and a presentation | Planned | Established | Progress will be reported via this quarterly ACE report and presentation given in Q4. | This report provides a quarterly update. JMC received a full presentation at | Ongoing via this report and presentations to AMCs. | Ongoing via this report and presentations to AMCs. |

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| | given annually on progress made to date. | | | | Gressenhall Away Day | | |
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INVESTMENT PRINCIPLE 3 – DYNAMISM

| 3 -YEAR AMBITION | | | | 12-MONTH PRIORITIES | | | |
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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. | | | |
| ACTIONS | | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
| SKILLS DEVELOPMENT | | | | | | | |
| The development you want to undertake with your workforce, leadership and governance to help you progress | We will identify local partners in the commercial sector to mentor and coach staff on how to use data more effectively to inform the development of our new catering and retail offer. | Planned | In progress | This will be the responsibility of soon to be appointed NMS Commercial Manager. | Recruitment of Commercial Manager is in train. | New Commercial Manager appointed and due to start in February. | Commercial Manager now in post and will liaise closely with Retail Manager to strengthen use of data. |
| | The Trustees of the Norfolk Museums Development Foundation will have an away day with the Joint Museums Committee to review NMS' existing | Planned | Established | Convened in May but cancelled due to low attendance. To be rescheduled for September. | Away Day was rescheduled for 28 Sept as a joint meeting with JMC. | Action completed. | Action completed. |

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| | commercial objectives and brainstorm new opportunities. | | | | | | |
| | 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. | Ongoing, Steve Miller continues to attend NMDC meetings. | Ongoing, Steve Miller continues to attend NMDC meetings. | Ongoing. |
| PEOPLE & REPRESENTATION | | | | | | | |
| The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress | We will draw on the commercial skills, experience, and networks of the Norfolk Museums Development Foundation Trustees to advise staff on retail, catering and marketing activity | Established | Established | In May Trustee Donna Chessum advised on the development of a brief for PR support for Keep Reopening. | PR company Culture Communications Collective appointed | Culture Communications Collective (CCC) developing comms plan in collaboration with NMS staff. | Trustees to support initial scoping by new Commercial Manager. |
| | We will consult our local commercial partners such the Norwich Business Improvement District to advise us on our approach to data monitoring within the wider context of the new Norwich BID. | Planned | In progress | This will be the responsibility of soon to be appointed NMS Commercial Manager. | Recruitment of Commercial Manager is in train. Norwich BID has also been consulted on PR Strategy for Norwich Castle. | Commercial Manager to undertake in Q4. | Norwich BID have advised Marketing Manager on visitor data and media monitoring. |
| | We will collaborate with Norfolk County Council colleagues in | In progress | In progress | To be reviewed by Q3. | To be reviewed in Q3. | Established and ongoing. | Ongoing. |

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| | the Economic Development and Insights and Analytics teams to review the appropriateness of our business plan KPIs. | | | | | | |
| PLANNING | | | | | | | |
| The plans and polices you have, or will create, to help you deliver your ambitions | The <i>Royal Palace Reborn</i> 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. | Delayed due to Marketing Manager vacancy. Post has now been filled. | Marketing Manager now in post and new Commercial Manager appointed. | Business Plan is now being reviewed by Marketing Manager and Commercial Manager, as well as the Keep Project Board. |
| | NMS' Digital Strategy includes a section on building new strands of commercial through digital activities. This will be reviewed and updated with clearer targets and measures. | In progress | Established | NMS digital strategy to be reviewed and updated by Q4. | NMS digital strategy to be reviewed and updated by Q4. | In progress. | In progress but not yet completed. |
| | We will work alongside Norfolk County Council colleagues on the delivery of the new Climate Change Plan goals. | In progress | Established | Ongoing focus of work of the Gressenhall Environmental Hub. | Ongoing focus of work of the Gressenhall Environmental Hub. | Closer collaborative working with the Environment Team at Gressenhall. | Relationship with Environment Team has been established. |
| TOOLS & MONITORING | | | | | | | |

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| 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 | Use of the Norfolk County Council data dashboard by the senior leadership team and operations managers will strengthen monitoring of our business plan objectives. | Planned | In progress | The data dashboard will be used to inform the new NMS 5-Year Strategic Framework. | 5 Year Strategic Framework is in consultation phase, due for completion by Q4. | 5 Year Strategy consultation completed and drafting underway. | In progress. 5 Year Strategy to be approved by JMC at July meeting. |
| | Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars. | In progress | Established | Requires training for staff to achieve by Q4. | Still to action due to Marketing Manager post being vacant. Will be actioned in Q3. | New Marketing Manager now in post and reviewing social media advertising. | Underway by Marketing Manager. |
| | Web analytics will be more closely monitored to track a story of progress and improvement in our digital outputs, particularly those that have a commercial element such as paid for webinars. | In progress | In progress | Ongoing development of NMS' ticketing system RecreateX and staff training required by Q4. | Staff training for RecreateX began this quarter. | Roll out of staff training is ongoing. | Quarterly report provided to JMC. |

INVESTMENT PRINCIPLE 4 – INCLUSIVITY & RELEVANCE

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| 3 -YEAR AMBITION | 12-MONTH PRIORITIES |
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| 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. | | | |
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| ACTIONS | | Current Stage | Expected stage at year end | Q1 Progress | Q2 Progress | Q3 Progress | Q4 Progress |
| SKILLS DEVELOPMENT | | | | | | | |
| The development you want to undertake with your workforce, leadership and governance to help you progress | We will continue to invest in training that supports the workforce to develop best practice in supporting the needs of people with disabilities or additional needs such as autism and dementia. | Established | Established | This will be supported by the NMS training budget throughout 2023-4. | Norwich Works exhibition at Castle will be first to have integrated BSL interpretation. | Norwich Works BSL interpretation implemented + BSL tours and quiet hours. | Roll out of Quiet Hour and Sensory Sundays for neurodivergent visitors. |
| | All NMS staff will be encouraged to undertake Unconscious Bias e-learning. It will be mandatory component of the induction of all new staff. | In progress | In progress | Members of the NMS Anti-Racism Group undertook online anti-racism training provided by the Museums Association. | Museums Association continues to be rolled out. | Staff encouraged to complete the MA online training. | Ongoing. |
| | The Joint Museums Committee will receive an annual EDI report measuring progress against the recommendations made by the NMS anti-racism network. | Established | Established | To be provided in Q3. | To be provided in Q3. | To be provided in Q4. | Deferred to next JMC meeting. |
| PEOPLE & REPRESENTATION | | | | | | | |
| | We will encourage more staff to join Norfolk | In progress | Established | To be promoted to staff in the | Ongoing. | Ongoing and publicised via | Ongoing and promoted |

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| <p>The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress</p> | <p>County Council's staff EDI networks to develop actions which are then discussed quarterly with NCC's Chief Executive.</p> | | | <p>fortnightly Museums Mardle e-bulletin.</p> | | <p>Tom McCabe weekly bulletins.</p> | <p>through Museum Mardle ebulletin.</p> |
| | <p>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.</p> | <p>Planned</p> | <p>In progress</p> | <p>To be established by Q4.</p> | <p>To be established by Q4.</p> | <p>Reviewed for AMCs in Q4.</p> | <p>Kick The Dust representation at AMCs.</p> |
| | <p>We will continue to develop all new projects in collaboration with partners, artists, and freelancers with protected characteristics. This is now established practice for NMS.</p> | <p>Established</p> | <p>Established</p> | <p>This objective will influence exhibition programming decisions throughout 2023-24.</p> | <p>New commission by Amartey Golding exhibited at the Castle from 30 Sept.</p> | <p>Amartey Golding commission on display at Norwich Castle until 14 January.</p> | <p>The exhibition proposal form now includes a section for information on how this objective will be met.</p> |
| <p>PLANNING</p> | | | | | | | |
| <p>The plans and polices you have, or will create, to help you deliver your ambitions</p> | <p>We will review and update the NMS Equalities Action Plan with more measurable actions to evidence progress against targets</p> | <p>Planned</p> | <p>Established</p> | <p>To be completed by Q4.</p> | <p>To be completed by Q4.</p> | <p>Underway.</p> | <p>In progress.</p> |
| | <p>We will deliver against Norfolk County Council's EDI Plan which recognises the role</p> | <p>Established</p> | <p>Established</p> | <p>Ongoing with Steve Miller representing NMS on the EDI Board.</p> | <p>Ongoing and responding to the objectives set out in</p> | <p>Underway and ongoing.</p> | <p>In progress.</p> |

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| | Culture & Heritage plays in removing barriers to equal lives and participation. | | | | NCC's EDI plan 2023-26 | | |
| | The NMS Audience Development Plan will be reviewed to include stronger emphasis on reaching underrepresented audiences, targeting specific neighbourhoods and communities. | Planned | Established | NMS has an audience development plan already which will be updated by Q4. | To be actioned by end of Q4. | Underway. | Underway in collaboration with Marketing Manager. |
| TOOLS & MONITORING | | | | | | | |
| The tools and resources you use to support use in setting, monitoring, and achieving targets and how you will report on progress to your governing body | We will use equalities monitoring data collection to monitor engagement levels. The Joint Museums Committee will receive an annual report on progress in reaching audiences currently underrepresented. | In progress | Established | To be presented to JMC in January 2024. | Data currently captured for Kick the Dust. Methodology to be shared for activities. | Shared via Kick the Dust. | JMC received report on Kick The Dust in February 2024. |
| | We use Norfolk Insight for locality-focused demographic data which provides the evidence base to make informed decisions about which local communities are underserved or under-represented. | Established | Established | Ongoing use of Norfolk Insight is used to inform grant applications and bids. | Used to inform the Time & Tide expression of interest to NLHF. | Ongoing. | Ongoing for new grant applications. |

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| | We will use and input into the County Council's EDI monitoring processes designed to support the new EDI Plan, monitored by the EDI Board including the Head of Museums. | In progress | In progress | Steve Miller now chairs the CES EDI Board. | Ongoing. Jo Warr to liaise with NCC's Head of EDI. | In progress and ongoing. | Ongoing. Jo Warr consulting EDI colleagues on reviewing monitoring processes. |
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