

Norfolk Joint Museums Committee

Date: Friday, 12 January 2018

Time: 14:00

Venue: Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH

Persons attending the meeting are requested to turn off mobile phones.

Membership

Norfolk County Council

Mr P Duigan
Mr D Harrison
Mr H Humphrey
Mr M Kiddle-Morris
Mr G Nobbs
Ms C Rumsby
Mr T Smith
Mr M Storey
Mr J Ward

Norwich City Council

Mrs J Brociek-Coulton
Ms A Haynes
Ms M Maxwell

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Breckland District Council

Mr H Clarke

Great Yarmouth Borough Council

Mr B Lawn

South Norfolk District Council

Mr R Savage

North Norfolk District Council

Mrs M Prior

Co-opted members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

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

Tim Shaw on 01603 222948 or email committees@norfolk.gov.uk

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A g e n d a

1. **To receive apologies and details of any substitute members attending**

2. **JMC Minutes of 27 October 2017**

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3. **Declarations of Interest**

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.

4. **Any items of business the Chairman decides should be considered as a matter of urgency**

5. **Breckland Area Museums minutes - 27 November 2017**

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6. **King's Lynn and West Norfolk Area minutes - 4 December 2017**

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7. **Norwich Area Museums minutes - 12 December 2017**

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8. **Finance monitoring**

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Report by Executive Director, Community and Environmental Services

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| 9. Risk management
Report by Executive Director of Community and Environmental Services | Page 35 |
| 10. Service Performance and Strategic update
Report by Executive Director of Community and Environmental Services | Page 45 |
| 11. Update on progress with two Arts Council England Business Plans for 2018-22
Presentation by Jo Warr, Head of Development, Norfolk Museums Service | Page |

Group Meeting

Conservative 1 pm Colman Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 04 January 2018



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 27 October 2017 at 2.00pm ^{Item 2}

Present:

Norfolk County Council

Mr P Duigan
Mr J Fisher (Sub for Mr M Storey)
Mr D Harrison
Mr M Kiddle-Morris
Ms C Rumsby
Mr T Smith
Mr J Ward (Chairman)

Norwich City Council

Mrs J Brociek-Coulton
Ms A Haynes

Broadland District Council

Mr D Buck

South Norfolk District Council

Mr R Savage

Great Yarmouth Borough Council

Mr B Lawn

Co-opted Members (Non-Voting)

Arts Council

Ms K Fawcett

Museum Friends

Mr J Knight

1 Apologies for Absence

- 1.1 Apologies for absence were received from Mr H Castle, Mr H Humphrey, Ms M Maxwell, Mr G Nobbs, Mrs E Nockolds, Mrs M Prior and Mr M Storey.

2 Minutes

- 2.1 The minutes of the previous meeting held on 30 June 2017 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest

4A Matters of Urgent Business

- 4a.1 There were no matters of urgent business.

4b Chairman Announcement- The Castle Museum Cafe

- 4b.1 The Chairman referred to a letter that the NMS had received from a member of the public about the good quality service provided by Dan, one of the staff at the Castle Museum café and in particular the exceptional service that was provided by Dan in

meeting the dietary requirements of a disabled member of the public. It was agreed that the member of staff concerned should be thanked for the exceptional work as well as the rest of the front of house teams.

5 Reports of Area Museums Committees

5.1 Breckland Area Committee

5.1.1 The annexed report of the Breckland Area Museums Committee meeting held on 19 July 2017 was presented by Mr P Duigan.

5.1.2 The Chairman referred to the work at Thetford Museum to create a new permanent gallery dedicated to Duleep Singh. The possibility of using funding schemes offered by the Heritage Lottery Fund and ACE were being investigated.

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

5.2 Great Yarmouth Area Committee

5.2.1 The annexed report of the Great Yarmouth Area Museums Committee meeting held on 11 July 2017 and 22 September 2017 was presented by Mr B Lawn.

5.2.2 In introducing the report, Mr B Lawn said that Great Yarmouth museums' performance in terms of total visitor numbers and school visits remained very positive, although it would require a great deal of work to maintain the visitor numbers at the current level. The exceptional results were heavily influenced by the Titanic exhibition and events programme and the record breaking schools visit figures supported by events developed as part of the *Stories from the Sea* programme.

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

5.3 King's Lynn and West Norfolk Area Committee

5.3.1 The annexed reports of the King's Lynn and West Norfolk Area Museums Committee meetings held on 24 July 2017 and 9 October 2017 were presented by Mr T Smith.

5.3.2 In introducing the report, Mr T Smith referred to the local marketing and outreach work that was undertaken by members of staff. This work had included mobile exhibitions, visiting community venues, the loan of materials to schools and the production of a new History in Your Hands flier to publicise local museum events.

5.3.3 The Curator of King's Lynn Museums reported that Lynn Museum had acquired a major new work by the King's Lynn painter Henry Baines, funded by a grant from the V&A Purchase Fund along with other grants and donations. It was noted that the painting had been made available for Members to see in the committee room prior to the start of the meeting.

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

5.4 Norwich Area Committee

5.4.1 The annexed reports of the Norwich Area Museums Committee meetings held on 11

July 2017 and 12 September 2017 were presented by Mrs. J. Brociek-Coulton.

5.4.2 In introducing the reports, Mrs J. Brociek-Coulton said that she was pleased to be able to record thanks to the school learning teams for their work in ensuring activities for school children remained relevant to subjects within the National Curriculum. The high numbers of school visits to Norwich museums were attributed to the strong and relevant school learning programmes and the significant effort of the learning teams across the NMS.

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

6 Finance Monitoring Report for 2017/18

6.1 The annexed report (6) by the Executive Director, Community and Environmental Services was received.

6.2 Members received a report that covered the Norfolk Museums Service (NMS) budget out-turn for 2017/18, including the revenue budget, reserves and provisions and the capital programme.

6.3 In reply to questions, Members were informed that the income reserve was maintained to enable the Service to effectively manage pressures on revenue streams during periods of falling visitor numbers, particularly when due to unfavourable weather conditions. If NMS created an overall surplus from income generation it was possible for new money to be added to this reserve, should it be considered prudent to do so.

6.4 Going forward, the strong exhibition programme planned over the autumn / winter months meant that NMS remained optimistic of continuing to be able to meet its income targets. A word of caution was, however, expressed by the Chairman about the spring 2018 exhibition programme which while of a very high quality was unlikely to achieve the exceptional income generating levels achieved in 2017.

6.5 The Joint Committee **resolved** to note progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2017/18.

7 Risk Management Report

7.1 The annexed report (7) by the Executive Director, Community and Environmental Services was received.

7.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at October 2017.

7.3 Members were informed of the measures that the NMS had taken to address the risks that were set out in the report.

7.4 It was suggested that NMS should look into the use of flood boards to help mitigate against the residual low level flooding risk that would always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn.

7.5 Members were assured that the NMS took additional measures to step up security

arrangements as and when appropriate to do so, for example to provide additional protection for material on loan for major exhibitions such as “Nelson & Norfolk” and “Rembrandt: Lightening the Darkness.” In taking key security decisions, NMS was able to draw upon expert input from Arts Council England’s national security advisor.

7.6 The Joint Committee **resolved** to note –

- **The risks in the latest risk report and how they compared to those in the report taken to the previous meeting.**
- **The risk data, information and analysis presented in the risk register report and that the recommended mitigating actions identified in the report were appropriate.**

8 Norfolk Museums Service – Performance & Strategic Update Report

8.1 The annexed report (8) by the Executive Director, Community and Environmental Services was received.

8.2 The Joint Committee received a report that provided progress with performance over the current financial year 2017/18, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

8.3 During discussion, the following key points were noted:

- The Joint Committee was informed that Museum visits across all 10 NMS sites for the period up to the end of August 2017 were 217,601 compared to 190,282 for the equivalent five month period in 2016/17, a 14% increase. This positive position for the year-to-date was largely attributable to a very strong events and exhibitions programme, including Titanic: Honour and Glory at Time and Tide and Nelson and Norfolk which gave the Service a record-breaking August for Norwich Castle (31,268 visits).
- The numbers of school visits to NMS museums for the period up to the end of July 2017 were 17,555 compared to 17,406 for the equivalent four-month period in 2016/17, a 1% increase on last year’s record-breaking figures. This excellent result was very much at odds to the national picture of declining school visits to museums.
- The NMS remained confident of maintaining visitor figures of 400,000 visits across the 10 NMS sites plus outreach and special events attendance and of keeping school visits at the 45,000 level.
- The good visitor figures were driven by a strong marketing performance and a successful exhibitions and events programme.
- Going forward, the “Rembrandt: Lightening the Darkness” and the “We Came Here to Conquer” exhibitions could be expected to attract high visitor figures at the Castle Museum.
- The Joint Committee was pleased to hear that the Learning Teams had secured two prestigious Sandford Awards for Excellence in Education. These national awards recognised the role which museums and heritage sites played in supporting the development of young people in a variety of ways. The Chairman expressed a desire to congratulate those who were involved in the

NMS achieving these awards.

- Congratulations were also due to the work of the project team at Norfolk County Council that had led to the launch of the new NMS website in September 2017. The new site, embedded within the NCC website, was enabled for mobile and tablets and features a huge range of new facilities including video. See: www.museums.norfolk.gov.uk
- It was noted that the NMS had been awarded £776,500 from the Heritage Lottery Fund for the 'Norfolk Journeys' project which sought to empower young people to develop their own pathways into the County's heritage. This project formed part of the Heritage Lottery Fund's 'Kick the Dust' initiative, a new £10m grant programme which aimed to transform how heritage organisations engaged with young people.
- Ms K Fawcett spoke about the significant leadership role of NMS in the continued progress of all ACE funded programmes and plans for museums across the East of England.

8.4 The Joint Committee resolved:

1. **To note progress regarding development of the Keep at Norwich Castle which is outlined in paragraph 10 of these minutes.**
2. **To note progress in terms of the programme and key Service Plan priorities for 2017/18.**
3. **To note progress in terms of developing the business plan for Arts Council England's new funding programme for 2018-22.**

9 Collections Review and Rationalisation Programme

9.1 The annexed report (9) by the Executive Director, Community and Environmental Services was received.

9.2 The Joint Committee agreed to the rationalisation of certain social history items that had been considered for rationalisation by the Breckland and Great Yarmouth Area Museums Committees. This was agreed subject to further work being done to identify suitable homes for these items.

9.3 The Joint Committee resolved:

- (a) To approve the rationalisation of the Norwich Social History items from Great Yarmouth and Gressenhall listed in Appendix 2 to the report.
- (b) To note that these objects would be offered in the first instance to other Accredited Museums likely to be interested in their acquisition. They would then be offered to the museum community at large or any other suitable public body. If no interest was expressed they would be sold at auction or destroyed.
- (c) That the cigarette dispensing machine (Record Number: GRSRM: NN178) should be offered to local railway museums in the first instance.

10 Norwich Castle Keep: Gateway to Medieval England-Project and Fundraising Update

10.1 The Joint Committee received a presentation from Dr John Davies, Project Director and Jo Warr, Head of Development, about the Norwich Castle Keep development project.

- 10.2** Dr John Davies and Jo Warr said that Gateway to Medieval England was a four year project that would transform the Keep within Norwich Castle back to its appearance under the great Norman Kings. The project would enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*. Regular communication was being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep.
- 10.3** The aims of the project included the transformation of Norwich Castle into the premier heritage attraction in the East of England, attracting 300,000 visitors per year and the creation of an inspirational learning resource for Norfolk's schools with the capacity to welcome 30,000 visitors per year. The project would create a positive and significant economic impact for local businesses in terms of creating jobs, providing skills, giving training opportunities and a destination for hospitality and events.
- 10.4** The project needed the support of the business community to realise its ambitious vision for Norwich Castle. With this in mind NMS was offering a range of corporate packages to suit individual business requirements that included access to exclusive events, behind the scenes tours and team building opportunities, brand exposure through PR opportunities, logo placement and digital recognition.
- 10.5** The Project Team had officially entered the Development Phase of the project the work from which would form the basis of the second-round application to the Heritage Lottery Fund, which was expected to be submitted early in 2018.
- 10.6** Questions were asked about the Victorian features of the Castle Keep in relation to the project. Dr John Davies explained the importance of the Academic Steering Group in the project and the detailed recording of all historical features, including the Victorian elements.
- 10.7** The Joint Committee **resolved**:
- To place on record thanks to Dr John Davies, Project Director and Jo Warr, Head of Development, for their presentation about the Norwich Castle Keep development project and to ask to be kept informed of developments at future meetings.

The meeting concluded at 3.45 pm.

Chairman

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BRECKLAND COUNCIL

Item 5

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

Held on Monday, 27 November 2017 at 11.00 am in
Ancient House Museum, Thetford

PRESENT

Councillor C Bowes	Mr P.J. Duigan (Vice-Chairman)
Mr H. E. J. Clarke (Chairman)	Mr F. Eagle
Mr P. R. W. Darby	Mr T. J. Jermy
Mr S.G. Bambridge	Mr W. R. J. Richmond
Mr R.G. Kybird	Mr M. Kiddle-Morris

In Attendance

Mr Oliver Bone	Curator of the Ancient House, Museum of Thetford Life
Hannah Jackson	Operations Manager - West
Leanne Neave	Democratic Services Officer
Dr Robin Hanley	Head of Operations and Learning

Action By

19/17 MINUTES

Cllr Richmond advised an amendment was required to minute no: 13/17. It should read "The Chairman congratulated Councillor Duigan on his appointment as Vice Chairman".

20/17 APOLOGIES

Apologies had been received from Councillors Buck and Ward, David Blackburn and Dr Keith Robinson.

21/17 CHAIRMAN'S ANNOUNCEMENTS

The Chairman invited Oliver Bone to advise the Committee on a forthcoming event.

Mr Bone advised there was to be an opening event for the new exhibition, "Handmade". The event on Friday 15th December at 4.30pm would be an opportunity to celebrate the work of the Children's History Club. Certificates would be awarded to the Museums Young Members. He invited all Members of the Committee to attend the event.

Dr Robin Hanley –advised the Annual Review 2016-2017 had been issued (copies were given to Members). This review provided a taste of activities taking place across the Norfolk Museums Service.

Action By

Cllr Duigan queried if the Nationally Produced Mendoza report was available.

Dr Hanley said he would send a link to Members to access.

RH

The Chairman stated he was proud of the work Norfolk Museums Service does and to receive extra validation on a National Level was great.

22/17 URGENT BUSINESS

None.

23/17 DECLARATION OF INTERESTS

None.

24/17 ANCIENT HOUSE, MUSEUM OF THETFORD LIFE REPORT

Oliver Bone Curator of the Ancient House, Museum of Thetford Life presented the report to Members which covered the period July-October 2017.

Highlights included:

The exhibition “Pulpware” had now ended which had been a successful theme due to the local connection of Thetford Industry and being in living memory.

“Flint Rocks” was another successful exhibition and involved working with Breaking New Ground. A further partnership bid had been made to the Heritage Lottery fund for a future project “Wet Brecks”.

2014 saw a series of Commemorative Events take place within Thetford commemorating World War I. Ancient House was working with Thetford Town Council for events in 2018 commemorating the centenary of the end of World War I.

A new temporary exhibition “Handmade” was planned to open on 16th December. The display would cover different materials, there were currently some excellent community craft groups and it was hoped the display would encourage others.

Plans for a partnership project to create a Punjab themed arts and culture festival for July 2018 was being explored. In partnership with the Essex Cultural Diversity Partnership a bid for funding would be made to Heritage Lottery Fund. It was hoped that a painting “Casualty of War” by the Singh Twins could be loaned from the National Museum of Scotland to display at Ancient House for 6 months.

An update was given on the History Clubs activities. A 1940’s Christmas event had taken place with various craft activities on offer.

Action By

The Teenage History Club had looked at part of a future bid to the Heritage Lottery Fund for an exhibition on people of the past who were not heterosexual linked to the 50th anniversary of the partial decriminalisation of homosexuality. The club had visited the Victoria and Albert Museum in London for their “Queer History” tour.

The Friends used the museum as a venue for monthly talks. A new programme of events would be announced at the AGM.

Raj Bisram, presenter of Antiques Road Trip, had visited the museum to film for a feature on the show. The programme will air over the winter.

Ancient House continued to provide Thetford and Brandon Times with a monthly column “Thetford in 100 Artefacts”. Contributions were also made to the About Thetford magazine.

It was confirmed that both Twitter and Facebook were still actively used by the museum, promoting exhibitions and events using social media.

Volunteers continued to be very active, helping behind the scenes, running the Mini Museum Club and assisting with events. Ancient House had been represented at the Christmas Light switch on.

Ancient House’s current trainee is Sam Bellotti and a new trainee would begin in April 2018. It was advised there had been success with previous trainees who had moved into a career working within museums.

Cllr Bambridge queried if trainees were on the Payroll. It was confirmed that trainees were paid members of staff and on the pay scale for Norfolk County Council.

Dr Hanley advised there was a strong commitment to Learning and Development Traineeships and any opportunity for additional funding for trainees in projects across the museums would be investigated.

25/17 GRESSENHALL FARM AND WORKHOUSE REPORT

Hannah Jackson presented the report to Members which covered the period July-October 2017.

The museum had now closed for the Winter and would re-open in 2018 for School February half term (12th – 16th) and then daily from Sunday 11th March 2018.

During this reporting period the major events were “Village at War” and “Apple Day”. Apple Day continued to be a popular event and 2585 visitors attended this year. A smaller scale “Days with a Difference” style event, entitled “Story Festival” was based on Alice in Wonderland. It included performances from touring drama company Strange Fascinations and attracted 419 visitors. “Workhouse after dark” offered free admission to players of the National lottery and

Action By

gave the opportunity to view the Museum after dark by LED candlelight. 761 visitors attended over the two nights. Activity programmes ran for the School summer holiday and for October half term.

Planning had begun for the 2018 programme. The popular “Horse Power” and “Victorian Family Christmas” would both be held during 2018. A preview day of the Museum would be held on 10th March 2018 for Friends, Pass Holders and Lottery Players. The preview day would invite the family volunteers that took part in the Family Volunteering days within the Collections Gallery.

Events continued to attract Norfolk Museum Pass Holders and it had been recorded on Apple Day that 44% of visitors were pass holders and a further 27 were sold on the day.

The “Voices from the Workhouse” project was ongoing with the second phase in the Collections Gallery being completed during the Winter Closure.

To help families access the Collection Gallery a number of Gallery Challenges had been created. Aimed at Key Stage 1 and 2 children, they encouraged children to interpret and explore the objects in a different way.

A new temporary exhibition space had been created within the Collections Gallery to house an annual display. In 2017 this had been “Rural Lives” and had included photographs of Norfolk People. The exhibition planned for 2018 was “Beer and Brewing” focussed on the changing roles of pubs and the history of brewing.

Partnership development of the digital offer at Gressenhall had continued. There was an increased desire for electronic displays and tablets were available for families to borrow to go round the site.

Gressenhall’s curator, Dr Megan Dennis, continued to develop links with the Digital Humanities Forum at Carleton College, Minnesota. The college had created a 3/D virtual model of the workhouse as it was in 1779. Megan would return to America in the new year and hoped to work with the students to generate additional material for the in-gallery projections and handheld tablet devices used by visitors.

The new projectors allowed visitors to “meet” real people from the Workhouse history. It had been found that some visitors found these to be sensory overload. A programme had been piloted which allowed families living with Autism an “earlybird” opportunity to visit the Museum without these projectors in use. Visual storyboards were available in advance for parents to talk their children through the site so it would be familiar to them when they visited. Gressenhall visitor services, back of house staff and volunteers had been trained on the best way to engage and support families during these events.

The Norfolk Collection Centre had opened in recent years more frequently to support the major events held by the museum. The

Action By

“Shine a Light” project had enabled a reorganisation of the collection. During 2017 season there had been chargeable events held at the Collection Centre which included behind the scenes tours, themed tours and West Runton Mammoth tours. Members of the committee were invited by Hannah to visit the Collection Centre prior to the next meeting.

There were now four Social Media Champions on site ensuring a Social Media presence on Twitter and Facebook.

A range of commercial activities continued to be developed which included room and venue hire. A means of generating income any such bookings did not detract from key museum activities.

Friends of Gressenhall had agreed to support a project to restore the Farmers’ Foundry engine boiler. This was in addition to a grant from PRISM fund to make the boiler fully operational.

The second hand book shop run by The Friends of Gressenhall was now manned on a daily basis.

There were currently 120 active volunteers, some worked in teams and some more time specific and volunteered from home.

The Gressenhall Learning Team had worked with members of the Norfolk Virtual School Sensory Support team (NVSSSt) to offer the opportunity for pupils and families to explore the site. 275 people of all ages attended the event, engaged in the range of activities and evaluated the new displays and galleries for those with sensory support needs. They had the opportunity to meet specialists (teachers, rehabilitation officers, education audiologist, child psychotherapist) in a relaxed atmosphere.

The format of the NVSSSt event mirrored the event held in partnership with the Norfolk Fostering and Adoption Services. Options were being explored by the Learning Team to use the model for a special day aimed at young people exploring issues surrounding mental health.

The Chairman commended the Museum and felt the special event days showed sensitivity with communities and dedication to work with all different sectors of the community.

The latest visitor figures showed a total of 58,370 had visited this year up from 51,365 last year.

Cllr Bambridge queried if the School figures were included in the total, which they were.

Cllr Kybird queried if the Autism and Sensory Support days were specifically funded. Ms Jackson confirmed that the Autism “earlybird” was self funding as it took place on a normal open day, visitors were allowed in earlier than the general public opening time. Dr Hanley

Action By

advised Children Social Services had worked the Sensory School day as part of their calendar.

Cllr Duigan suggested as a lot of work had been in partnership with Adult and Children Social Services it would be beneficial for the information to be given to both committees to alert them and for them to encourage the work of the Museums.

A summary of the sensory day had been sent to the Directors of Children Social Services.

Cllr Eagle suggested that with regard to publicising the "Horse Power" event, the Rare Breed Survival Trust were this year highlighting the heavy horses. The Go Native campaign could therefore assist with publicising.

Cllr Kybird queried what information the Museum was collating for the "Beer and Brewing" exhibition. It was explained that the Curators were speaking to local pubs and restaurants for stories and photographs about how the role of the Country pub has changed over the years.

Members suggested to contact David Osborne a local Thetford historian, who had written about the history of Thetford pubs. Kitty Lynn, a Dereham historian, who had published pamphlets on the pubs in Dereham giving facts and census reports and were aware a group in Swaffham had completed a project on Pubs and Brewing in the local area.

26/17 NEXT MEETING

The date of the next meeting was confirmed as 26th February 2018 at Gressenhall Farm and Workhouse. It was noted that prior to the meeting a tour of the Collections Centre would be available to Members and anyone wishing to attend should arrive at 1pm.

The meeting closed at 12:20pm

CHAIRMAN

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK
KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE ^{Item 6}

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 4th December, 2017 at 2.15 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillor Mrs E Nockolds (Chairman)
 Councillors A Bubbs, M Chenery of Horsburgh, H Humphrey (Vice-Chairman),
 T Smith, A Tyler and Mrs S Young

Officers: R Hanley, M Hawker – Norfolk Museums Service

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Wright and J Ward, P Eke and L Bavin.

2 MINUTES

The Minutes of the meeting held on 9 October 2017 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 UPDATE ON LEARNING ACTIVITIES - M HAWKER, LEARNING OFFICER

The Committee received an update from Melissa Hawker, Learning Officer, a summary of which is set out below:

- Lynn Museum had continued to work with local schools to deliver a broad range of learning sessions. Learning programmes had been adapted following recent changes to the history National Curriculum. 30% to 50% of organised school groups were from primary schools.
- New boxes of handling artefacts which were being created for use with schools, including a new prehistoric box to help children investigate local history and archaeology.

- Lynn Museum continued to offer a flexible programme responding to teachers' needs – this had included developing one-off sessions on American Pioneers and Out of the Attic.
- There was an upsurge in interest from schools in sessions on Stone Age and Bronze Age.
- Seahenge had proved the most popular session. A new activity involved making a model of Seahenge in cake using chocolate for the timber circle, nicknamed 'Cakehenge.' The Committee received a demonstration on how 'Cakehenge' was constructed.
- Lynn Museum supported local uniformed groups, such as Scouts and Brownies, to visit the museum outside normal opening hours as part of their badge. The Museums Service is exploring creating a badge specific to Lynn Museum to encourage more of these visits.
- Lynn Museum had also been working with the College of West Anglia to welcome groups learning in the museum space.
- Partnership working with the Stories of Lynn project at the Town Hall had included a joint session for schools exploring the town's Victorian fairground heritage.
- The Learning Officer had been training and mentoring the Museum Learning Assistant Team at Lynn Museum in delivering sessions for schools.

The Learning Officer and Head of Operations and Learning responded to questions relating to:

- Practical sessions involving activities which assisted pupils during the learning process.
- Charging for activities at the Museum. It was noted that school children received free admission to the Lynn Museum, but that a charge was made for additional activities - £3.50 half day, £5.00 full day.
- Mixed curriculum sessions for schools in small rural areas.
- Cost of transport for schools located in rural areas to visit the Museum.
- Pupil Premium Fund.
- Number of school visits - it was noted that a record number of 50,000 school visits had been made to NMS museums in 2016-17.
- Quality learning experience for schools and feedback received from teachers.
- Individual museums developing their own programme.
- Seahenge.
- Role of the Teaching Museum traineeship.
- Museum Learning Assistant training on how to link activities to the national curriculum and how to deliver sessions.
- Design of a badge specific to the Lynn Museum.
- Forest schools and activities offered by trained staff at Gressenhall Museum.

The Chairman, Councillor Mrs Nockolds thanked the Learning Officer for attending and giving an update.

6

REPORT OF THE HEAD OF OPERATIONS AND LEARNING

The Committee received the report from the Head of Operations and Learning which provided information on King's Lynn Museum activities for the period October to November 2017.

The visitor numbers were tabled for 2017 to date. The Lynn Museum continued to see an upward trend. It was highlighted that for the year to date, the performance to date was 40,000 up on the previous year.

- A copy of the Norfolk Museums Service Annual Review 2016-2017 was circulated to the Committee. Link to the report: https://issuu.com/norfolkmuseumsservice/docs/nms_20annual_20review_202016-17_201

The Learning and Operations Manager responded to questions relating to:

- Printed leaflets to be available in locations such as guest houses and hotels for visitors.
- Unveiling event of the Thomas Baines Hardwick Cemetery painting – 18 December 2017 at 4 pm, invitations had been sent to the Committee.
- Joint ticket for Lynn Museum and Stories of Lynn during the summer period.
- Map guide – print run had been increased.
- Conservation Team based at Shire Hall, Norwich and Gressenhall.
- Record Office.
- National visitors to museums. Reference was made to The Mendoza Review – An Independent Review of Museums in England.- link to report: <https://www.gov.uk/government/publications/the-mendoza-review-an-independent-review-of-museums-in-england>
- Norfolk Museums Services on track to exceed record for visitor numbers.
- Visitor offer at Norwich Castle.
- National Programme explored particular themes e.g. shoes
- South Gates – NMS had provided support to the Borough Council.
- Income received by NMS.

7

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK REPORT

The Committee received the report from the Borough Council's Tourism Officer.

The Chairman, Councillor Mrs Nockolds informed the Committee that Tim Humphreys, Tourism Manager left the Borough Council in late August 2017 and the general day-to-day activities, as well as the primary focus on printed publication production during the autumn/winter period of 2017/18, had been overseen by existing Tourism Officer, Phil Eke since that date.

It was noted that the printed marketing publications would still be available, but the print runs had been reduced.

The website - www.visitwestnorfolk.com – during the Summer to Autumn period, work had continued to update content on the website, with regularly changing front page items.

The Chairman, Councillor Mrs Nockolds responded to questions relating to:

- The West Norfolk Mobile App and it was noted that that list of retail offers would appear on the App in the future. Members of the Area Museums Committee were invited to forward details of any organisations/businesses that were running seasonal offers for visitors to the area, to get in touch with the Tourism department.
- The Mobile App being potentially developed at identifying facilities and letting visitors know of projects/artefacts when they passing during their visit to the area. The Operations and Learning Manager advised that work was being carried out on the Stories of Lynn App which presented an opportunity to link with the West Norfolk App,.
- Printed copies of marketing information would still be available for visitors as well as continuing to develop digital marketing.
- The potential for an advertisement to be placed at London railway stations advising of the West Norfolk App.
- Development of themed trails, focussed on encouraging visitors to explore more to the rural areas of West Norfolk particularly featuring the area's heritage and natural environment product.

8

TRUE'S YARD MUSEUM REPORT

The Committee received the report circulated with the Agenda from the Museum Manager at True's Yard.

The Chairman, Councillor Mrs Nockolds reminded the Committee that True's Yard launched a Silver Jubilee Appeal in September 2015, the purpose of which was to consolidate what had been achieved over the last 25 years and to develop key educational projects for schools and maintain True's Yard future generations.

The Committee noted that during 2017 the Museum had hosted 6 main exhibitions and 6 Children's exhibitions.

Councillor Smith asked if a future meeting of the Area Museums Committee could be held at True's Yard. The Chairman, Councillor Mrs Nockolds advised that True's Yard was not open on a Monday and there were therefore no staff available, but undertook to discuss the idea with True's Yard Museum Manager.

9 **DATE OF NEXT MEETING**

To note the date of the next meeting will be held on 19 March 2018 at 2.15 pm at The Lynn Museum, King's Lynn.

The meeting closed at 3.48 pm

Norwich Area Museums Committee**14:00 to 15:40****12 December 2017**

Present:

City Councillors:Brociek-Coulton (chair)
Jones (Tim) (from item 4 below)
Maxwell**County Councillors:**Nobbs (vice chair, in the chair)
Watkins
Ward**Co-opted non-voting members:**Brenda Ferris (Norfolk Contemporary Art Society)
Councillor Hardy (South Norfolk Council)County Councillor Buck (vice-chairman, Norfolk Joint Museums committee)
(ex officio member)

Apologies:

City Councillors Bradford, Herries and Price; County Councillors Clipsham, Jones (Brenda) and Rumsby; and co-opted non-voting members: Amanda Geitner (East Anglia Arts Fund) and Ceri Lamb (Friends of Norwich Museums)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes**RESOLVED** to agree the accuracy of the minutes of the meeting held on 12 September 2017.**4. Norwich Museums Briefing September to November 2017**

The head of operations and learning presented the report and answered members' questions. The committee received copies of the Norfolk Museums Service Annual Review 2016-17 and members were invited to share it within their organisations.

During discussion the committee noted the exceptionally high number of visitors to the *Nelson and Norfolk* exhibition at Norwich Castle, peaking at 2,222 visitors on Wednesday, 9 August 2017. Members were pleased to note that talks and events linked to the exhibition, including the pirate themed family day, had also been well attended. The *Rembrandt: Lightening the Darkness* exhibition was also proving to be

popular. Brenda Ferris expressed gratitude to Dr Giorgia Bottinelli, curator of historic art, who had facilitated a tour for members of the committee prior to the meeting. The committee noted that curators, Dr Bottinelli and Dr Francesca Vanke, had produced a catalogue to accompany the exhibition which was available in the museum shop.

Brenda Ferris referred to the recent news that the fourth and final part of René Magritte's lost masterpiece *La Pose Enchantée* had been found in Brussels and said that this news following on from the pieces discovered in Stockholm, New York and Norwich Castle would make an interesting exhibition. The head of operations and learning said that the detective story of tracking down the last quarter was an interesting one and suggested that there was an update at the next meeting.

During discussion the committee considered publicity for exhibitions and noted that this ranged from use of social media to paid advertising. Members were advised that advertising on the back of buses had been used for the Nelson and Rembrandt exhibitions. The effectiveness of advertising on the back of buses had been demonstrated in Kings Lynn. The Lynn Museum had experienced a drop in visitor numbers and, following a marketing campaign on the back of buses, the level of visitors had been restored.

The committee noted that there had been 800 entries for the Norwich Castle Open Art Show: Inheritance, which was run by the East Anglia Art Fund in partnership with Norfolk Museums Service (NMS). A shortlist of over 100 works was being drawn up. Brenda Ferris noted that the deadline for this exhibition had passed but as many members of the Norfolk Contemporary Art Society were artists it would have been useful to have circulated the details to them.

Discussion ensued on the pilot activity plan event programme for the *Norwich Castle: Gateway to Medieval England*. The head of operations and learning explained that the *Saturday Knight Fever* (7 October 2017) and the *Museums at Night – Digital Takeover!* were part of the programme and the operational arrangements and outcomes would be evaluated by the consultants.

The committee noted that a funding application would be made to the Heritage Lottery Fund's Our Heritage grant programme in 2018 to implement proposals to redisplay the toy collection at Strangers' Hall. Members also noted that the Christmas events at Strangers' Hall made it a good time to visit. The *Cecil Aldin – The Art of Black Beauty* exhibition at the Museum of Norwich had ended on 25 November and had marked 140 years since Jarrolds & Sons had published Anna Sewell's novel *Black Beauty*. During the October half term holiday, Print to the People, drawing on the exhibition, had demonstrated print techniques and visitors had the opportunity to print their own posters to take home.

The committee was pleased that learning team at Norwich Castle had been awarded the Sandford Award for Heritage Education and noted the comments of the judge.

Members noted the Architecture Day at Norwich Castle (21 October) held in conjunction with the 2017 Festival of Architecture in Norwich and Norfolk and The Big Draw Festival 2017, had been very popular and it was proposed to incorporate it into the annual visitor programme.

The operations manager presented section 7, *Other Developments* of the report. There was expected to be around 650 weddings at Norwich Castle during the current financial year, with current bookings showing an increase of 14 per cent on the previous year and bookings already accepted for 2019. Members were advised that there was a continuity plan in place to ensure that wedding events would not be affected by works on the Keep Project. Members noted that 200 people had attended the Genome 10k event in August, which was traditionally a quiet month for corporate bookings. In contrast September was a busy month in terms of events held at Norwich Castle and Strangers' Hall. In October, there had been a number of business breakfast and lectures associated with the Rembrandt exhibition. Other events which had taken place this quarter included the the Big Boom fireworks and 900 visitors to the Museums at Night event.

Members were pleased to learn of the OWL – Opportunities in Work and Learning scheme; a joint project being pioneered with Adult Social Services Department at Norfolk County Council to provide supported work experience opportunities for young people and adults of 18 to 24 years' old, with additional needs. The first placement would commence at Norwich Castle on 10 January 2018.

Discussion ensued on the review of catering operations across all NMS. Members discussed the need to meet demand at peak times and to accommodate increasing visitor numbers at Norwich Castle. Capacity could be increased by reviewing the size of the food preparation area and the food offer and considering the use of a pop-up café in the Rotunda area when the museum was busy. Specialist consultants had been appointed to review all of the business operations of Norwich Castle as part of the Keep Project.

In reply to a question, the operations manager explained that during the works on the replacement and refurbishment of the Castle's external lift, signage would be erected to direct people to routes which avoided the steep slope. Parking spaces on the mound were limited. The part of the works requiring the closure of the lift would be kept to a minimum. The second stage of the infrastructure project comprised improvements to the environmental controls for the temporary exhibition galleries would be implemented by 2020.

The operations manager circulated the attendance figures for the last quarter at the meeting. There was an upwards trend of increased visitor numbers building on the success of the Nelson and Rembrandt exhibitions. Strangers' Hall had seen an increase in visitors sparked by the Freeman free access days. The committee noted that there had been an increase in visitor numbers across the service as a whole. This was due to investment of time and resources in core offers like the Nelson and the Rembrandt exhibitions at Norwich Castle, the touring Titanic exhibition at the Time and Tide Museum and the *Voices from the Workhouse* at Gressenhall, together with good supporting programmes comprising lectures, school and family friendly events, increased visitor numbers and the sustainability of the museums.

The chair introduced Dr John Davies, Project Director and Chief Curator to provide an oral update to the committee on the progress of the Norwich Castle Gateway to Medieval England Project. The chair said that she had agreed that the committee would receive an oral report rather than a written one because the project was developing so fast that it would be out of date by the time the committee received the report. Dr Davies said that applications for building and listed building consent would

be submitted to the city council for consideration by the planning applications committee. Preparation was being made for the Heritage Lottery Fund's mid stage review to ensure that the project was on track and to provide assurance that it was deliverable and sustainable. The external client team had been appointed. An archaeological exploration of the basement would commence in January. A digital model of the keep had been produced. This state of the art 3D model provided accurate measurements for the architects, structural engineers and exhibition engineers. There would be an energy workshop to develop the carbon strategy for the project after stage 2, which would be evaluated under the Green Tourism Programme which was more appropriate for historic buildings than BREEAM (Building Research Establishment Environmental Assessment Method). The fund raising strategy was going well which included some innovative methods including corporate sponsorship, sponsoring an object and crowd funding. In the New Year there would be a workshop with all contractors to increase awareness and identify the risks to the implementation of the project.

Colly Mudie, Norwich museums learning manager gave a power point presentation on the work of the learning team. This included information about a pilot project *Babies in Museums* and a proposal to establish an early years' gallery to welcome families and provide facilities for 2 and 3 year olds. An event had been held for looked after children. This had been targeted at children aged 10 to 12 who were at a vulnerable age as they were moving from primary to secondary school. The team had, in partnership with Norfolk Youth Offending Team, reviewed the 10 week programme by breaking it down into five two week programmes which was better suited to the service and young people. The learning team had also arranged a number of activities which included the Autism Awareness Weekend, the ST*ART Junior Masterclass: Drawing on the Lines of Rembrandt and master classes for A'level students in textiles; and the historic re-enactments by Spring Board East of trials aimed at A'level law students.

(The committee showed its appreciation of the learning team with a round of applause.)

In reply to a question, the museums learning manager said that NMS worked closely with the Norwich University of the Arts (NUA). Undergraduates had free admission and there were specific activities linked to courses around exhibitions and the textile collection.

The head of operations and learning referred to the report and explained that the objectives and expected outcomes of the *Norfolk Journeys* project which was funded under the Heritage Lottery Fund's new Kick the Dust programme. The project was a consortium of NMS (as the lead), Norfolk YMCA and Creative Collisions and had been one of twelve projects selected for the first stage of funding. During the presentation, the head of operations and learning said that the submission with details on how the project would be delivered would be submitted by the start of February 2018. The four year project would have a county wide reach and focus on young people aged 11 to 24 years' old. The project would create a range of activities relevant to young people. Members noted a number of activities linked to NMS exhibitions where young people had been engaged in photography, drama and even making a float for the Lord Mayor's parade. The project would commence in the summer of 2018.

In reply to a question, the head of operations and learning confirmed that the project would be county wide. Creative Collisions was based in Great Yarmouth and had engaged young people in activities in the area. Recruitment to the new posts to run the project would be for posts in Great Yarmouth, Norwich and the West of the county.

Brenda Ferris reported that the Contemporary Art Society had raised £7,000 at this year's auction. The society was disappointed that this was £2,000 less than the amount raised at the auction last year but put this down to the effect of the current austerity and financial uncertainty.

The vice chair commented that compared to the museums service 12 years ago NMS had improved beyond recognition. Members of the committee joined him in thanking the head of operations and learning and colleagues for their contribution which was very much appreciated.

RESOLVED to:

- (1) note the report and thank the officers for their presentations;
- (2) congratulate Colly Mudie, Norwich museums learning manager, and her team on being awarded the Sanford Award
- (3) thank Brenda Ferris for her update on the Contemporary Art Society's auction and thank the society for its work;
- (4) note that at the next meeting there will be an update on the discovery of the fourth and final part of René Magritte's lost masterpiece *La Pose Enchantée* in Brussels

CHAIR

Joint Museums Committee

Item No

Report title:	Finance Monitoring Report for 2017/18
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe-Executive Director of Community and Environmental Services
Strategic impact This report covers the forecast position for the Norfolk Museums Service (NMS) in 2017/18 as at 30 November 2017.	

Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2017/18. The report details progress with the NMS revenue budget for 2017/18, reserves and provisions, the capital programme, and savings applied to the revenue budget for 2018/19.

The main issues for consideration by this Committee are:

- Progress with NMS Revenue budgets and Reserves and Provisions indicates that the Service should achieve a break-even position at the year-end.
- Progress with NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

Recommendations:

Committee Members are asked to consider and comment on:

- **Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2017/18.**
- **Note the proposed budget savings and changes for 2018/19 and beyond.**

1. Proposal (or options)

1.1 Revenue Budget 2017/18

1.1.1 The NMS is currently projecting a break-even revenue budget outturn in 2017/18 through careful monitoring and control.

1.1.2 The budget pressure of £0.083m on NMS Business Rates for the whole service has now been funded centrally.

The pressure was a result of the Government's Valuation Office Agency (VOA) using the 'Contractor's method' (Cost of rebuilding) to set the business rates, rather than basing the calculations on the net income and expenditure which is the method which has been used in previous years.

1.1.3 There is a potential budget over-spend of £0.030m on Staffing, resulting from increased pressures on front of house staff covering extended opening hours

and events across the County. There is also additional pressure on the Archaeology team as the new income-generating business model beds in.

- 1.1.4 There is a projected income shortfall of £0.045m on Partnerships income, including undesignated fundraising and sponsorship income.
- 1.1.5 There is a projected surplus of -£0.067m from Admissions income, which is currently 5.13% above target. There have been strong performances in Admissions income over the first half of the year, with exceptional visitor numbers to both Norwich Castle and Time and Tide Museum in August. This has resulted in an increase of £0.065m compared to August last year and a £0.188m improvement on the year to date. There is a strong exhibition programme planned over the autumn / winter months, although the spring 2018 programme is unlikely to meet the income generating levels of last year's very high performance. We are, however, optimistic of maintaining the current positive position.
- 1.1.6 The table below sets out the net revenue service budgets and out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.988	2.988	0.000	0.00%	0
NMS Total	2.988	2.988	0.000	0.00%	0

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. The Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. There are currently no new Norfolk County Council schemes planned for future years.
- 1.2.3 The NMS 2017/18 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2017/18 – Norfolk Museums Service

Scheme or programme of work	Approved 2017/18 Capital Budget £m	2017/18 Forecast Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	0.185	0.185	0	Project estimated to be completed in 17/18
Norwich Museums Capital Projects	0.013	0.013	0	Project estimated to be completed in 17/18
Castle Keep Improvements	0.693	0.693		Stage 1 estimated to be completed in 17/18
ACE Small Capital Grants	0.158	0.158		Year 3 funding to be completed in 17/18
Strangers Replacement Lighting	0.002	0.002	0	Project complete – final payments due
Norwich Castle Critical M&E Services	0.038	0.038	0	Stage 1 Development phase to be completed in 18/19. £0.120m re-profiled to 2018/19.
Gressenhall Pathway	0.002	0.002	0	Project complete
Total	1.091	1.091	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMS Capital Programme

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

- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.800m funding will be received over 2 years, to transform Gressenhall into a national centre for workhouse interpretation and increase the role of Gressenhall as a regional centre for heritage tourism
- Norwich Museum's capital projects is funded by residual monies from the Museum of Norwich project of which £0.025m was funded from the Friends of Norwich Museums Service contributions.
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money was received in July 2015 from Historic England £0.800m. Further development funding of £0.462m was received from the Heritage Lottery Fund to develop the project further during 2016/18
- Small Capital grants have been funded by Arts Council England (ACE) for a third year to allow NMS to fund the purchase of capital assets to a number of accredited Museums in our region to increase resilience.
- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle site M&E infrastructure during

2017/20, including the systems that control the temperature in the exhibition galleries and the external lift, a requirement of the Equalities Act 2010.

1.3 Reserves and Provisions

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

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

Reserves and Provisions 2017/18	Balances at 01Apr17	Forecast Outturn at 31Mar18	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.160	0.108	-0.052
Unspent Grants and Contributions Reserve	0.524	0.305	-0.219
Service Total	0.814	0.543	-0.271

1.4 2018/19 Budget Proposals

1.4.1 The budget savings proposals are summarised below:

G. Commercialisation	2018/19 £m	2019/20 £m	2020/21 £m
CMM043 – Additional Income generation	-0.070	0.000	-0.400
CMM049 – Vacancy Management and streamlined management arrangements	-0.025	0.000	0.000
Total	-0.095	0.000	-0.400

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

Description	2017/18 budget £m	Additional Costs (Inflation) 2018/19 £m	Savings 2018/19 £m	Growth / Cost Neutral Adjustment / Virements 2018/19 £m	Proposed 2018/19 Budget £m	Savings Reference
Employee related costs	4.111	0.062	-0.025	0.000	4.148	CMM049
Premises	1.259	0.033	0.000	-0.430	0.862	
Transport	0.033	0.000	0.000	0.000	0.033	
Supplies & Services	2.028	0.005	0.000	0.000	2.033	
Third Party Payments	0.004	0.000	0.000	0.000	0.004	
Support Services	0.078	0.000	0.000	0.000	0.078	
Depreciation & Impairment	0.262	0.000	0.000	0.115	0.377	
Income	-4.875	-0.011	-0.070	0.000	-4.956	CMM033
Total	2.900	0.089	-0.095	-0.315	2.579	

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 take into account

4. Background

There are no other documents to refer to.

Officer Contact

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

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Joint Museums Committee

Item 9 Item No

Report title:	Risk management
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact 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.	

Executive summary

This report provides the Committee with the latest Norfolk Museums Service risk register as at December 2017. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.

The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2017, and following review in December 2017, there are no significant changes proposed in this report.

Recommendations:

Committee Members are asked to:

- **Review and comment on the risk data, information and analysis presented in the risk register report in Appendix A and determine whether the recommended mitigating actions identified are appropriate.**

1. Proposal

- 1.1. The recommendations are included in the Executive summary above.

2. Evidence

- 2.1 The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the Norfolk Museums Service Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy.
- 2.2 The current risks are those identified against departmental objectives for 2017/18 and are included in **Appendix A**.

- 2.3 The register contains six risks. Of these, one risk is assessed as having an amber prospect of meeting the target score by the target date, one is assessed as having a green prospect, with the remaining four risks having already met their target score by the target date, but maintained on the risk register as low, but continuous risks in their nature. An explanation of the criteria for judging prospects scores can be found in paragraph 2.5 below.
- Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- 2.4
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
 - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
 - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite
- 2.5 The prospects of meeting target scores by the target date are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the 'Prospects of meeting the target score by the target date' column as follows:
- Met – the target score has been achieved by the target date
 - Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
 - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
 - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced.
- 2.6 There are no risks of which the risk owner has identified the 'prospects of meeting the target score by the target date' as Red.
- 2.7 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 risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

3. Financial Implications

- 3.1 There are no significant financial implications arising from the Risk Management report. Any variances to a balanced financial position will be identified through continued financial monitoring, and reported appropriately.

4. Issues, risks and innovation

- 4.1 There are no other significant issues, risks and innovations arising from this Risk Management report. This Committee will continue to be notified of any changes to this position.

Officer Contact

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

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Officer name : Thomas Osborne (Risk Management Officer) **Tel No. :** 01603 222780
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Appendix A: Risk Register for Norfolk Museums Service

As per attached

Risk Number	RM14162					Date of update		18 December 2017		
Risk Name	Failure to generate additional income streams in 2018 in accordance with service plan.									
Risk Owner	Steve Miller					Date entered on risk register		21 March 2014		
Risk Description										
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
3	5	15	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well. The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k. As this is a risk to be managed on an on-going basis,the target date has been amended to April 2018.										

Risk Number	RM14027					Date of update		18 December 2017		
Risk Name	Theft of museum objects									
Risk Owner	John Davies					Date entered on risk register		22 March 2012		
Risk Description										
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
5	5	25	1	3	3	1	3	3	Mar-18	Met
Tasks to mitigate the risk										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number		RM13947		Date of update		18 December 2017				
Risk Name		Failure to maintain historic buildings								
Risk Owner		Steve Miller		Date entered on risk register		30 June 2011				
Risk Description										
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 partner NPS 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
3	3	9	2	3	6	2	3	6	Mar-18	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council 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 that of NPS										
Ensure that our building staff are continuously monitoring our buildings to supplement NPS										
Ensure we have appropriate emergency response procedure in place in all premises										
Progress update										
Constructive discussions with NPS and Norwich CC 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 site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

Risk Number	RM14286		Date of update		18 December 2017					
Risk Name	Reduction of centralised support services									
Risk Owner	Steve Miller		Date entered on risk register		21 March 2014					
Risk Description										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, 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	4	8	1	4	4	Mar-18	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.										
Progress update										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

Risk Number	RM13948		Date of update		18 December 2017					
Risk Name	Significant flooding at any of the Museum sites.									
Risk Owner	Steve Miller		Date entered on risk register		30 June 2011					
Risk Description										
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
3	4	12	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Emergency plan is in place										
Regular checks of the store are carried out to check on safety of contents										
Insurance in place										
Risk assessment is reviewed regularly										
High risk items relocated										
Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the amendment to the risk likelihood and impact scores to 1 and 2 respectively.										

Risk Number	RM14132					Date of update		18 December 2017		
Risk Name	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.									
Risk Owner	Steve Miller					Date entered on risk register		20 September 2016		
Risk Description										
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.55m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects. If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.										
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	5	15	2	4	8	1	3	3	Mar-18	Green
Tasks to mitigate the risk										
Deliver the current ACE Renaissance programme successfully										
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods										
Put together the strongest application possible										
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme										
Monitor service delivery to ensure that targets are being met										
Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges										
Progress update										
Funding for 2015-8 was successfully secured with an ongoing need to deliver against the agreed Major Partner Museum (MPM) plan. NMS was awarded provisional funding for 2018-22 in the new ACE National Portfolio Organisation (NPO) funding programme, with final sign-off of the required Business Plan and associated documents expected by March 2018.										
Positive progress continues to be made against all business plans (MPM, Museums Development and Museums & Schools) for the current 2015-18 funding period. Visitor numbers across the 10 museums are high and learning programme targets are being delivered. This risk continues to be periodically reviewed with positive progress continuing.										

Norfolk Joint Museums Committee

Item No.

Report title:	Performance & Strategic Update Report 10
Date of meeting:	12 January 2018
Responsible Chief Officer:	Tom McCabe- Executive Director, Community and Environmental Services
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.

Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note progress in terms of the programme and key Service Plan priorities for 2017/18
- To note progress in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22, and for the Committee to give formal, delegated approval to proceed with the submission of the plans
- To note progress with the Museums Service's new Heritage Lottery Fund supported project, *Kick the Dust*

1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2017/18 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Keep development at Norwich Castle and the new programme, *Kick the Dust*.

2. Performance Summary

- 2.1 Total visits across the 10 museum sites up to the end of October 2017 were 306,417 compared to 267,157 for the equivalent seven month period in 2016/17, a 15% increase. This positive position for the year-to-date is largely attributable to a very strong events and exhibitions programme across all 10 museums, including *Titanic: Honour & Glory* at Time and Tide and *Nelson & Norfolk* followed by the first month of the *Rembrandt: Lightening the Darkness* exhibition.
- 2.2 School visits across the 10 sites for the year-to-date up to the end of October 2017 were 23,386 compared to 25,781 for the equivalent seven month period 2016/17, a 9% decrease on last year's all time record-breaking figures, but still higher than the equivalent period in 2015/16.
- 2.3 The Service is hoping to maintain visitor figures of c.400,000 across the 10 museums for 2017/18 and to keep school visits at the c.45,000 level.

3. Performance/Service Plan highlights

3.1 Only in England: Photographs by Tony Ray-Jones and Martin Parr; exhibition at Time and Tide Museum, Great Yarmouth

Fascinated by the eccentricities of English social customs, Tony Ray-Jones spent the latter half of the 1960s travelling across England, photographing what he saw as a disappearing way of life.

Humorous yet melancholy, these works had a profound influence on photographer Martin Parr. Parr has now made a new selection, including over 30 previously unseen works from the National Science and Media Museum's Ray-Jones archive. Shown alongside *The Non-Conformists* (Parr's rarely seen work from the 1970s), this selection demonstrates the close relationships between the work of these two important photographers.

To coincide with the exhibition, we'll also be showing some archive images from the Great Yarmouth collections, as well as inviting local photographers to submit their own images inspired by the theme 'Only in the East'.

Exhibition runs 21 October 2017 - 15 April 2018

3.2 Olive Edis: Pioneering Photographer; touring exhibition in North Norfolk

Supported by the Heritage Lottery Fund, an exhibition showing the work of Olive Edis, pioneering photographer and the world's first female war photographer, is touring venues in North Norfolk.

Touring exhibition runs until Autumn 2017

3.3 Rembrandt: Lightening the Darkness; exhibition at Norwich Castle

Rembrandt Harmenszoon van Rijn (1606-1669) is one of the most revered artists of the European tradition. *Rembrandt: Lightening the Darkness* focuses specifically on one of the less well-known aspects of Rembrandt's output, namely his fascination with print-making

During his lifetime, Rembrandt was as famed for his etchings as for his paintings. In Britain, for example, he was far better known as a printmaker producing evocative Dutch landscapes, biblical scenes and sensitive portraits, including many introspective self-portraits.

Rembrandt produced 290 etchings during his life and in his hand the etching became a true work of art in its own right. To this day he is widely considered to be the most accomplished etcher of all time.

Rembrandt: Lightening the Darkness showcases Norwich Castle's extraordinary collection of 93 prints and 1 drawing by Rembrandt alongside select loans from the British Museum, National Galleries of Scotland, National Gallery, and Royal Collection.

Exhibition runs 21 October – 7 January 2018.

3.4 We Came Here to Conquer; exhibition in the Timothy Gurney Gallery, Norwich Castle

11 artists with connections to Norwich have created work in response to the historic print collection at Norwich Castle. Supported by Arts Council England, East Anglia Art Fund and Norwich University of the Arts.

Exhibition runs from the end of September 2017.

3.5 **Shoes!; exhibition at Lynn Museum**

Shoes can be expressive. Shoes can be special. Shoes can be status symbols. Shoes can be works of art. Shoes can be magical. Shoes can be good luck charms.

Shoes! explores changes in footwear from the 13th century to the present day. The display draws upon the Lynn Museum's collections of historic footwear with additional items from the Norfolk Museums Service costume and textile collections.

Exhibition runs 24 June 2017 - 9 June 2018.

3.6 **Cecil Aldin: The Art of Black Beauty; exhibition at the Museum of Norwich**

Explore a display of beautiful, Cecil Aldin watercolours, painted for the 1912 edition of Black Beauty - a text first printed in Norwich by Jarrolds & Sons 140 years ago. Don't miss the special trail and activities created to accompany this show.

Cecil Aldin: The Art of Black Beauty' has been created in partnership with Jarrold & Sons.

Exhibition ran from July 2017 until 25 November 2017.

4. **Learning Programme highlights**

- 4.1 As previously, the Museum's Learning Team have secured two prestigious Sandford Awards for Excellence in Education. The two sites recognised were Norwich Castle and Gressenhall Farm & Workhouse. These national awards recognise the role which museums and heritage sites play in supporting the development of young people in a variety of ways.

Cllr John Ward, Chairman of the Joint Museums Committee, accompanied Dr Robin Hanley and Colly Mudie to collect the awards at the Sandford Awards ceremony in Bath.

- 4.2 Following discussions at previous Joint Museum Committees, the key opportunities for Looked After and Adopted Children with Norfolk Museums Service are listed below.

Norfolk Museums Service works extensively with Looked After and Adopted Children across all sites including our annual **Summer School** at Norwich Castle and **Easter School** at Time & Tide Museum in partnership with the Virtual School. We also offer **Free Admission for Foster Families** to all NMS museums.

Annual free Family Fun Day for foster and adoptive families at Gressenhall Farm & Workhouse:

A chance for families to meet each other, relax and take part in themed activities (such as dressing up as pirates!) across our wonderful site. In partnership with NCC family placement and adoption services.

Contact:

Jan Pitman, Learning Manager.

jan.pitman@norfolk.gov.uk.

Telephone Number: 01362 869260



Saturday morning Museum Club at Norwich Castle for 7-15 years:

Meets three times each term, 10.30–12.30. The aims are

- to encourage the participants to enjoy learning from a wide range of museum collections
- to develop children's self-confidence
- to develop creativity

Free for adopted and looked after children.

Contact:

Lee Warden, Learning Assistant.

lee.warden@norfolk.gov.uk.

Telephone Number: 01603 493636



ST*ART Club for 7-12 years at Norwich Castle:

6-week Art course for 7-12 years led by a local artist, on Saturday mornings. The course costs £45 and there are 2 free discretionary places on each course that Looked After or Adopted Children are eligible for.

Contact:

Anna McCarthy, Informal Learning Officer.

anna.mccarthy@norfolk.gov.uk.

Telephone Number: 01603 495902



FREE National Art & Design Saturday Club for 13-16 years:

At East Coast College, Great Yarmouth & Time & Tide Museum. Part of the national programme which aims to build skills, nurture talent and inspire creativity in young people, through

the delivery of art activities inspired by the extensive museum collections.

Contact:

Tricia Hall, Youth Engagement Officer. tricia.hall@norfolk.gov.uk.

Telephone Number: 01493 743949



After Hours Museum Drop-in for 14-24 years, Time & Tide Museum, Great Yarmouth:

Use the museum to support your own creative interests, meet other people, photograph collections, draw from objects, writing, painting, textiles, and printing. Get support to gain an Arts Award and do your own thing!

Wednesdays 4 -5.30pm, term time only.

Contact:

Tricia Hall, Youth Engagement Officer. tricia.hall@norfolk.gov.uk.

Telephone Number: 01493 743949



Sea History Differently Project: This DfE and Arts Council England supported project is looking for individuals and groups that would like to get involved with the delivery of a community curated summer exhibition 2018 at Time & Tide Museum. The project team will visit groups in Great Yarmouth and Norwich to share maritime objects from the collections and to collect ideas and suggestions on how objects and artworks could be displayed and interpreted.

Contact:

Jen Hooker, Project Assistant.

jennifer.hooker@norfolk.gov.uk.

Telephone Number: 01493 743940



5. Teaching Museum & Skills

5.1 The new Teaching Museum trainees are well into their 12 month placements and are involved in programmes across the County.

- Alanna Baker, Exhibition and Events, Time & Tide, Great Yarmouth
- Sam Belotti, Thetford and King's Lynn
- Andrew Bowen, Costume & Textile department, Norwich
- David Holgate-Carruthers, Museum of Norwich
- James Lumbard, Keep Project
- Phoebe Wingate, Learning Team, Eastern Area
- Nicoletta Foden-Hall, Events and Commercial, Norwich Castle

5.2 Following the submission of an application developed by Dr Robin Hanley and the Learning Teams in November 2016, NMS has been awarded £776,500 from the Heritage Lottery Fund for the 'Norfolk Journeys' project. The project seeks to empower young people to develop their own pathways into the County's heritage. This project forms part of the Heritage Lottery Fund's 'Kick the Dust' initiative, a new £10m grant programme which aims to transform how heritage organisations engage with young people.

As part of the bid process 17 young people aged 16-25 were recruited as Heritage ambassadors, they then advised the Heritage Lottery Fund on the projects they found to be most useful and appealing. Hannah Keddie, 22, Heritage Ambassador from East Anglia, said: "It has been an amazing experience learning how grants are awarded, and helping HLF to allocate £10m to projects involving more young people in heritage. I'm really pleased that

Norfolk Journeys has won funding, as we found its plans to involve young people in museum work and provide them with archaeological experience especially appealing. Making Norfolk's heritage easier to access and participate in for more people my age is really important to me and the other ambassadors, and I'm looking forward to seeing how the project progresses in the future."

The development work is progressing according to plan and Robin Hanley attended an HLF event for all successful grant recipients in London on 7 December.

Subject to a Round 2 pass by HLF, project activity will start in April 2018 and runs until March 2022 (4 years).

6. Marketing and PR

6.1 Media coverage for *Rembrandt: Lightening the Darkness* has been both positive and extensive, with the highlight being a significant review in the Financial Times. Local advertising has been focused on *Rembrandt* and has included digital advertising across Norwich.

6.2 As previously reported, the Magritte painting from the Norwich collections, *La Condition Humaine*, featured on BBC East Inside Out on 31 January. The story of the hidden painting also made the list of the top 10 international art discoveries of 2016. Helped by the international publicity, the fourth quarter of the missing painting has now been discovered in a museum in Belgium.

This important discovery increases the attractiveness of an exhibition on the painting and opportunities are being explored with the other three partner museums.

6.3 Following the preview of the new Henry Baines painting acquisition for Lynn Museum at the last Joint Museums Committee meeting, an official opening event will be held on Monday 18 December at Lynn Museum. Representatives from the funders including the Art Fund, the Friends of King's Lynn Museum, the Friends of Hardwick Road Cemetery and the V&A Purchase Fund, will be in attendance.

6.4 Marketing and PR focus is now on next year's programme, especially the next Norwich Castle exhibition *The Square Box On The Hill* early in the New Year and the *Paston Treasure* exhibition and programme, including the international exhibition at Yale University, USA.

6.5 Norfolk Museums Service took part in the UK wide *#ThanksToYou* initiative supported by the Heritage Lottery Fund (and Arts Council England) to thank players of the National Lottery. Six of the Norfolk Museums Service sites offered free entry to players of the National Lottery on production of a National Lottery ticket. Evaluation is ongoing but initial feedback and visitor numbers suggest that this was a very successful event on many levels.

7. Partnerships

7.1 The Museums Service has supported UEA's application to the Creative Industries Cluster Programme funded by the Arts and Humanities Research Council (AHRC). This major national funding programme is designed to support links between Higher Education and partners involved in working with the Creative Industries.

7.2 Sarah Gore, Teaching Museum Manager, continues to support the work of the City of Sanctuary project which aims to support refugees in the City. This builds

- on the very successful work with Syrian refugees over the summer period.
- 7.3 Norfolk Museums Service supported Broadland DC and the Aylsham and District Team Ministry with the delivery of the exciting 12 Towers Project. Planning for the 2018 programme continues positively.
- 7.4 Norfolk Museums Service has supported a successful application to the Heritage Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during the autumn of 2018 and planning is now underway.
- 7.5 Norfolk Museums Service will be supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society. The project will deliver a Festival and the digitisation of letters relating to the family. The project will also be a complement to the Paston Treasure exhibition at Norwich Castle next year.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 During 2016/17, over 540 ceremonies have been held within the Benefactors' Room at Norwich and bookings for 2017/18 continue to exceed the year-to-date figure in comparison to last year's bookings. An increasing number of weddings have been delivered at Strangers' Hall and Gressenhall and the Museums Service is working with the Registrar team on the 'Marry in Norfolk' campaign.
- 8.3 The Museums Service continues to work successfully with a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on quintessential English experiences. The team at Gressenhall has helped to create an offer around the history of English agriculture focusing on leading figures like Jethro Tull and Charles Townshend.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team continue to secure an impressive range of external contracts, across the County and beyond.

For more details visit www.conserveanddisplay.co.uk

- 8.5 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses. The Nelson & Norfolk exhibition proved to be a particularly excellent backdrop for a number of special events and receptions.
- 8.6 **Conclusion**
The Service is on track to deliver its key priorities in terms of programmes and events, along with a balanced budget for 2017/18.

9 Strategic Developments

- 9.1 **Norwich Castle Keep.** An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.
- 9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will

enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.

- 9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.3 The following key meetings have been held to date:
- The second Academic Advisory Board meeting was held on 16 September 2016
 - The second Project Board meeting was held on 12 October 2016
 - The second HLF Monitor/Mentor meeting was held on 21 October 2016
 - The third Project Board meeting was held on 4 January 2017
 - The fourth Project Board meeting was held on 8 May 2017
 - The fifth Project Board meeting was held on 28 July 2017
 - The sixth Project Board meeting was held on 5 December 2017
- 9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.
- 9.1.5 Following a European tender process, Haley Sharpe Design were appointed to provide design support in April 2017.
- 9.1.6 The curatorial and project teams at NMS and the British Museum are working together on the development of the British Museum Partnership Gallery of the Medieval Period within the Keep.
- 9.1.7 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall. A consultation session was also held with the Norwich Society in December.
- 9.1.8 A drone survey of the exterior of the Keep was completed in March and work has now been completed in terms of analysing the information from this and the digital metric survey. Survey work is currently underway in and around Norwich Castle and, in January, some initial archaeological investigations will take place in the Keep. The Museum's current Prison interpretation has been relocated to make this work possible.
- 9.1.9 The Architectural and Structural Engineering appointments were made in June 2017 following a European tender process. Fielden & Mawson LLP have been appointed as the Project Architects and Conisbee have been appointed as Structural Engineers. The consultancy firm Bryn Jones has been appointed to support the development of the Business Plan and the consultancy Tricolor Associates are supporting the development of the Activity Plan.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well.

A website for the Foundation has been created to give the charity a profile for potential supporters and grant giving bodies – <http://nmdf.org.uk/>

9.2.2 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken, along with the submission of applications to grant-giving trusts and foundations.

9.2.3 An application to the Garfield Weston Foundation for the support of the Keep development was successful in April with a grant of £500,000 towards the project being made.

9.2.4 The forthcoming Norwich Castle exhibition programme, including the Paston Treasure programme and exhibition, a partnership with the Yale Center for British Art, are also being supported by fundraising through the Foundation.

9.2.5 The public fundraising programme for the Keep project went live in September. 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.

A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit www.adoptanobject.co.uk

9.2.6 Following a fundraising dinner in the Keep in November and a Business Breakfast event in December, the project has secured its first Corporate Benefactor. Special thanks go to Cllr Ward, Cllr Kiddle-Morris and the Trustees of the Foundation who supported these two events.

9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project

9.3.1 The Voices from the Workhouse development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, has now been successfully completed, with the main exhibition opened to the public in May 2016.

9.3.2 Learning and outreach work with local schools and community groups linked to the project continues.

9.3.3 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).

9.3.4 The final element of the capital works, the redeveloped Collections Gallery, was completed in May 2017 and is now open to the public. The new gallery will be used by a range of users, including young people's groups.

9.3.5 The final elements of the *Voices* learning and outreach programme continue to be delivered.

9.4 Arts Council England

- 9.4.1 NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four year period.

In addition to the NPO application, the Service also submitted a successful application to continue as one of the nine national providers of Museum Development services through SHARE Museums East (SHARE Museums East is now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four year period.

The Service has now submitted business plans for the period 2018-22 and these will be assessed during the coming months.

- 9.4.2 The East Contemporary Visual Arts Network (ECVAN), of which NMS is a leading member, has been successful with an application to Arts Council England's Ambition for Excellence strategic fund. Receiving a grant of £600,000 over three years will enable ECVAN to deliver a new project: New Geographies of the East.

New Geographies of the East is an ambitious programme that will deliver 10 major site-specific visual arts commissions, developed with and for communities in the East of England and with international partners from the Netherlands. The programme will be accompanied by an extensive community engagement programme and an artist and curator development initiative.

The project will develop new audiences for contemporary visual art whilst strengthening and deepening relationships between artists and curators in the East of England and the Netherlands. Nine lead partners from ECVAN will collaborate with three partners in the Netherlands; The Rijksakademie van beeldende kunsten, Casco: Office for Art, Design and Theory and If I Can't Dance, I Don't Want to be Part of Your Revolution. They will work alongside a host of additional local partners including Great Yarmouth Borough Council, Vivacity Peterborough and CPP Marketplace, Fenlands & Forest Heath and others.

The public have submitted hundreds of ideas for places which deserve to be recognised with an art work and these are now being assessed.

- 9.4.3 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.
- 9.4.4 The Museums Service received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

An artistic assessment of the *Nelson & Norfolk* exhibition was also undertaken by the Arts Council in September.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.
- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and behind the scenes tours as part of Heritage Open Weekends in September
- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 The partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was unfortunately unsuccessful. However, the partnership have decided to seek new sources of funding with a continuing focus on Cromer Museum as a community hub for the project.
- 9.5.6 A new DHC event at Sheringham in the spring is currently being planned with NNDC.

9.6 DCMS National Museums Review

- 9.6.1 The Department for Culture, Media and Sport has published the National Museums Review, the first such review in more than 15 years.
- 9.6.2 NMS fed into the Mendoza Review (as it is officially titled), with NMS' Teaching Museum being used as one of a small number of case studies within the report. The full text of the case study and the link to the Review on the DCMS website is below:

**Norfolk Teaching Museum, Norfolk Museums Service (NMS)
Providing a structured workplace training programme
and diversifying routes into the sector**

9.6.3

In January 2013 NMS welcomed its first cohort of trainees to its newly established Teaching Museum. It is a unique, service-wide initiative with a vision to equip new professionals with the essential skills needed in the workplace. It places trainees in roles in museums where they get hands-on experience, as well as providing opportunities, such as external visits to support their day job and weekly museums skills training sessions. Through the Teaching Museum, NMS has been successful in eliminating some of the traditional barriers to a career in museums or cultural heritage, offering a route into the sector not reliant on long periods of unpaid placements or expensive higher education. Of 30 trainees to date, 27 have secured employment in museums/cultural heritage. The fifth cohort of seven trainees has now been appointed.

- 9.6.4 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums' sector across the UK and produce a report by January 2018. NMS is represented on the Steering Group for this piece of work.

9.7 Health & Wellbeing

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016 and a follow up conference in November led by the Norfolk Arts Service, 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.

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards took place on 8 June 2017. The Awards generated a record 71 nominations, with an excellent response from Norfolk museums. The winner of the Unsung Hero award was Ron Batley from the 100th Bomb Group Memorial Museum at Thorpe Abbots near Diss. Megan Dennis was awarded Highly Commended in the Volunteer Manager award.
- 10.5 The 7th Annual SHARE Museums East conference Facing Change, Moving Forward was held at the John Bunyan Museum in Bedfordshire on 6th November 2017. The keynote speakers were Julia Kauffman OBE (Chair, Small Charities Coalition) and Bernard Donoghue (Director, Association of Leading Visitor Attractions).
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

- 11.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the Service Plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.
- 11.2 These assessments help the Service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

12. Section 17 – Crime and Disorder Act

- 12.1 NMS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. NMS provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training.

- 12.2 Through these and many other projects the NMS is using its resources to contribute towards reducing crime and disorder in Norfolk.

13. Conclusion

- 13.1 Positive progress is being made on all programmes and plans for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.2 The redevelopment of the Keep at Norwich Castle continues to progress according to schedule.
- 13.3 Development work on the Museums Service's new Heritage Lottery Fund supported project, *Kick the Dust* is progressing well.
- 13.4 Positive progress is being made in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22 (National Portfolio Organisation and Museums Development), and the Committee are asked, following a presentation from Jo Warr, Head of Development, to give formal, delegated approval to proceed with the submission of the plans.

Officer Contact

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

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