



Norfolk Joint Museums Committee

Date: **Friday 28 January 2022**

Time: **2.00 pm**

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

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:

https://www.youtube.com/channel/UCdyUrFjYNPq5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be advised to wear face masks all times unless they are speaking or are exempt from wearing one. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

**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

Membership

Norfolk County Council

Cllr Julie Brociek-Coulton
Cllr Barry Duffin
Cllr Jane James
Cllr Kay Mason Billig
Cllr Ed Maxfield
Cllr Saul Penfold
Cllr Robert Savage
Cllr Karen Vincent
Cllr John Ward

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

Vacancy

Norwich City Council

Councillor Rachel Everett
Cllr Jacob Huntley
Councillor Martin Schmierer

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

Liam Wiseman

Museum Friends

Felicity Devonshire

Norfolk Black History Month

Danny Keen

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A g e n d a

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive the minutes of the previous meeting held on 29 October 2021 (Page 5)**

3. Members to Declare any Interests

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

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

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

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

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

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

- 4. To receive any items of business which the Chair decides should be considered as a matter of urgency**
- 5. Breckland Area Museums Committee (Page 11)**
- 6. Norwich Area Museums Committee (Page 24)**
- 7. Kings Lynn and West Norfolk Area Committee (Page 29)**
- 8. Norfolk Museums Service – Finance Monitoring Report for 2021/22 (Page 36)**
Report by Director of Culture and Heritage
- 9. Norfolk Museums Service –Risk Management (Page 43)**
Report by Director of Culture and Heritage

10. Norfolk Museums Service – Performance and Strategic Update Report

(Page 54)

Report by Director of Culture and Heritage

**Note: This item will include a presentation by Hannah Jackson
Project Manager, Norwich Castle: Royal Palace Reborn**

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

Date Agenda Published: 20 January 2021



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 29 October at 2.00pm at Norfolk County Council

Present:

Norfolk County Council

Cllr Barry Duffin
Cllr Jane James
Cllr E Maxfield
Cllr K Mason Billig
Cllr R Savage
Cllr K Vincent
Cllr J Ward (Chair)

Norwich City Council

Cllr J Huntley

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

North Norfolk District Council

Cllr V Gay

Breckland District Council

Cllr R Kybird

Co-opted Member (Non-Voting)

Museum Friends

Felicity Devonshire

1 Apologies for Absence

- 1.1 Apologies for absence were received from, Cllr J Brociek-Coulton, Cllr K Mason Billig, Cllr S Penfold, Cllr David King, Cllr Rachel Everett, Cllr M Schmierer, Cllr G Freeman, Mr L Wiseman and Mr D Keen.

2. Minutes

- 2.1 The minutes of the previous meeting held on 23 July 2021 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Matters of Urgent Business

- 4.1 There were no matters of urgent business.

5 Breckland Area Museums Committee

- 5.1 Cllr Robert Kybird presented the annexed minutes of the Breckland Area Museums Committee meeting held on 14 September 2021 which were noted.
- 5.2 In introducing the minutes of the Area Committee Cllr Kybird referred to the following:
- Feasibility work was underway to create new displays that made more of the

unusual connections at the Ancient House Museum with the Maharajah Duleep Singh and his family, especially his son Prince Frederick Duleep Singh.

- Today was the official launch date for an exhibition at the Ancient House that featured the life of Princess Catherine Duleep Singh.
- The Ancient House continued to host a paid traineeship, provided through the NMS Teaching Museum programme. The current trainee Sami Yusuf had recently succeeded in securing a position in Norfolk Museums Service in the development office.
- The Thetford Treasure Exhibition at Ancient House Museum ran until 29 August 2022 and included important objects on loan from the British Museum.
- Gressenhall Farm & Workhouse Museum was able to fully reopen on 17 May 2021 with most indoor spaces now available to visitors.
- Digital activity had played a very important part at Gressenhall Farm & Workhouse Museum during the pandemic. NMS staff had developed a broad range of digital resources to support audiences, including resources for children and families.
- Digital activity as part of the *Kick the Dust: Norfolk Project* (which was an item on the agenda for this meeting of the Joint Committee) had also continued to engage with young people throughout the Covid-19 lockdown period.

- 5.3** The Chair said that he was pleased to see the resumption of major outdoor Museum events such as Apple Day at Gressenhall Farm & Workhouse Museum.

6 Norwich Area Committee

- 6.1** Cllr J. Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 7 September 2021 which were noted.

- 6.2** Cllr J. Huntley said that the Area Committee had received updates on the work of the Norwich Learning Team, the reopening of Norwich museums, digital activity, *Kick the Dust* and the work of voluntary organisations (including a speech about the Friends of the Norwich Museums which was in its centenary year). While many Covid secure measures remained in place to protect staff and visitors, all the Norwich museums were now open to the public.

7 Norfolk Museums Service - Finance Monitoring Report for 2021/22

- 7.1** The annexed report (7) by the Director of Culture & Heritage was received.

- 7.2** The Joint Committee received a report that covered the Norfolk Museums Service (NMS) forecast budget out-turn for 2021/22 and details about the latest monitoring position of the revenue budget, capital programme, reserves and provisions.

- 7.3** Steve Miller, Director of Culture & Heritage, drew the Committee's attention to the following main issues for consideration by this Committee:

- Covid-19 had made for significant budget pressures in relation to the revenue budget situation for 2021/22 and particularly a loss of income from admissions and commercial activity.
- The detailed budget position for 2021/22 was as set out in the table at paragraph 1.1.2 of the report and showed a steadily improving Covid-19 situation.

- All NMS sites were currently open to the public but were operating at reduced capacity due to Covid-19.
- NMS budgetary pressures were managed by the County Council at CES departmental level.
- NMS had received vital financial support from MHCLG through the CES allocation of Government income support funds. A grant from the DCMS Cultural Recovery Fund had also helped NMS to continue to provide a county-wide service and support critical projects over the short-medium term.
- The table at paragraph 1.2 of the report set out the capital building programme for 2021/22.
- The position regarding reserves and provisions was as set out in paragraph 1.3 of the report.

7.4 In reply to questions, Dr Robin Hanley, the Assistant Head of Museums, said that the NMS was working 7 days a week in partnership with the Registrar Service to deal with the substantial backlog of weddings at Norwich Castle Museum caused by the pandemic. The NMS was on target to meet its income targets from weddings for 2021/22, however, Covid -19 related restrictions meant it was not currently possible to meet the demand for weddings at museum sites elsewhere.

7.5 The Joint Committee resolved:

To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2021/22.

8 Norfolk Museums Service - Risk Management Report

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

8.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register for October 2021. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in July 2021.

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

- There were no material changes to the risk register since this matter was last reported to the Committee.
- Emergency planning remained in place to deal with the possibility of a significant flooding event at any of the Museum sites. While this risk was currently rated green it remained on the register because a residual low-level flooding risk would always remain in terms of Elizabethan House at Great Yarmouth and the Museum Stores at King's Lynn.

8.4 In reply to questions, Dr Robin Hanley, the Assistant Head of Museums, said that the Tollhouse Museum at Great Yarmouth (which was depended on the use of a shared toilet facility at Great Yarmouth Library) had reopened to the public in time for school half term and would remain open for upcoming school visits.

8.6 The Joint Committee resolved:

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

9 Norfolk Museums Service – Performance & Strategic Update Report

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

9.2 The Joint Committee received a report that provided progress with performance of Norfolk Museums Service over the current financial year 2021/22 including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families and vulnerable older residents across the County. The report also provided an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk.

9.3 The following points were discussed and noted:

- All museum sites had reopened and the Service continued to deliver its projects and programmes with many Covid-19 related restrictions still in place.
- Overall, 61,232 visits were made across all NMS museums up to 31 August 2021, with timed visitor tickets and capped numbers used to maintain social distancing for a significant part of the season.
- Whilst physical school visits for the first five months of the year were lower than usual due to the Covid-19 restrictions (937 visits up to 31 August 2021), the Museums Learning Team had continued to be very busy in terms of online provision and had developed a strong 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit. 1,634 virtual visits were delivered up to 31 August 2021, giving a total of 2,571 school visits for the year to date.
- In total, Norfolk Museums Service now had a combined 133,369 followers across its four key social media platforms representing a 2% increase since the previous report to the Committee in July 2021.
- The Joint Committee's attention was drawn to the links within the report to the YouTube highlights on the Norwich Castle channel and on the NMS channel, the Blog Highlights, NMS-wide social media campaigns and social media highlights from NMS museums that covered a diverse range of subjects.
- The Service's digital output had benefitted hugely from the outgoing Museum Trainees' creative ideas and technical know-how. Most of the outgoing cohort had moved on to new and exciting posts within the sector or had found new jobs within NMS which meant that they would be staying with the Service for some time yet.
- The Teaching Museum's newest recruits had been welcomed to the Service and it was hoped to be able to introduce them to Members of the Joint Committee at a meeting in the new year.
- NMS continued to work closely with Broadland and with South Norfolk to support a wide range of new work.
- The NMS was working with partners in the New Anglia Culture Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. Details about a new collaborative marketing project, *Head East*, could be found at <https://www.visiteastofengland.com/head-east>
- Alongside the major exhibition *A Passion For Landscape: Rediscovering John Crome* which ran at Norwich Castle until 5 September 2021, sponsored by the

Friends of the Norwich Museums and also supported by East Anglia Art Fund and Arts Council England, the NMS social media channels shared images, facts and stories about the exhibition. A filmed tour of the exhibition with Exhibition Curator Dr.Giorgia Bottinelli went live on YouTube at the end of the summer.

- The Assistant Head of Museums gave an update on the work of the Norwich Castle Project Board which had received a progress report on the schedule of works for the *Norwich Castle: Gateway to Medieval England Project* including updates on construction work, and the development of the British Museum Partnership Gallery of the Medieval Period. Details regarding the construction work and interpretation work were as set out in the periodic report and were regularly updated on the project website. Members would be provided with an opportunity to visit the site as soon as that could be facilitated in accordance with Covid-19 protocols.
- In reply to questions, it was pointed out that the findings from archaeological excavations in advance of piling work for the project appeared regularly in articles in the local media. The overall results on the archaeological findings would be published by Oxford Archaeology following the completion of the project.
- The Chair drew the Committee's attention to the work on the Friends of the Norwich Museums' tapestry that was produced by many dedicated volunteers from across the county.
- The Chair also drew attention to the small, temporary café that was open at the Castle Museum and to the Castle Museum shop which had been stocked with new items for sale in the lead up to Christmas.
- The Committee was reminded that 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. The Service was in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support was delivered by SHARE Museums East. An extension of the NPO programme had been agreed until 2023.

9.4 The Joint Committee resolved:

- 1. To note progress on the 2021/22 position in light of the continued impact of Covid-19.**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2021/22.**

10 To receive a presentation from the Friends of the Norwich Museums as they celebrate their centenary year in 2021.

- 10.1** The Chair introduced Charles Bingham-Newland, Chairman of the Friends of the Norwich Museums, and Francesca Makins, Chairman of the Friends of the Norwich Museums 100 committee, and former Chairman of the Friends, and welcomed them to the meeting.
- 10.2** Charles Bingham-Newland and Francesca Makins gave a joint speech, which provided a brief synopsis of the first 100 years of the Friends of the Norwich

Museums which can be found on the Committee pages website.

10.3 The Joint Committee resolved:

- 1. To thank Charles Bingham-Newland and Francesca Makins for their interesting and informative talk;**
- 2. To record the gratitude of the Joint Committee for the sustained and valuable contribution that the Friends have made to the cultural life of the city and the wider county;**
- 3. To record the gratitude for the work that the Friends do for the Norfolk Museums Service and the people of Norwich and Norfolk.**

11 To receive an update presentation regarding the Kick the Dust Project

11.1 The Chair introduced Christine Marsden -Project Coordinator for the *Kick the Dust Project* (funded through the National Lottery Heritage Fund) that had continued to engage with young people throughout the COVID-19 period. The presentation (which could be found on the Committee pages website) highlighted the work of the Kick the Dust team in terms of how it had adapted its approach to accommodate activity since the start of lockdown in March 2020 to continue to support existing groups across Norfolk

11.2 The Joint Committee resolved:

- 1. To thank Christine Marsden, Project Coordinator for the Kick the Dust Project, for an interesting presentation;**
- 2. Look forward to receiving further update reports about this important project in the new year.**

The meeting concluded at 4 pm.

Chair

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BRECKLAND COUNCIL

Item 5

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Monday, 22 November 2021 at 10.00 am in
The Marquee, Gressenhall Farm & Workhouse Museum, Fakenham Road,
Gressenhall, Dereham, NR20 4DR**

PRESENT

Cllr Robert Kybird (Chairman)
Cllr Harry Clarke

Cllr Phillip Duigan (Vice-Chairman)
Mr M. Kiddle-Morris

Also Present

Mr John Ward
Ms Helen Bainbridge

In Attendance

Dr Robin Hanley
Andrew Smith

Mr Oliver bone

Ruth Tudge

- Assistant Head of Museums
- Operations Manager - West (&East),
Norfolk Museums Service
- Curator of Kings Lynn and Thetford
Museums
- Democratic Services Officer

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19/21 MINUTES

The minutes of the meeting held on 14 September 2021 were confirmed as an accurate record.

20/21 APOLOGIES

Apologies had been received from Councillors Bushell, Harvey, Richmond and Jermy and Mr Blackburn.

21/21 CHAIRMAN'S ANNOUNCEMENTS

None.

22/21 URGENT BUSINESS

None.

23/21 DECLARATION OF INTERESTS

None.

24/21 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums

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Service (NMS) explained that through determination and a lot of hard work, all sites across the Norfolk Museums Service had been re-opened however a number of sites were now closing as normal for the winter season. He said that he was pleased to see the level of demand and interest from schools which he felt was a reflection that the schools had confidence in the precautions put in place to ensure that health and safety was paramount.

Dr Hanley stated that although in recent times there had been no legal restrictions in place within the museums, there had been advisory measures which the NMS had taken very seriously to ensure staff could be confident that they were able to work in a safe environment. Therefore, across the region the NMS worked closely with Norfolk County Council Health and Safety teams and had advised all staff, wherever possible, to wear face coverings, be respectful of distancing and to have frequent stations for hand sanitisation available throughout the venues. Dr Hanley stated that they were still working through challenges and as a priority were looking at rolling out CO2 monitors which he felt would be an effective way of measuring air quality more accurately, assess particular areas and monitor key spaces in the long term. Dr Hanley felt that the NMS were likely to see ongoing restrictions across the winter period and that all staff were working really hard to enable this.

The curator of Kings Lynn and Thetford Museums, Oliver Bone, stated that after a long period of closure caused by the Coronavirus pandemic, the Ancient House had reopened to the public on 22 June 2021 after full safety measures had been put in place. He explained it had been very difficult, due to the small spaces within the museum, but they had managed to work out a system with a protective screen installed at the museum reception, hand sanitisation, clearly marked routes and staff had been trained in safe systems of working in order to operate the museum safely. Visits could be pre-booked on the Art Tickets website and to accommodate social distancing, site capacity had been reduced. The ability to have volunteers back was currently suspended due to Covid-19 restrictions, but they continued to look at different ways of working, including looking at post card cataloguing to see if the collections could have digital versions available. It was hoped that indoor volunteering would begin to recommence across NMS sites during the New Year.

Building works at the former King's Head public house, a listed building next door to the Ancient House Museum had caused disruption to the museum last winter. The King's Head still remained covered in scaffolding following the involvement of Breckland District Council and the Health and Safety Executive. The NMS was working with Andrew Gayton, Breckland Council Historic Buildings Officer, who had advised on the repairs needed.

The current exhibition at Ancient House in the Changing Displays room was The Thetford Treasure which included items from the late Roman hoard on loan from the British Museum decorated silver spoons and gold jewellery. They also had some beautiful glass objects that had been pieced together in a fragile 3D jigsaw and had

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received positive feedback from visitors at seeing such a beautiful display. The British Museum had agreed to an extension to the exhibition from the end of January until 2 May 2022 to allow more people to see the exhibition. The NMS was grateful to the Trustees of the British Museum for the loan of the Thetford Treasure.

Mr Bone explained that the Ancient House was part of the Brecks River and Fen Edge landscape project funded by the National Lottery Heritage Fund. The project secured a £2m National Lottery Heritage Fund grant as part of the proposal for a £3.5m landscape conservation scheme. The project was engaging local communities, schools and like-minded organisations to understand, reveal, celebrate and protect the lost heritage of the Brecks' Fen Edge & Rivers over the next 5 years. The Ancient House would receive funding as a partner organisation to produce exhibitions and activities in 2022 and 2023 on the themes of Vikings and Riverside Heritage.

Feasibility work continued for creating new displays at Ancient House to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family, particularly his son Prince Frederick Duleep Singh. There was currently a target date of 2024 for this work which linked to the 100th anniversary of the opening of the museum. New displays at Ancient House would complement the plans for the interpretation at Thetford Guildhall with Thetford Town Council.

The Learning Officer, Melissa Hawker, had demonstrated her resourcefulness working with schools and had given a presentation on Zoom to children at Drake Primary School looking at the Norfolk Neolithic period and also the Jomon period in Japan which had gone down very well with the children and the school had tweeted a thank you on the Museum's social media platform.

Events and activities continued to be important both to the museums and its' audiences, several events had been very successful and included many links for people to view from home, not just in Norfolk but much further afield.

The Friends of the Museum continued to support the Museum through fundraising and promoting the Museum in the town. The talks programme had gone on-line, and they had a planned AGM for the end of November.

The Ancient House had continued to host a paid traineeship, provided through the NMS Teaching Museum programme, Sami Yusuf, the most recent trainee had now left, and the Ancient House had applied to host a traineeship again in April 2022.

Media coverage continued to thrive for the Museum, the Learning Officer had good links with Norfolk Radio and gave a very knowledgeable talk on air at Halloween speaking about Norfolk Ghost stories.

The Museum had participated in the nationwide Heritage Open Days

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scheme which offered free admission to UK heritage sites and on 12 September the museum had teamed up with the Essex Cultural Diversity Project for an Anglo-Punjab themed event with displays in the Guildhall, a performance in the Market Place and costumed characters and exhibitions at the Ancient House Museum. It had been a successful, busy day with 547 visitors at Ancient House and the follow-up Heritage Open Day event on 18 September saw an additional 140 visitors.

Councillor Kiddle-Morris noted that both reports showed an increase in digital output and asked if the increase continued whether this would detract from actual visitor numbers to the site.

Dr Hanley said that museums had had to adapt to the changes and restrictions and limitations placed on them with the Covid-19 pandemic however although the digital content had improved and provided links between the public and the museums, he felt that this was no substitute for the real thing and that digital content was always an enhancement to on-site visits. However, he felt that it did also provide an opportunity for those who would not, or could not for various reasons, normally visit. The expectation was to maintain the same level in terms of social media and marketing, including some transition to using some digital content to supplement site visits and work with schools to beam into school classrooms filming live content, but also working on sites with visits so that there would be an opportunity for schools to do work before the site visit and again after the visit with learning teams creating good quality digital films. He felt that it would be a balance between maintaining and raising digital for some areas, but not a substitute for actual site visits. Dr Hanley said that prior to Covid-19 there had been digital content but during the pandemic staff had become more adept, creative and confident with advertising stepping up a gear on the back of the pandemic as more people were looking on-line and advertising was tailored to geographical areas but ultimately the aim was to get more people interested on-line which would then encourage a visit to the site to find out more information.

Councillor Duigan asked what counted as a digital visit. Dr Hanley responded to say that the statistics were getting more sophisticated at tracking on-line visitors, they could measure if visitors were just passing through or stopping and exploring. He said that the NMS were looking at this with the statistics team at NCC to measure all physical and digital participation. He said it was an interesting area and one that the NMS were very alert to by trying to improve and provide correct, robust data and evidence proper engagement.

Members of the Committee noted the report.

25/21 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith presented the report that covered the period up to October 2021. He stated that, following the government announcement that indoor museums could legally reopen from 17 May 2021, Gressenhall Farm & Workhouse

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Museum fully re-opened at that point, but that there had also been a small window of opportunity prior to this where outdoor areas could be re-opened under Step 2 and Gressenhall Farm & Workhouse managed to re-open outdoors on the 12 April 21 for outdoor spaces only. The site closed at the end of October and would remain closed until 14 March 2022 when they hoped to re-open again for the season in time for the Easter holidays. He confirmed that the annual Victorian Christmas would not go ahead this year, due to ventilation issues and the close proximity of visitors.

Throughout the period of the pandemic, NMS staff had developed a broad range of digital resources to support audiences, including resources for children and families. Digital engagement included a significant expansion of social media activity. Resources continued to be made available for those in digital poverty or without ready access to digital content. The range of NMS activity during lockdown was being captured in the weekly Museums Mardle staff e-newsletter, and he reminded members of the committee that they could be added to the distribution list on request.

Gressenhall Farm & Workhouse had been able to recommence their events programme since April 2021. The programme offered a broad range of events based around four operational models:

- Special Event days – major events which required full event staffing and set up, including the use of large parking fields. Free admission continued to be provided to Norfolk Museums Pass holders. For this period the activities included Heritage Open Day (1,420 visitors – the largest number of visitors since the beginning of Covid-19 which had received great feedback for the day) and Apple Day (1,740 visitors – this was very much a fun day with lots of physical involvement). Activities on Apple Day included a display of heritage apple varieties, herding geese, traditional skilled crafts and demonstrations, food, drink and craft sellers, musical entertainment from a keel band and Morris dancers along with family fun activities, including storytelling, chainsaw carving and a sheep dog demonstration. During Apple Day visitors had been capped, the site was busy, but they had received positive feedback on how the day had been organised and that visitors felt safe.
- Days with a Difference – smaller themed events which required smaller staffing and utilised core parking and aimed at attracting 500-800 visitors. In this reporting period, no events of this type took place.
- Norfolk School Holiday activities – extra themed activities delivered each day of the Norfolk School holidays. For this period, it had included Fairies and Elves in the October half term (1,733 visitors over 9 days)
- Ticketed Events – pre-booked and pre-paid events. These events, held outside of standard opening hours or out of the main season, offered a reduced charge to Norfolk Museums Pass holders. This period it had included Tales of the Workhouse – a walking tour and Bat box building, a children's activity

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In addition to the above, Gressenhall organised several leisure learning short courses throughout the year, which for this period had included a terrarium workshop for children.

There had also been stand-alone activities offered on weekend dates to help drive visitor numbers and for this period they had included a craft session for children called Art Attack.

On 1 November 2021 a new curator, Rachel Kidd, had joined the museum. During her first two weeks, Rachel had met with various colleagues across NMS, been inducted to the site and carried out a handover with NMS curator Dayna Woolbright, who had been supporting curatorial work at Gressenhall for one day per week during the interim period. The Lynn Museum Kick the Dust Trainee, Will Mars, had been assisting Dayna at Gressenhall with housekeeping and auditing contents of collections kits. Rachel's immediate workplan would include planning for the 2022 temporary exhibition, completion of the Farmer's Foundry steam engine project and planning for the possible re-introduction of some key volunteers.

The current season's exhibition More In Commons would be de-installed in the new year. A new exhibition theme for 2022 was being finalised by the new curator in conjunction with the countywide exhibitions officer. Online versions of previous temporary exhibitions had been created and had been uploaded to the Google Arts and Culture platform which allowed online visitors to explore the objects and images at their own pace and to review areas of interest. The online tours available included:

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

The Farmers Foundry Company steam engine restoration project, funded through Arts Council England, was now entering the final phase which would see the steam engine being made fully operational again and hooked up to provide power to the turbines and engines in the engineering galleries once indoor volunteering was safely resumed. It was hoped this would provide a platform to train a new diverse volunteer team in running the steam engine. The steam engine was now on site and under cover, working safely to help with final preparation work and it was hoped to get it operational for key days.

A new recruit, Katie Sheard had joined the Gressenhall team as a new Bookings Assistant and would support the administration of all bookings, including schools and venue hires.

The Gressenhall Farm Manager had agreed the purchase of two young Suffolk Punch Horses which were being purchased with funds provided by the Friends of Gressenhall. The young horses, Jack (15

Action By

months old) and Frank (9 months old) would be an investment for the future as it would be approximately 2 years before they would be ready to be utilised on the farm. All the Suffolk Punches were keeping well but getting older and ready for retirement, so it was timely to purchase the two new horses at this time to ensure a smooth handover.

Dr Hanley explained about the Gressenhall Environmental Hub project which was a significant project currently underway to help interpret and engage the public with wider NCC work and its priorities in relation to the environment. At Gressenhall the project included the installation of a new tree nursery, an area of ground at the farm had been set aside to establish a tree nursery and was being worked on over the winter period. It was planned that this project would tie in to the NCC ambition to plant a Million Trees for Norfolk as well as the DEFRA Trees outside Woodland scheme. Gressenhall Farm and Workhouse hoped to work closely with local landowners and schools to see what could be done for carbon reduction and biodiversity in the area. He stated it was key to work with community-based groups to identify locations for planting and maintaining the trees once in place. They were currently working with local groups and NCC colleagues to investigate possible new walking and cycling routes to Dereham which may help to reduce the number of cars to sites. Dr Hanley stated that they were looking at providing a presentation at a future Breckland Museums meeting to share the work and explain what the project was doing.

The Chairman suggested that this presentation might also be useful for the elected Members at Breckland Council to see so that they could understand the work that was being done on the project. The Chairman would investigate this with Breckland Council.

The Friends of Gressenhall remained very supportive and had recently recommenced holding their committee meetings in the museum with a new Chairman, Helen Bainbridge and a renewed committee membership. Helen stated that the first meeting had been a big one and that they were exploring new ways of working. They hoped to be more proactive and attend more events at the museum and hoped to spread the word hoping to engage with more volunteers, which, she stated would work towards 2025 which was the anniversary of the beginning of the Friends of Gressenhall.

The NMS Volunteer Co-ordinator, Michelle Gaskin, was now supporting the new Curator with the various volunteer teams at Gressenhall. The volunteer group continued to receive weekly email updates to provide a regular link into Gressenhall and other volunteers. The virtual Gressenhall Tea Break on Zoom also continued with regular volunteer attendees.

The Kick the Dust, Norfolk project, funded through the National Lottery Heritage fund and delivered in partnership with a range of organisations including YMCA Norfolk had continued to engage with young people aged 11-15 throughout the Covid-19 lockdown period. The project team had adapted their activities to support existing

Action By

groups across Norfolk, in particular YMCA groups, using digital means.

Training allowed young volunteers and staff to work together and share best practice, something that would continue post lockdown. Key areas for future training had been incorporated into this years' training plan and included a joint venture between the YMCA and Kick the Dust on a new interview preparation programme entitled You're Hired. This was aimed at young people who hoped to progress onto the next cohort of the Bursary traineeship programme or into other employment. All places had been filled on each of the sessions for young people and volunteers. As the team had opened up opportunities to volunteers, a further 18 young volunteers had taken part in training including freelance training workshops. These workshops enabled young people to set up as freelancers in the future.

The Kick the Dust project enabled young people to gain a greater understanding of the opportunities within the NMS and the sector in general. Following their engagement, 88% of young people who had participated felt that museums were a space that they could use and would use in the future.

The social media report for the two sites and the latest NMS visitor figures are attached.

Members of the Committee noted the report.

26/21 NEXT MEETING

The arrangements for the next meeting to be held on Monday 28 February 2022 were noted. Venue to be confirmed.

The meeting closed at 11.55 am

CHAIRMAN

Breckland Headline social media report September - November 2021***Compiled November 2021*****Audiences**

| Facebook | | | |
|--|---|---|----------------------------|
| Account | Total Page Followers August 2021 | Total Page Followers November 2021 | % Increase |
| Gressenhall Farm & Workhouse | 7054 | 7331 | 4% |
| Ancient House Museum of Thetford Life | 1476 | 1538 | 4% |
| Twitter | | | |
| Account | Total Followers August 2021 | | % Follower Increase |
| Gressenhall Farm & Workhouse | 6118 | 6146 | 0.5% |
| Ancient House Museum of Thetford Life | 3448 | 3511 | 2% |
| Instagram | | | |
| Account | Total Followers August 2021 | | % Follower Increase |
| Gressenhall Farm & Workhouse | 1942 | 2010 | 4% |

Engagement & Reach

Tracking engagement and reach/impressions tells us how many people are seeing our content and engaging with it. Facebook and Twitter calculate engagement slightly differently. Twitter expresses it as a percentage, showing what proportion of people who saw our content and then went on to engage with it (like/retweet etc). Generally speaking, an engagement rate of between 1% and 3% is considered good engagement from our followers.

Facebook and Instagram express engagements/interactions as a figure, although these are calculated differently (see notes below).

The tables below cover the period 01 September – 17 November 2021 unless otherwise stated.

Twitter

| <i>Site</i> | <i>Impressions*</i> | <i>Engagement Rate</i> | <i>Link Clicks</i> | <i>Likes</i> | <i>Replies</i> | <i>Retweets</i> |
|----------------------|---------------------|------------------------|--------------------|--------------|----------------|-----------------|
| Gressenhall | 37.4k | 1.4% | 47 | 264 | 5 | 62 |
| Ancient House | 128.8k | 1.9% | 146 | 1100 | 51 | 273 |

*The number of times a tweet has been seen (not unique users)

Facebook

| <i>Site</i> | <i>Reach*</i> | <i>Engagements**</i> | <i>Link Clicks</i> | <i>Likes/Reactions</i> | <i>Comments</i> | <i>Shares</i> |
|----------------------|---------------|----------------------|--------------------|------------------------|-----------------|---------------|
| Gressenhall | 59,014 | 13,998 | 491 | 1167 | 112 | 107 |
| Ancient House | 41,231 | 3584 | 431 | 1251 | 93 | 92 |

*The number of people who saw any content from our Page or about our Page, including posts, stories, ads, social information from people who interact with our Page and more.

**The number of times people engaged with our Page's content through reactions, comments, shares, clicks and profile visits.

Instagram

| <i>Site</i> | <i>Reach*</i> | <i>Post Interactions (likes, comments, saves)</i> |
|--------------------|---------------|---|
| Gressenhall | 3340 | 1026 |

*The number of unique accounts that saw any of our posts or stories at least once.

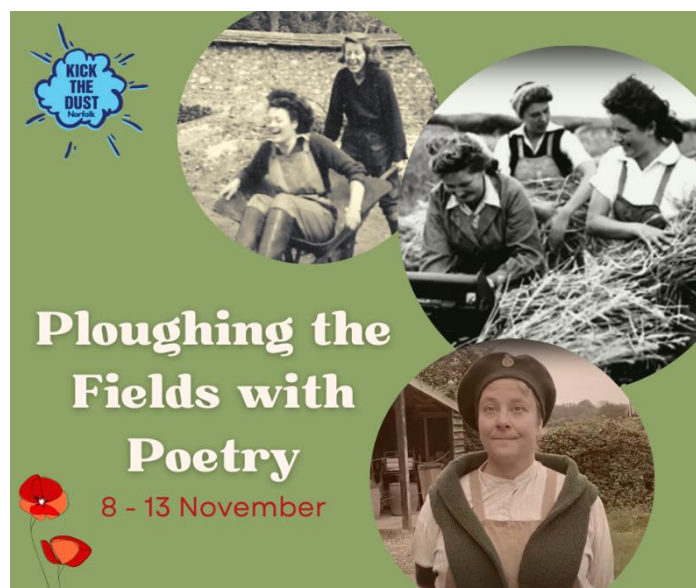
Social Media Highlights

Gressenhall

Between 8 and 13 November, Gressenhall were proud to present 'Ploughing the Fields with Poetry: a new series of short films created by a participant in the Kick the Dust - Norfolk youth engagement programme.

Skye Watton, 21, from Dereham worked with the team at Gressenhall Farm and Workhouse and a group of volunteers to bring the words of Women's Land Army girls - written over 80 years ago - to life.

Skye connected with families of the WLA women to find out more about their stories, and recruited young volunteers locally - plus one in the USA.



The films were uploaded to the Norfolk Museums Service YouTube account (youtube.com/norfolk museums) and promoted via the central Norfolk Museums Service and Gressenhall accounts. The films were shared by the Women's Land Army themselves, including on [their own website](#), which received 1000 hits during that week as a result.



A series of posts on collections relating to the Women's Land Army accompanied the release of the films on Gressenhall's social media platforms.

Ancient House Museum

A key highlight on social media in this period was a series of posts celebrating the life of Princess Catherine Duleep Singh, to mark the opening of a new exhibition and unveiling of a new portrait by artist Amandeep Singh. Post about the exhibition and Princess Catherine were some of the top performing posts between September and November.

Ancient House also took part in hashtag events including the weekly #OnlineArtExchange from Art UK and #Museum30, an annual photography-based social media challenge designed to allow museum professionals to share interesting aspects of their work.

| | | | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | YEAR TO DATE | TOTAL |
|---------------------------------|--|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------------|---------|
| N O R W I C H | Castle Museum | 2019-20 | 953 | 17,435 | 14,755 | 18,760 | 24,373 | 15,953 | 15,978 | 12,187 | 9,255 | 11,141 | 14,644 | 5,032 | 108,207 | 160,466 |
| | | 2020-21 | | | | | 245 | 238 | 2,454 | 357 | 756 | | | | 2,937 | 4,050 |
| | | 2021-22 | | 2,732 | 5,309 | 8,053 | 12,796 | 7,652 | 6,902 | | | | | | 43,444 | 43,444 |
| | Norwich Castle Study Centre (Shirehall) | 2019-20 | 235 | 194 | 249 | 228 | 159 | 331 | 294 | 227 | 192 | 275 | 320 | 126 | 1,690 | 2,830 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 0 | 0 | 0 | 2 | 0 | 0 | | | | | | 2 | 2 |
| | Museum of Norwich | 2019-20 | 1,848 | 1,682 | 1,390 | 1,908 | 4,604 | 2,388 | 1,577 | 1,673 | 1,114 | 1,204 | 2,100 | 538 | 15,397 | 22,026 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 115 | 504 | 595 | 614 | 842 | 749 | | | | | | 3,419 | 3,419 |
| | Strangers Hall | 2019-20 | 619 | 631 | 687 | 1,187 | 2,880 | 1,607 | 817 | 772 | 1,153 | 64 | 338 | 441 | 8,428 | 11,196 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 0 | 0 | 24 | 39 | 450 | 508 | | | | | | 1,021 | 1,021 |
| E A S T | Tolhouse Museum | 2019-20 | 412 | 731 | 11 | 274 | 1058 | 912 | 394 | 163 | 20 | 106 | 114 | 80 | 3,792 | 4,275 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 0 | 0 | 0 | 3 | 0 | 0 | | | | | | 3 | 3 |
| | Elizabethan House Museum | 2019-20 | 1,326 | 1,771 | 1,186 | 1,380 | 1,687 | 1,768 | 1,172 | 0 | 37 | 33 | 53 | 40 | 10,290 | 10,453 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 249 | 546 | 863 | 1,181 | 1,205 | 2,160 | | | | | | 6,204 | 6,204 |
| | Time and Tide | 2019-20 | 2,828 | 3,145 | 3,349 | 3,532 | 3,144 | 4,221 | 3,394 | 3,228 | 1,866 | 2,427 | 3,153 | 1,363 | 23,613 | 35,650 |
| | | 2020-21 | | | | 218 | 1,392 | 918 | 1,162 | 51 | 146 | | | | 3,690 | 3,887 |
| | | 2021-22 | | 451 | 1,302 | 1,449 | 2,588 | 2,307 | 4,600 | | | | | | 12,697 | 12,697 |
| | Cromer Museum | 2019-20 | 1,744 | 1,847 | 1,856 | 2,323 | 2,479 | 2,120 | 1,254 | 130 | 41 | 234 | 160 | 423 | 13,623 | 14,611 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 231 | 574 | 994 | 1,438 | 1,232 | 984 | | | | | | 5,453 | 5,453 |
| W E S T | Lynn Museum | 2019-20 | 1,050 | 1,063 | 971 | 1,580 | 1,504 | 1,722 | 1,778 | 1,709 | 995 | 1,649 | 2,143 | 757 | 9,668 | 16,921 |
| | | 2020-21 | | | | | | | 629 | 18 | 247 | | | | 629 | 894 |
| | | 2021-22 | | 308 | 736 | 906 | 1,614 | 1,446 | 1,316 | | | | | | 6,326 | 6,326 |
| | Ancient House Museum | 2019-20 | 681 | 586 | 768 | 1,138 | 762 | 829 | 774 | 1,037 | 463 | 676 | 872 | 336 | 5,538 | 8,922 |
| | | 2020-21 | | | | | | | | | | | | | 0 | 0 |
| | | 2021-22 | | 280 | 134 | 313 | 335 | 1,085 | 442 | | | | | | 2,589 | 2,589 |
| | Gressenhall Farm & Workhouse | 2019-20 | 6,411 | 6,284 | 8,798 | 5,406 | 9,626 | 6,160 | 5,191 | 1,694 | 1,341 | 165 | 1,641 | 1,020 | 47,876 | 53,737 |
| | | 2020-21 | | | | 735 | 2,188 | 1,161 | 1,901 | 96 | 125 | | | | 5,985 | 6,206 |
| | | 2021-22 | 1,623 | 2,605 | 3,426 | 3,510 | 6,935 | 5,077 | 4,636 | | | | | | 27,812 | 27,812 |
| | Norfolk Exhibition Programmes incl. King's Lynn Town Hall SLA | 2019-20 | 570 | 1139 | 618 | 394 | 1552 | 2188 | 399 | 864 | 458 | 633 | 421 | 560 | 6,860 | 9,796 |
| | | 2020-21 | | | | | 173 | 3 | 68 | 2 | 116 | | | | 244 | 362 |
| | | 2021-22 | | 212 | 147 | 0 | 0 | 60 | 0 | | | | | | 419 | 419 |
| 2019-20 | | 18,677 | 36,508 | 34,638 | 38,110 | 53,828 | 40,199 | 33,022 | 23,684 | 16,935 | 18,607 | 25,959 | 10,716 | 254,982 | 350,883 | |
| 2020-21 | | | | | 953 | 3,998 | 2,320 | 6,214 | 524 | 1,390 | | | | 13,485 | 15,399 | |
| 2021-22 | | 1,623 | 7,183 | 12,678 | 16,707 | 27,545 | 21,356 | 22,297 | | | | | | 109,389 | 109,389 | |
| TARGET | | 2,629 | 2,610 | 2,406 | 953 | 3,998 | 2,320 | 6,214 | 524 | 1,390 | 1,407 | 2,020 | 1,466 | 21,130 | 27,937 | |



Norwich Area Museums Committee

MINUTES
Item 6

14:00 to 15:50

7 December 2021

Present:

City Councillors:

Huntley (chair)
Grahame
Maxwell
Schmierer
Wright

County Councillors:

Brociek-Coulton (vice chair)
Ward

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Amanda Geitner (East Anglia Arts Fund) and Danusia Wurm (Norfolk Contemporary Art Society)

Apologies:

City Councillor Everett, County Councillors Birmingham, Reilly, Rumsby and Watkins, Councillor King (co-opted non-voting member) and Councillor Kybird (ex officio member)

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 7 September 2021.

4. Norwich Museums Report – September to November 2021

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

The assistant head of museums referred to the Covid secure measures in place following the end of legal restrictions on 19 July 2021. The site capacity for visitors had increased from the previous average of 30 per cent normal capacity. Booking was still recommended but walk-in visitors could be accommodated depending on capacity. Since 19 July, face coverings had been “expected and recommended”, to be worn when visiting the museums. On 30 November 2021, the government made the wearing of face coverings compulsory in retail and other settings. Therefore, signage in the museums was therefore being amended. All Norfolk Museums Service (NMS) staff members were required to wear a mask, unless behind a screen or seated at a desk. From 4 October, more back-office staff members and curators had come back to work in the museums. NMS had implemented the county council’s smarter working principles across the service, combining home and office working at individual staff member and team level. Given the growing concern about the Omicron Covid variant, NMS would continue to work with the council’s Health & Safety and Wellbeing team and consult with the National Museums Directors Council and the English Civic Museums Network.

The operations manager presented section 2, Reopening at Norwich Museums of the report. From 10 November 2021, all three Norwich Museums had returned to full pre-Covid 19 operating hours. Members also noted that the number of ceremonies remained strong, with an increase in ceremonies taking place at Norwich Castle in September.

The learning manager referred to section 3 of the report and said that the Norwich Museums Learning team were pleased to welcome schools back into the museums. There were strong bookings up until Christmas and the first half of the spring term, mainly at Norwich Castle and Strangers’ Hall, with fewer visits to the Museum of Norwich at the Bridewell. Bespoke visits were arranged for secondary schools. The museums had hosted visits and events for 6,000 school children in the autumn term which was an amazing achievement given the current challenges. The most popular theme had been the Egyptians this term and the Romans next term. The online and digital offer was still available for schools unable to visit or to supplement visits. Activities were available for intergenerational groups during the school holidays comprising of self-led activities and performances and providing a blended offer for Christmas. Childminders and parents of early year children had been appreciative of the precautions against Covid infection during activities. The team had been involved with Kick the Dust project and engaged in the planning of the Norwich Castle: Royal Palace Reborn activities programme. Members were also advised to view the external projections, in partnership with Norwich Bid on the outside of Norwich Castle portraying the visit of Henry I and Queen Adelaide to Norwich to celebrate Christmas 900 years’ ago.

The assistant head of museums advised members that the report contained performance statistics on the Kick the Dust project.

Hannah Jackson, the Norwich Castle: Royal Palace Reborn Project manager, gave a power point presentation on the progress of the project. Several members of the committee had the opportunity to visit Norwich Castle on a “Behind the Hoardings” tour before the committee meeting. ([A copy of the presentation is available with the committee papers for this meeting on Norwich City Council's website](#)).

The assistant head of museums said that NMS continued to develop its digital offer and the Museum of Norwich had hosted two live webinars on Crome's Norwich Exhibition and the history of Norwich Trams, aimed at people who wanted to access services remotely or were anxious about onsite visits. This underlined the need to provide a hybrid offer. The museum had received 300 visitors during the two Heritage Open Days (HOD) where entrance is free. Staff members at the museum had supported the Norwich Science Festival and Black History month. Schools were very keen to visit this museum and staff members had developed partnerships with the community-based organisations, proactively offering access to the collections and use of the building. This was an asset to the community and a credit to the team. Jazz, a Kick the Dust trainee, had moved on to another role following the completion of her 18-month traineeship and level 3 qualification, which was a credit to her and the team.

Strangers' Hall had also been well supported over the HOD, its opening hours had increased and it had a full activity programme. This included activities aimed at combating loneliness and social isolation. Members were advised that although staff members had monitored sites and collections during lockdowns, an unfortunate consequence had been an increase in mould and pest infestations which would be addressed during the annual deep clean in January.

The senior curator of Norwich Museums and keeper of fine and decorative art presented section 7, Norwich Curatorial Update and outlined the key activities of the curators. This included the opening of the *Textile Treasures* exhibition, reconfigured for the Timothy Gurney Gallery, and included recent acquisitions of textiles made during the first lockdown in response to the pandemic. The curator of contemporary modern art was working on three exhibitions for 2022 including the *Slaves of Fashion – New Works by the Singh Twins* to open in October. The Regimental Museum collections stores was undergoing a complete refit that would transform the space and the storage of collections. The curator of historic art was preparing an exhibition for the Watercolours Gallery *Where Land and Water Meet* for next year. The senior curator of archaeology continued to work on the Norwich Castle: Royal Palace Reborn project as well as leading on the curation of the prison display for reinstallation in the Boudicca Gallery. Specimens from the Natural History Gallery had been temporarily removed for treatment of clothes moths by deep freezing. The senior curator of natural history was preparing a fossil display for installation in Norwich Castle's British Wildlife Gallery, linked to the Deep History Coast project. In conclusion, the senior curator of Norwich Museums and keeper of fine and decorative art updated members on her various activities, including working with Kick the Dust to prepare a workshop for Looked After children and preparing a talk for the Norfolk Community History Club, an online talk on the Norwich Castle collections (available on YouTube) and at the Forum on the Marilyn Theobald teapot bequest as part of HOD. She was working on the preparations for the display of Turner's painting *Walton Bridges* over the next 3 years at King's Lynn and Ipswich. She had completed the online exhibition *Turner and artists of the Norwich School* which will

be available on the Art UK website. The display of the Marilyn Theobald teapots in the Art of Living gallery was proving popular with visitors.

The operations manager updated the committee on the progress of Project Refresh to improve the environmental controls of the temporary exhibition galleries. The Norwich Union gallery environment was very different to that in the Bernard Matthews gallery. Currently a single air handling unit was used for both galleries. New plant would be provided to serve only the Bernard Matthews gallery and enable the two galleries to operate independently. The project also included the provision of insulation in the roof space and external walls. Work was expected to be completed in April 2022.

The assistant head of museums drew members' attention to the visitor numbers contained at the end of the report. He then presented data on the [social media](#) which would be circulated to members with the minutes of the meeting.

RESOLVED to:

- (1) thank the assistant head of museums and officers for [the report](#);
- (2) record the committee's gratitude to Hannah Jackson, for arranging the "Behind the Hoardings Tour" for members and her presentation at this meeting.

5. Reports of the Representatives of the Voluntary Organisations

Amanda Geitner, East Anglia Arts Fund (EAAF) said that she was delighted with the attendance figures for its Norwich Castle Open Arts Show – *Somewhere Unexpected* and thanked the senior curator of Norwich museums and keeper of fine and decorative art for her assistance. She referred to the Textiles Treasures exhibition and said that members of the organisation enjoyed tea and tours of the textile collections. The EAAF was pleased to support the *Slaves of Fashion – New Works by the Singh Twins* exhibition opening next year.

Danutia Wurm, Norfolk Contemporary Art Society, complemented NMS on the progress of the Norwich Castle – Palace Reborn Project and despite Covid had continued to provide a service and keep the museums open and accessible. The society had also contributed to the *Slaves of Fashion – New Works by the Singh Twins*.

Felicity Devonshire, Friends of the Norwich Museums, presented her report (attached to the agenda papers) and said in the John Crome Bicentennial Exhibition, where the Friends had been the main sponsor was one of the highlights of their centenary year. An event had been held in the Town Close Auditorium (Norwich Castle) for the volunteer stitchers for the Friends Tapestry and a display of the nine panels which were halfway to completion. The Friends were very grateful for the civic reception, hosted by the Lord Mayor Councillor Maguire, and arranged by Councillor Huntley and Francesca Makin, chair of the Friend's 100 Committee and a former chairman, on 12 November 2021. Arrangements were being made to hold the postponed centenary luncheon, hosted by the Friends' patron, Lord Cholmondeley, at Houghton Hall on 20 May 2022.

RESOLVED to:

- (1) thank Amanda Geitner, Danutia Wurm and Felicity Devonshire for their reports;
- (2) thank the voluntary organisations for their continued support to the Norwich Museums and NMS.

6. Kick the Dust – Project Update

Christine Marsden, project co-ordinator, gave a presentation to update members on the progress of the Kick the Dust project, together with, Rachel Daniel, project worker – Norwich and Sophie Hockaday, design and technical KtD trainee. ([A copy of the presentation is available on the city council's website with the papers for the meeting](#)).

During discussion, Christine Marsden answered member's questions. Kick the Dust (KTD) was a National Lottery Heritage Fund-funded project for 11 to 25 year olds. She explained that part of the legacy of the project was to ensure that young people did not "fall off" at the age of 25, particularly if they had specific needs or disabilities. During the project, partnerships had been developed with the YMCA and institutional change had taken place within NMS. KTD participants could be offered work placements. The issue would be whether young people over the age of 25 were willing to engage.

The vice chair congratulated the project co-ordinator on the success of the project and praised Rachel Daniel and Sophie Hockaday for their enthusiasm.

RESOLVED to thank Christine Marsden, Rachel Daniel and Sophie Hockaday for the presentation.

CHAIR

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK

ITEM 7

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 18th October, 2021 at 2.15 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:**Borough Councillors:**

Councillors A Bubbs, M de Whalley, E Nockolds, A Tyler

County Councillors:

Councillors L Bambridge, M Chenery

Norfolk Joint Museums Committee:

Councillor J Ward (Chair)

Councillor R Kybrid (Vice-Chair)

Norfolk Museums Service:

R Hanley, O Bone, R Williams

1 **APPOINTMENT OF CHAIR FOR THE MUNICIPAL YEAR 2021 TO 2022**

[Click here to view a recording of this item on You Tube](#)

RESOLVED: Councillor Mrs E Nockolds be appointed Chair for the Municipal Year 2021/2022.

2 **APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR 2021 TO 2022**

[Click here to view a recording of this item on You Tube](#)

RESOLVED: Councillor M Chenery be appointed Vice Chair for the Municipal Year 2021/2022.

3 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillor N Daubney, L Bavin, P Eke, and S Thompson.

4 **MINUTES**

[Click here to view a recording of this item on You Tube](#)

The minutes of the meeting held on 21 September 2020 were agreed as a correct record.

5 **MATTERS ARISING**

There were no matters arising.

6 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

7 **REPORT OF THE ASSISTANT HEAD OF MUSEUMS**

[Click here to view a recording of this item on You Tube](#)

The Chair informed the Committee that in a very difficult time for us all the Museums staff have worked extremely and flexible well during the Pandemic such as Stories for Bedtime and digital information, etc and still presenting reports. On behalf of the Committee, the Chair thanked the Museum staff for their efforts to deliver the service during the Pandemic.

The Assistant Head of Museums/Curator Lynn Museum and Learning and Engagement Officer, Stories of Lynn and Project Worker for Kick the Dust presented a report which provided information on the King's Lynn Museum activities in the period from January to September 2021. An electronic report had been circulated in January 2021 as the meeting was cancelled due to Covid restrictions.

The Committee was informed that that new exhibition 'Gardens, Sowing Seeds, Growing Stores' opened on the 16 October 2021 and would run until 12 June 2022. The displays tell the story of gardens and gardening in the King's Lynn Area including the display of collections from the Taylor's seed merchants business in the town and material relating to the Walks and other public gardens.

A copy of the update report from the Learning and Engagement Officer, Stories of Lynn and Project Worker for Kick the Dust is attached to the minutes.

The Assistant Head of Museums/Curator Lynn Museum and Learning and Engagement Officers, Stories of Lynn and Project Worker for Kick the Dust responded to questions and comments in relation to:

- Government compensation awarded to the Norfolk Museums Service and the impact on loss of revenue.
- Impact of Covid on staff wellbeing and measures/tools in place to support staff where required.

- New skills acquired by staff particularly in relation to high quality digital work and be embedded into the long term programme.
- On line programmes/events available to schools and anyone who had access to the internet in the Borough.
- Acquisition of items such as a Baines painting via auction, etc for display in Museums.
- Loan of part of the Seahenge display to the British Museum.
- Provision of future plays on line – an example was given of Sherlock Homes which had proved successful.
- Curriculum activities offered to schools.
- Iron Age coin acquisition.
- Ongoing support from the Friends of Lynn Museum.
- Kick the Dust Project and invitation of ideas/discussions with high schools to improve the current uptake.
- Visitor figures across all Museum sites.
- Visitor figures to Lynn Museum – visitor figures to be circulated in relation to NMS exhibitions in the Town Hall and be included in the total visitor figures.

The Curator, Lynn Museum circulated the visitor figures for the museum sites in Norfolk.

On behalf of the Committee, the Chair thanked the Friends for their ongoing support and the staff of the NMS for the excellent work undertaken during the Pandemic.

AGREED: The report be noted.

8 **REPORT OF TRUE'S YARD MUSEUM**

[Click here to view a recording of this item on You Tube](#)

The Committee received the report from the Museum Curator.

The Chair highlighted the grant funding received during the Pandemic, fund raising and many other events held. It was noted that there was a new memorial garden for all to use.

There were no questions from the Committee.

9 **REPORT OF THE BOROUGH COUNCIL**

[Click here to view a recording of this item on You Tube](#)

The Committee received the report from the Senior Tourism Officer.

The Chair explained that she had asked for a report to come to the Committee as the Museum was promoted in all tourism information published/printed by the Borough Council.

The Chair tabled examples of tourism information published by the Borough Council promoting the Borough.

The Chair highlighted the importance of attendance at the Tourism Annual General Meeting on 17 November 2021 as there would be a workshop on the Tourism Recovery Plan 2021 to 2025, a five year action plan informed by local, regional and national businesses to encourage more visitors/residents to the area.

It was noted that the tourism information was also published on Visit West Norfolk and Visit Norfolk and Visit East of England websites

The Chair drew attention key issues set out in the report.

In response to questions from Councillor Tyler on UK Holiday packages to King's Lynn, the Chair explained such holidays were published in the special coach supplement and that there was usually an itinerary to visit West Norfolk including King's Lynn, Hunstanton, Cromer and Great Yarmouth and explained she could obtain the number of visitors from the Senior Tourism Support Officer.

Following questions on the Observatory in Hunstanton, the Chair explained that consultation and workshops with residents of Hunstanton had taken place and undertook to ascertain the details from the Senior Tourism Support Officer.

Councillor Bubb made the following observations on the West Norfolk Guide:

- Not all photographs had captions containing details of where the photo had been taken.
- Page 6 – Information relating to Museums, could future publications include opening times and that there was free entry to Lynn Museum from October to March each year.
- No visitor information on Downham Market.

10

DATE OF NEXT MEETING

The next meeting of the King's Lynn and West Norfolk Area Museums Committee will take place on 13 December 2021 at 2.15 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 3.58 pm



Rachael Williams, Learning and Engagement Officer, Stories of Lynn and Project Worker for Kick the Dust. Update

I. Schools

1. During lockdown we used virtual sessions on Zoom to offer support to schools:

Quiz a Character webinars, zooming in to the classroom and sending resources. We also did Storytime webinars too for families to zoom into listen and take part with the craft activity.

2. Academic year September 2020 – July 2021 – blended offer – online/face to face with Safe Systems of Work in place.

- i. one school face to face session in December 2020,
- ii. town walks for two classes,
- iii. one joint school day with Lynn Museum
- iv. two single classes at SOL in June.
- v. Rachel Duffield and I did outreach work to Churchill Park Academy for 5 weeks on Thursdays for 2 hours per week (KTD cohort 10). 9 students in total. Press coverage was good with photos. (KTD)
- vi. One Heritage Education Network meeting run on Zoom to promote use of Museums in King's Lynn and to share the Historic England funded film about the Scroll through Lynn.

3. Academic Year Sept 2021 – to date – face to face sessions possible, some blended learning.

- i. One Heritage Education Network meeting face to face at St George's Guildhall to share the Pablo Fanque film funded by Historic England, written, performed and recorded by Time Will Tell Theatre Company. 5 teachers attended this day. This is HEN6, ie, the 6th meeting of a teacher network meeting, created at the request of teachers looking for input about Culture and Heritage available to school. Historic England funds lunch and the hire of St George's Guildhall.
- ii. Schools have suddenly started booking in and we can now take 60 pupils at one time following the SSOW. We do joint days with Lynn Museum. 2 school sessions complete (90 children) another 10 schools booked. (480 children to visit before Christmas)
- iii. Churchill Park had requested outreach work for KS4 which we undertook until they had increased COVID cases, so we withdrew to Zoom sessions online and then had to stop as the school needed to stay in Bubbles. We hope to resume as soon as possible.

II. Kick the Dust

1. Online Work experience:

a. We are now on Cohort 13 of the KTD programme, maximum of 6 participants to a cohort. The programme enables YP to meet professionals, hear about their skills and job role and to ask questions directly. Staff have been very supportive and generous with their time and advice.

b. we have had excellent feedback and 6 YP have been given a job since being part of the programme: one with Collusion, one with True's Yard, one with Suffolk County Council and one with Peckover House and two as Care Home assistants (activity coordinators). We are delighted about this

outcome. Two more of the Young People have gone on to the NMS Traineeships which is really positive. (Sophie Couling and William Mars)

- c. the second half of each programme has a “real” project –
 - i. the book bench trail and leaflet – Explore a Book trail.
 - ii. the “Deal Justly with All” Google Arts and Culture online exhibition with a focus on the treatment of the poor and homeless in the past in King’s Lynn (now a physical exhibition in SOL with 970 visitors on Heritage Open Day).
https://artsandculture.google.com/story/HQXR_1UrpDbKKw
 - iii. The KLFestival was successful with over 700 visitors to the exhibition created and curated by KTD work experience participants from cohort 4 and 5. The exhibition was made up of the YPs responses to the content of the New Horizons exhibition. Press coverage was good with Radio Norfolk interested in our work. YMCA also engaged with this for a Graffiti session on Norfolk Day with more Radio Norfolk coverage for that. This is part of my community linked work with the KLFestival. The Town Hall hosted an event for the YP to receive certificates from the Mayor for their involvement and their successes in Work Experience. See the poster in the meeting.
- d. We ran the Creative Careers webinars over a week to secondary schools enabling larger numbers of students to attend and find out about curators, graphic designers and Comms department roles from pre-recorded interviews by the Museum trainees and the professionals. A group from COWA have joined us for Cohort 9 which is face to face in SOL, curating Museum in a Jar.
- f. The Share Museums East conference – SENDING the right message – I presented the KTD work experience and groups that we have worked with and invited colleagues to share their knowledge and involvement with the programmes and how we support the needs of all YP including those with complex needs and hidden disabilities. The Conference recording is available at:
<http://www.sharemuseumseast.org.uk/resources-2/resources-videos/> “SENDING the Right Message.”
- g. YMCA King’s Lynn residents are working with me as part of KTD to give them work experience style skills. One of them supported Rachael with cooking activity in August Family Learning – beneficial to both LEO and YMCA person
- h. **Work experience has now returned to face to face at SOL.** The current projects are Tuesdays – Chapel Street Film Crew (cohort 11) and Fridays- the PEACHY group (Cohort 12) who will attend the PEACH Local Cultural Education Partnership meetings as the Youth element. Peachy Group are also helping with the BCKLWN Christmas Lights Switch On event 21 Nov 2021.

2. Time Turners

Before restrictions lifted, the group continued with weekly sessions on Zoom. The group is continuing to work well with blended offer: Zoom for some and Face to face for others.

KTD Time Turners created and shared teacher/pupil support material for Collusion’s climate crisis linked project involving “the Intergalactic Hanseatic League” from the 23rd Century. The PowerPoints created were interactive and themed to transport, events and clothing styles in Lynn since 1204. The work resulting from this will be displayed in October 2021. The project has been well received (and extended to the end of October 2021).

As restrictions lifted, we reconvened face to face sessions at Lynn Museum with studies on witches, handling collections before working with Rachel Duffield and zoom members (some from Lagos, Nigeria) to complete an exhibition Nothing About Us Without Us. This will travel round Norfolk libraries and other settings⁶, starting at the Forum in Norwich. Time Turners have a

number of YP with hidden disabilities, so this exhibition is ideal as it is about looking at artefacts in the NMS collections linked to disability, both physical and hidden.

Time Turners returned to Stories on 7 September 2021 in the Education Room.

We are continuing to blend face to face and Zoom to allow more to attend. This is really successful. Timings of these sessions (4 – 5.30pm) fit within the caretaking hours so there is no additional cost to run these sessions.

Some of the YP are from the original group has been running since 10 April 2019. Dayna Woolbright works with the group, helping to run it giving us vital, valuable technical input, support and engagement.

III. Family Learning Activities during Pandemic and as restrictions lifted.

1. The May/June half term week offered 15 sessions over three days. 10 of these were booked but only 5 sessions were completed because we lost out to the sunshine! The activity for those who attended was enjoyed with them decorating their own bench made out of A4 card, linked to Explore-a-book trail. There was no cost for this event to be run as the resources were already in our stock.
2. Dino-Stories activities were planned for August with Mondays/Tuesdays/Wednesdays, offering four family bubble sessions on each of those days for 4 weeks in August. This choice had to be made prior to Government restriction information was released and to guarantee (as far as possible) people's safety.
3.
 - All sessions except 2 were booked even if sometimes the people did not turn up and despite being pay in advance.
 - Data shows 123 visitors in total: 70 children and 53 adults.
 - **Numbers are low but we have had no reports of any COVID infections two weeks after the last session delivered at Stories of Lynn.**
 - The sessions were well received by all participants and some came back for more than one session during the month; some came back for all three sessions.
 - Each week had similar uptake (average = 31)
 - Each day had similar uptake over the month (average = 41).

Rachael Williams Learning and Engagement Officer Rachael.Williams2@norfolk.gov.uk 18 October 2021

Joint Museums Committee

Item No 8

| | |
|--|---|
| Report title: | Norfolk Museums Service – Finance Monitoring Report for 2021/22 |
| Date of meeting: | 28 January 2022 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Chief Officer: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2021/22 as at 30 November 2021. | |

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2021/22 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions. The report also details savings proposals applied to the revenue budget for 2022/23.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently projecting a number of significant pressures for 2021/22.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.
- Savings proposals for 2022/23 and beyond.

Recommendations:

- **To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast outturn for 2021/22.**
- **Note the proposed budget savings and changes for 2022/23.**

1. Background and Purpose

1.1 Revenue Budget 2021/22

1.1.1 As a result of the ongoing impacts of the Covid-19 pandemic the Service is continuing to face significant uncertainty in relation to its financial position. As a result of the last lockdown all Museums were closed to the public until 12 April when Gressenhall Farm & Workhouse could re-open its outdoor facilities as part of Stage 2 of the Lockdown easing. This was followed by other key sites re-opening their doors from 17 May when Stage 3 of Lockdown easing commenced, in accordance with the new Government guidelines and restrictions. However, at this time restrictions around visitor numbers and many elements of the operation, including catering, remained in place. The remaining smaller NMS sites re-opened during July and August 2021 following Stage 4 of the Lockdown easing in July. Covid-19 continues to require changes to normal operations, for example limiting the total number of visitors for events, etc.

1.1.2 The table below sets out the net revenue Service budgets for 2021/22 and the forecast outturn for NMS before any mitigations.

| Service | Approved budget £m | Outturn £m | +Over/-Under spend £m | +Over/Under spend as % of budget |
|-------------------------------|-----------------------|---------------|-----------------------------|--|
| Norfolk Museums Service | 2.289 | 2.956 | +0.667 | +29.12% |
| NMS Total | 2.289 | 2.956 | +0.667 | +29.12% |

1.1.3 The forecast over-spend is most significantly due to the predicted loss of income for the Service during the extended period of closure and a reduction in normal visitor numbers following site re-openings whilst the Government restrictions relating to Covid-19 remained in place.

1.1.4 The Service is not expected to return to normal in the short term, although whilst open there has been a positive return to museum visiting, with retail sales and café income which will help to alleviate the current financial pressures.

1.1.5 The Government extended funding for local authorities until the end of June, specifically in relation to the loss of income for sales, fees and charges. An estimate has been included in the forecast outturn. The Government has not yet confirmed if there will be any further claims after this date.

1.1.6 We are continuing to mitigate the forecast over-spend throughout the year by managing costs wherever possible, use of the of the loss of income scheme highlighted in paragraph 1.1.5 and, if required, the potential use of the income reserve. Overall, and due to the unprecedented nature of the pressures that the Service is facing, this is an issue that continues to be managed at a wider CES departmental level and pressures will be supported by the CES business risk reserve.

1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3 NMS 2021/22 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2021/22 – Norfolk Museums Service

| Scheme or programme of work | Approved 2021/22 Capital Budget £m | 2021/22 Capital Outturn £m | Slippage | Reasons |
|---|------------------------------------|----------------------------|----------|---|
| Schemes in Progress | | | | |
| Norwich Museums Capital Projects | 0.003 | 0.003 | 0 | Project estimated to be completed in 21/22 |
| Seahenge | 0.007 | 0.007 | 0 | Ongoing conservation |
| Norwich Castle Critical M&E Services | 0.667 | 0.667 | 0 | Project estimated to be completed in 21/22 |
| NLHF Keep Delivery Phase | 7.611 | 7.611 | 0 | Project will be ongoing over the next 2 years |
| Gressenhall Playground Improvements | 0.041 | 0.041 | 0 | Project estimated to be completed in 2021/22 |
| Gateway to Medieval England Project Management | 0.266 | 0.266 | 0 | Project estimated to be completed in 2021/22 |
| Gressenhall Building Improvements | 0.010 | 0.010 | 0 | Project estimated to be completed in 2021/22 |
| NMS Replacement Tills | 0.039 | 0.039 | 0 | Project estimated to be completed in 2021/22 |
| Support for Key Care of Buildings & Collections | 0.295 | 0.295 | 0 | Project ongoing until 2023/24 |

| | | | | |
|--|--------------|--------------|----------|-------------------------------|
| Develop Gressenhall Farm & Workhouse as an Environmental Hub | 0.169 | 0.169 | 0 | Project ongoing until 2023/24 |
| Total | 9.108 | 9.108 | 0 | |

Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. Following the submission of a successful Round 2 funding application, the National Lottery Heritage Fund awarded a further £8.757m funding towards a total project cost of £13.344m. Additional match funding included £1.950m NCC capital funding and funding from a number of external trusts and other organisations. Additional capital funding was approved by Full Council in February 2020 and subsequently a further award of £1.372m from the National Lottery Heritage Fund was received in 2021 giving a revised total project budget of £17.216m. The Norwich Castle: Gateway to Medieval England has now entered its delivery phase including the award of the main construction works contract, with all capital works expected to be completed by the end of 2023. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.
- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated, and the key structures and equipment have reached the end of their lifespan. The new development is expected to give a substantial return on investment in terms of additional visitors in the next financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.
- Policy & Resources Committee have approved the funding of £0.039m to replace the Museum Service tills. The old tills were at the end of their useful life and the operating software could no longer be upgraded and it was therefore essential to have them replaced.

- Policy & Resources Committee have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Policy & Resources Committee have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environmental Hub for Norfolk over the next three years.

1.3 Reserves and Provisions

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

- The 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 2021/22 | Balances at 01 Apr 21 | Balances at 31 Mar 22 | Change |
|--|-----------------------|-----------------------|--------|
| | £m | £m | £m |
| Norfolk Museums Service | | | |
| Museums Income Reserve | 0.513 | 0.513 | 0.000 |
| Museums Repairs and Renewals Reserve | 0.154 | 0.154 | 0.000 |
| Unspent Grants and Contributions Reserve | 0.924 | 1.107 | +0.183 |
| Service Total | 1.591 | 1.774 | +0.183 |

1.4 2022/23 Budget Proposals

1.4.1 The budget savings proposals are summarised below:

| Savings | 2022/23 £m | 2023/24 £m | 2024/25 £m |
|---|------------|------------|------------|
| Brought forward from previous rounds | | | |
| CMM043 – Income generation | 0.000 | -0.400 | 0.000 |

| | | | |
|--|---------------|---------------|--------------|
| CES017 – Reviewing the operation of Museum catering facilities | 0.000 | -0.035 | 0.000 |
| New 2022-25 Budget Round Savings | | | |
| CES085 – Review of Museums budgets to reflect process & ways of working efficiencies | -0.050 | 0.000 | 0.000 |
| Total | -0.050 | -0.435 | 0.000 |

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

| Description | 2022/23 Budget (starting point) £m | Additional Costs (Inflation) 2022/23 £m | Savings 2022/23 £m | Growth / Cost Neutral Adjustment / Virements 2022/23 £m | Proposed 2022/23 Budget £m | Savings Reference |
|---------------------------|---------------------------------------|---|-----------------------|--|-------------------------------|-------------------|
| Employee related costs | 4.508 | 0.001 | 0.025 | 0.101 | 4.635 | CES085 |
| Premises | 0.966 | 0.056 | 0.000 | -0.003 | 1.019 | CES085 |
| Transport | 0.022 | 0.000 | 0.000 | 0.000 | 0.022 | |
| Supplies & Services | 1.187 | 0.010 | -0.005 | 0.008 | 1.200 | CES085 |
| Third Party Payments | 0.046 | 0.001 | 0.000 | 0.000 | 0.047 | |
| Support Services | 0.332 | 0.000 | 0.000 | 0.000 | 0.332 | |
| Depreciation & Impairment | 0.408 | 0.000 | 0.000 | -0.022 | 0.386 | |
| Income | -5,180 | -0.006 | -0.070 | -0.036 | -5.292 | CES043 & CES085 |
| Total | 2.289 | 0.062 | -0.050 | 0.048 | 2.349 | |

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

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

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

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

Email address: julie.frosdick@norfolk.gov.uk



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Norfolk Joint Museums Committee

Item No: 9

Report Title: Risk Management Report

Date of Meeting: 28th January 2022

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

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

Recommendations:

- 1. To consider and agree the active and dormant risks as per appendices A and B, noting latest updates associated with the COVID-19 pandemic.**

1. Background and Purpose

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

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

2. Proposal

- 2.1 Whilst there are no considerable changes to risks to report in terms of scores, or mitigations, the target dates for risks RM14286 - Reduction of centralised support services and RM14364 - Failure to deliver Arts Council England business plan 2018-22 have changed. For risk RM14286, we have extended the target date by three months to the beginning of July 2022 to allow for the embedding of the new MyOracle system and staff to familiarise themselves with it. For RM14364, with the Arts Council England business plan having been extended by one year to the end of the financial year 2022/23, the target date has been adjusted to the beginning of April 2023 to mirror this.

3. Impact of the Proposal

- 3.1 The current risks are those identified against departmental objectives for 2021/22 and are included in Appendices A and B.
- 3.2 The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
 - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
 - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

4. Evidence and Reasons for Decision

- 4.1 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by the risk

owner in conjunction with independent scrutiny from the Risk Management Officer to ensure that the risks reflect the current position against current service objectives.

5. Alternative Options

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

6. Financial Implications

6.1 There remain financial implications for revenue generation resulting from the effects of previous site closure owing to COVID-19, and reduced visitor numbers to museums. This is noted in risk RM14162 in Appendix A. Further detailed financial reporting can be viewed in the Finance report to this Committee.

7. Resource Implications

7.1 **Staff:** As at January 2022, all museums have re-opened with museums staff now back working onsite. There are resource implications from increased numbers of staff needing to isolate in the short-term from the Omicron variant of COVID-19, leaving fewer staff available on-site when home shielding is required.

7.2 **Property:** All museum sites have re-opened. Museums sites have been adapted to ensure the museums' offering is delivered in a safe environment for staff and visitors alike.

7.3 **IT:** There are no IT implications to report and the online offer for museums continues alongside an on-site experience for visitors.

8. Other Implications

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

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

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

8.4 **Data Protection Impact Assessments (DPIA):** Not applicable.

8.5 **Health and Safety implications (where appropriate):** Risk assessments have been carried out prior to re-opening to ensure the safely adapted physical environment of museums.

8.6 Sustainability implications (where appropriate): There are no sustainability implications to report. Whilst as per para. 7.1 mentions the increased number of staff in short term isolation to shield against COVID-19

8.7 Any Other Implications: Developments regarding COVID-19 continue to be closely monitored and acted upon across the Council including the Norfolk Museums Service, and implications to the Service continue to be assessed.

9. Risk Implications / Assessment

9.1 A risk relating to loss of income for Community and Environmental Services as a whole continues to be mitigated.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

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

12. Background Papers

12.1 There are no background papers to consider. The report should be read in conjunction with the Finance report detailing the financial elements of the service.

Officer Contact

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

Officer name:

Steve Miller – Director, Culture and Heritage

Thomas Osborne – Risk Management Officer

Tel No.:

01603 493620

01603 222780

steve.miller@norfolk.gov.uk

thomas.osborne@norfolk.gov.uk



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| | | | | | | | | | | |
|--|---|------------|------------|--------|-------------------------------|------------------|--------|-----------------|-------------|---|
| Risk Number | RM14381 | | | | | Date of update | | 05 January 2022 | | |
| Risk Name | Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales. | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | | | Risk Owner | | Steve Miller | | |
| Risk Description | | | | | Date entered on risk register | | | 29 January 2019 | | |
| Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC, | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 3 | 9 | 3 | 3 | 9 | 2 | 3 | 6 | Apr-22 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place. An audit of the project has been carried out with the final report being delivered in April 2021. The report was positive with assurance received on the adequacy and effectiveness of the controls in place to deliver the objectives of the project. The Project Board continues to be updated on progress and any new emerging risks are added into the project risk register. The next meeting will be in January. | | | | | | | | | | |

| | | | | | | | | | | |
|---|---|------------|--------------------------------------|-------------------|-----------------|-------------------------|--------|------------|-------------|---|
| Risk Number | RM14286 | | Date of update | | 05 January 2022 | | | | | |
| Risk Name | Reduction of centralised support services | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | Risk Owner | Steve Miller | | | | | |
| Risk Description | | | Date entered on risk register | | 23 June 2020 | | | | | |
| Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 4 | 8 | 2 | 3 | 6 | 1 | 3 | 3 | Jul-22 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution. | | | | | | | | | | |
| Strengthening independence of staff through increasing familiarity with central support services that they can use independently. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Risk regularly reviewed by the Senior Management Team. | | | | | | | | | | |
| Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools. | | | | | | | | | | |
| Training is being carried out for the movement to the new MyOracle system which goes live in April 2022. As a result, the target date has been amended to beginning of July 2022 to allow for the embedding of the MyOracle system. | | | | | | | | | | |

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|---|---|------------|----------------|--------|--------------------------------------|-------------------------|--------|-----------------|-------------|---|
| Risk Number | RM14364 | | | | | Date of update | | 05 January 2022 | | |
| Risk Name | Failure to deliver Arts Council England business plan 2018-22 | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | | | Risk Owner | | Steve Miller | | |
| Risk Description | | | | | Date entered on risk register | | | 03 October 2018 | | |
| Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 3 | 3 | 9 | 3 | 3 | 9 | 2 | 3 | 6 | Apr-23 | Amber |
| Tasks to mitigate the risk | | | | | | | | | | |
| Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. Arts Council England are requesting that all relevant organisations extend their business plans by 1 year, which we are doing. As ACE have now confirmed extension of the business plan by 1 year, the target date has been amended to the end of the financial year 2022/23. | | | | | | | | | | |

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|--|--|------------|----------------|--------|--------------------------------------|-------------------------|--------|-----------------|-------------|---|
| Risk Number | RM14162 | | | | | Date of update | | 05 January 2022 | | |
| Risk Name | Failure to generate additional income streams for 2021/22 in accordance with service plan. | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | | | Risk Owner | | Steve Miller | | |
| Risk Description | | | | | Date entered on risk register | | | 23 June 2020 | | |
| Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 5 | 3 | 15 | 5 | 3 | 15 | 4 | 3 | 12 | Apr-22 | Red |
| Tasks to mitigate the risk | | | | | | | | | | |
| Establish and implement a phased re-opening plan for post COVID-19 lockdown. Continue to review additional income levels generated. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Sites have re-opened but challenges remain due to the impact of Covid including staff numbers owing to isolation. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3. | | | | | | | | | | |

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|---|-------------------------|------------|----------------|--------|--------------------------------------|-------------------------|--------|-----------------|-------------|---|
| Risk Number | RM14027 | | | | | Date of update | | 05 January 2022 | | |
| Risk Name | Theft of museum objects | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | | | Risk Owner | | Steve Miller | | |
| Risk Description | | | | | Date entered on risk register | | | 23 June 2020 | | |
| Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 1 | 3 | 3 | Apr-22 | Green |
| Tasks to mitigate the risk | | | | | | | | | | |
| Review of display case security undertaken Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19. Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3. | | | | | | | | | | |

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|--|--------|--|------------|--------|-------------------------------|------------------|--------|-----------------|-------------|---|
| Risk Number | | RM13947 | | | | Date of update | | 05 January 2022 | | |
| Risk Name | | Failure to maintain historic buildings | | | | | | | | |
| Portfolio lead | | Cllr. Margaret Dewsbury | | | | Risk Owner | | Steve Miller | | |
| Risk Description | | | | | Date entered on risk register | | | 23 June 2020 | | |
| We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 2 | 3 | 6 | 2 | 3 | 6 | 2 | 3 | 6 | Apr-22 | Met |
| Tasks to mitigate the risk | | | | | | | | | | |
| Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises. | | | | | | | | | | |
| Progress update | | | | | | | | | | |
| Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard. | | | | | | | | | | |
| As this is an ongoing low level risk, the target date has been amended to end of March 2022. | | | | | | | | | | |

| | | | | | | | | | | |
|---|--|------------|----------------|--------|--------------------------------------|-------------------------|--------------|-----------------|-------------|---|
| Risk Number | RM13948 | | | | | Date of update | | 05 January 2022 | | |
| Risk Name | Significant flooding at any of the Museum sites. | | | | | | | | | |
| Portfolio lead | Cllr. Margaret Dewsbury | | | | | Risk Owner | Steve Miller | | | |
| Risk Description | | | | | Date entered on risk register | | | 23 June 2020 | | |
| There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn. | | | | | | | | | | |
| Original | | | Current | | | Tolerance Target | | | | |
| Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Likelihood | Impact | Risk score | Target Date | Prospects of meeting Target Risk Score by Target Date |
| 1 | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 2 | Apr-22 | 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 risk likelihood and impact scores of 1 and 2 respectively. | | | | | | | | | | |
| As this is an ongoing low level risk, the target date is set for the end of March 2022. There is no material change to this risk following COVID-19. | | | | | | | | | | |

Norfolk Joint Museums Committee

Item No. 10

| | |
|---|---|
| Decision making report title: | Performance & Strategic Update Report |
| Date of meeting: | 28 January 2022 |
| Responsible Cabinet Member: | Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships) |
| Responsible Director: | Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service) |
| Is this a key decision? | No |
| <p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2021/22 position 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project. 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2021/22 and the Service's planning relating to its future Arts Council England funding 4. To give JMC support to the development of an expression of interest to the National Lottery Heritage Fund for the development of Time & Tide Museum | |

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2021/22, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*. Despite the reopening of all museum sites, Covid continues to impact operational performance

and visitor patterns are not expected to return to normal for at least the rest of the financial year.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2021 to 30 November 2021.
- 2.2. Since Stage 3 of the Lockdown easing (17 May onwards), the Museums Service has now been able to reopen all sites. Timed visitor tickets and capped numbers to manage social distancing have been in place for a significant part of the season, although capacity was increased at most sites over the summer and into autumn. NMS also took part in the national Heritage Open Week event in September, offering special events and free access where possible.
- Government announcements relating to the omicron variant impacted visitor numbers in the run up to Christmas. Overall, 120,518 visits were made across all NMS museums up to 30 November 2021.
- 2.3. The Museums Learning Team continue to be very busy in terms of online provision as well as physical visits, and have developed a strong 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit. 4,811 physical visits were delivered up to 30 September 2021, and 3,763 virtual visits, giving a total of 8,574 school visits for the first 6 months of the year.

3. Digital engagement and Learning Team Highlights

- 3.1.
1. Headline Social Media Statistics
 2. YouTube Highlights
 3. Blog Highlights
 4. NMS-wide social media campaigns
 5. Social media highlights from our museums

1. Headline Social Media Statistics 1 October to 31 December 2021

NMS has continued to see an increase in followers across key social media platforms, with Instagram and YouTube continuing to be the fastest growing. There has been an impressive increase for the Norwich Castle platforms especially, probably due to the increased output around the *Royal Palace Reborn* project, including a new series of weekly 'behind the hoardings' updates. Audiences continue to seek this content and new campaigns on this theme will be launched in 2022.

| | | | |
|----------|--|--|--|
| Facebook | | | |
|----------|--|--|--|

| Account | Total Followers September 2021 | Total Followers December 2021 | % Follower Increase (to the nearest %) |
|----------------------------|---|--|---|
| Norwich Castle | 12,783 | 13,005 | 2% |
| Gressenhall | 7,244 | 7,339 | 1% |
| Time & Tide | 4,213 | 4,269 | 1% |
| | | | |
| Twitter | | | |
| Account Name | Total Followers end September 2021 | Total Followers December 2021 | % Follower Increase (to the nearest %) |
| Norwich Castle | 14,502 | 14,746 | 2% |
| Gressenhall | 6,120 | 6,155 | 1% |
| Time & Tide | 5,484 | 5,534 | 1% |
| | | | |
| Instagram | | | |
| Account | Total Followers end September 2021 | Total Followers December 2021 | % Follower Increase (to the nearest %) |
| Norwich Castle | 6,463 | 7,181 | 11% |
| Gressenhall | 1,986 | 2,022 | 2% |
| Time and Tide | 1,683 | 1,715 | 2% |
| | | | |
| YouTube | | | |
| Account | Total Subscribers end September 2021 | Total Followers December 2021 | % Subscriber Increase (to the nearest %) |
| Norfolk Museums | 613 | 656 | 7% |
| Norwich Castle | 385 | 485 | 26% |

In total, the ten Norfolk Museums Service sites (including the above) have a combined **136,036** followers across these four key social media platforms representing a total **2% increase** since the previous report in September 2021.

2. YouTube Highlights

On the Norwich Castle channel, video highlights have included:

- *Talking Objects Christmas Special*, featuring a 16th century Nativity Triptych. Comments on this festive video included: "Fascinating explanation and insights," and "Very engaging, thanks!"
- A mini-documentary on the Troubadour Circus programme, part of the *Royal Palace Reborn* Activity Plan.
- A full film of the Norwich Castle Christmas Projections with original soundtrack.

On the NMS channel, highlights include:

- *Ploughing the Fields with Poetry*, a six-part mini-series by Kick the Dust participant Skye Watton remembering WW2's Women's Land Army. Each

film combines poems written by Land Girls with archive images, and new film, audio and photos taken by Skye at Gressenhall Farm & Workhouse.

3. Blog Highlights

[The Norwich Castle blog](#), featuring posts from Museum of Norwich and Strangers' Hall, has published 5 posts since 1 October 2021 and had over 3,000 views between October and December 2021. This is down on the previous three months due to staffing changes within the Communications and Development team affecting the posting of new blog content.

Posts have explored topics including excavations beneath the main entrance at Norwich Castle, King Henry I's visit to Norwich in 1121, an interview with artist David Shenton to mark World AIDs Day, and an introduction to medieval hygiene and hand washing.

In October, [Great Yarmouth Museums' blog](#) expanded to include posts from Cromer Museum as well as the Yarmouth sites. The blog has published 6 posts since 1 October 2021, including a series looking back at past exhibitions and a popular post on the lost village of Shipden, from the team at Cromer Museum. The blog has had over 2,500 views in this period.

4. NMS-wide Social Media Campaigns

NMS has continued its regular 'Object of the Week' collaboration with BBC Radio Norfolk in which a member of staff guests on the Saturday Breakfast Show with Kirsteen Thorne to talk about a favourite object from our collection, with supporting posts about the object and its story on our social media channels. Recent objects have included a silk patchwork bed jacket and the enigmatic 'Spong Man'.

The central NMS Twitter account has also been celebrating the centenary of the Friends of the Norwich Museums, including a series of posts highlighting objects acquired with the help of FNM, under the hashtag #FNM100.

NMS' social media accounts took part in a number of national and international campaigns and remembrance days between October and December, including:

- #HeadEast (to promoting the diversity of arts, culture and heritage across Norfolk & Suffolk)
- Black History Month
- The National Lottery's #ThanksToYou day
- Remembrance Day and Remembrance Sunday
- Heritage Open Days
- Disability History Month

5. Social Media Highlights from our museums

Norwich

Norwich Castle's current exhibition *Textile Treasures* has a weekly spot across our social media channels for the duration of the run and has proved a popular with our followers, exploring the works in the show and the makers behind the textiles themselves.

The *Norwich Castle: Royal Palace Reborn* project also has a regular Monday slot on social media, with posts, blogs and videos taking our followers 'behind the hoardings' and sharing finds, plans and progress. This has been Norwich Castle's most popular strand of content in the past few months.

In October NMS marked UK Black History Month on social media. Our Norwich sites shared objects and blog posts exploring Black stories in our collections, and highlighted the contributions of Black people to the city's history. The Museum of Norwich focused on the stories of local people including Charles Willis Yearly and Pablo Fanque. Norwich Castle shared unexpected stories from their collections, such as the hidden history behind a jug produced as a boxing souvenir, and Strangers' Hall explored representation in their toy collection.

Eastern Area

Time & Tide Museum promoted their exhibition *The Wonderful World of the Ladybird Book Artists* across their social media platforms, including highlighting key objects from the exhibition and sharing fascinating posts from the Curator of the show.

In December, Time & Tide presented a charming illustrated online advent calendar, sharing paintings, photos and illustrations from the collection each day throughout the month.

The Yarmouth Museums also shared a series of posts about their ever-popular and engaging schools and learning programmes.

Cromer Museum continued to engage their growing audience, particularly on Facebook, with local stories, photos and collections. Their blog post on the history of the lost village of Shipden was a highlight for followers, and archive photographs of Cromer proved popular as followers shared their own memories of the town.

Western Area

Skye Watton, a Kick the Dust project participant from Dereham, brought WLA girls' words, written over 80 years ago, to life as 6 short films. The 6 episodes were released on YouTube and Facebook daily from 8th–13th November 2021. Each film combines poems written by Land Girls with archive images, and new film, audio and photos taken by Skye at Gressenhall Farm & Workhouse. Skye connected with families of the WLA women to find out more about their stories and recruited young volunteers locally - plus one in the USA! All the volunteers individually recorded audio during lockdown for Skye to edit together into poems,

songs and conversational snippets, each giving different perspectives and interpretations of WLA experiences. To accompany the films, the Gressenhall social media team shared collections relating to the WLA on their platforms.

Lynn Museum and Ancient House Museum marked Black History Month in October 2021, including sharing the art of Cheryl Roach, inspired by the story of Moses Roper, promoting the museum's online talks on Benjamin Benson and William Wells Brown, and exploring the touring exhibitions *Black Abolitionist Lecturers* and *Brown Babies: The Stories of Children Born to Black GIs and White Women in the Second World War*.

4. Teaching Museum, Kick the Dust & Skills

- 4.1. Applications were open until the middle of January for the next round of Teaching Museum trainee recruitment. As usual, we are expecting a large number of applications and the new trainees will take up their posts on 1 April 2022.

The trainee roles are in the Collections Team, Communications, Norwich Castle Learning and Western area (Thetford and King's Lynn). This will be our third consecutive Communications trainee. Our first was Natascha who was part of the 'Covid cohort' which started in April 2020. We didn't know at the time quite how essential it was going to be to have additional support in that team over the months that followed, but it has proved to be a very successful placement and our digital communications have been far stronger because of it. Delivering the Keep activity plan is another key priority this year and it is an exciting time for the new trainee to be joining that team. The Curatorial trainee based in the Western Area is a very successful traineeship due to the wide variety of work they are able to do by joining such a small but ambitious team. They work on a wide range of activities, and take on a large amount of responsibility because they are one of a small number of colleagues. The trainee based in the Collections team always gets exposure to the work of the entire Service because they cover the county. Collections management is the bedrock of museums work of all types, so a traineeship based in this team always gets a broad base of skills which is excellent for future employability.

The current Teaching Museum trainees will soon be starting their job search as they come into their final 3 months with us so we will watch with interest how they get on with a shorter traineeship completed. Meanwhile, the Kick the Dust trainees will be with us slightly longer, until May 2022.

NMS has collaborated with the British Museum's various trainee programmes over the past 7 years and to mark the end of their 'Museum Futures' programme they are hosting a summit in March. The Teaching Museum Manager is looking forward to attending, and ideally presenting, something of what we have learnt here in the 10 years of 'Norfolk Teaching Museum'.

4.2. **Kick the Dust update:**

Current number of interventions with young people:

From the start of lockdown to the 21 December 2021 there were a total of **4,815 interventions, involving 1,781 individual young people** taking part in **2,166 hours** of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered **276 face to face sessions** (39% of all delivery) with young people across the county, out of a total of **706** sessions delivered between May and December 2021, 62% of this activity occurring between 22 November 21 and 21 December 21.

Total numbers from October 2018 are 10,887 interventions, involving 3,469 individual young people taking part in 5298 hours of quality activity, taking us beyond the initial target of 8,000 interventions. Of this activity 5% has been at Pre-Player level (YMCA), 27% has been at Player level, 42% at Shaper level and 26% at Leader level. More importantly, of these activities, 69% involve young people in leading and designing projects as well as acting as mentors to staff and other young people.

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

- *48% (1167 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),*
- *28% (697 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)*
- *24% (586 opportunities) in Norwich,*
- *260 volunteering opportunities have been provided to 122 individual young people.*

Throughout lockdown we have continued to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 233 staff have taken part in training since October 2018, with 142 having taken up opportunities in lockdown. As we have opened the opportunities to volunteers, a further 29 young volunteers have taken part in training, with 4 young people progressing onto the Kick the Dust bursary traineeship programme, one Kick the Dust participant progressing onto the NMS Teaching Museum traineeship programme and 3 other volunteers taking on the Young Ambassador and Young People's Champion roles to support Institutional Change within NMS.

Training allows our young volunteers and staff to work together and share best practice, something that will continue going forward. Key areas which staff and volunteers have identified for future training have been incorporated into the next round of training and delivery of the new training offer will be rolled out from January 2022 linked to the new outcome in the Institutional Change findings focusing on equipping staff to feel confident in working with young people facing more complex barriers to engagement as well supporting Front of House and

Visitor Services staff to have increased awareness of the opportunities to engage with young people including signing and autism awareness.

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

Breakdown of respondents

The age ranges reflect the way the team is currently working and having access to young people through partners. We continue to work with a higher number of older young people as we work with YMCA clients who are aged 17-25 years of age. Whilst we have engaged with fewer young people aged 11-16 directly, we have engaged indirectly through the range of resources which they have received through our partner networks. As we move to more face-to-face engagement, the number of 11–16-year-olds has increased taking part in the work experience offer and our county-wide groups have been able to return to site. The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2020 where the number of older age groups was significantly lower.

- 7% aged 11-13 years (15%)
- 13% aged 14-16 years (17%)
- 29% aged 17-19 years (24%)
- 27% aged 20-22 years (22%)
- 24% aged 23-25 years (23%)

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

Target audiences: (some young people fall into more than one category and reflect the current situation)

- FE/HE – 36%
- YMCA clients – 34%
- Secondary schools – 25%

- Young people with mental health issues – 17%
- SEND – 8%
- Outside of mainstream education – 6%
- Looked after children and adopted living those at home - 5%
- NEET – 5%
- Young Offenders and those at risk of offending – 3%
- Young Carers – 2%
- New arrivals and refugees – 2%
- Care Leavers – 1%
- Pregnant young mums and teenage parents – 1%

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

- Before taking part in a KTD programme, 77% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 61% of these young people stated they now had a good understanding of the different job roles available in the sector and a further 36% felt more knowledgeable. 91% stated that the skills they had learnt would be useful to them in the future (Renaissi 92%). This shows that Kick the Dust as a programme enables young people to gain a greater understanding of the opportunities within the heritage sector and develop transferable work skills.
- Following their engagement, 88% felt that museums were a space they would use in the future.

When we compare all our data to the Renaissi findings, (which uses data from October 2020 to September 2021 across all 12 national Kick the Dust projects), it shows we are in line with other Kick the Dust projects, scoring higher in 9 of the 13 areas. (The Renaissi responses can be found in the brackets).

Following their engagement:

- **80%** of young people felt that there were jobs for young people like themselves to work in heritage with 13% not sure and needing to find out more. (Renaissi **67%**).
- **90%** of young people said they had learnt new and interesting things about heritage (Renaissi **85%**); **85%** of young people felt that heritage represented young people like them (Renaissi **73%**)
- **81%** of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaissi **78%**) and **81%** stated they

would be looking to take part in other local heritage events as a result of their engagement (Renaissi **73%**).

- **96%** of young people stated they felt welcomed and respected by staff (Renaissi **95%**) and **84%** felt a sense of achievement (Renaissi **82%**).
- **90%** felt heritage delivered in this way would engage other young people (Renaissi **92%**) with **81%** of young people stating they now had a better understanding of heritage having taken part in the programme although 19% weren't sure and needed more engagement. (Renaissi **85%**)
- **64%** of young people felt they had the opportunity to influence decisions. (Renaissi **64%**)
- **92%** stated there was something for everyone irrespective of background (Renaissi **91%**) although this needs to be put into context of other demographic data for Norfolk.
- **98%** of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaissi **93%**).
- **78%** of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 19% neither agreeing nor disagreeing (Renaissi **81%**).

Summary

As the Kick the Dust project enters its final year of funding, evidence clearly demonstrates the impact on young people and staff engaging in activity. As we deliver more face-to-face delivery, this impact is increased as more staff engage in the co-delivery of activity and see the benefits to their own development.

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

Our aim this year is to support more working age young people to progress into employment, training or further learning and long-term volunteering. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people completing their Bursary traineeship and gaining their Level 3 Diploma in Cultural Heritage in September 2021, two others who have taken up positions within NMS Front of House teams, five young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme following their engagement in Kick the Dust, one young person progressing onto Teacher Training and three young people taking on the Young Ambassador and Young People's Champion

roles. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

QUOTES

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

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

'I still thought it was worth emailing to say thank you for the photos of the museum club enjoying the trail, it's so lovely to know they gave it such positive feedback as well! It was a lovely project to be involved in and I feel I have learned a lot about creating heritage projects in more practical terms, so thank you for that. I also hope that when I have the time there are more Kick the Dust projects I can get involved in!' (Young Person on the Faith and Ritual YAF project)

Take up continues to expand through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations. The launch of the new Kick the Dust web pages on the NMS site is bringing traffic and enquiries from young people who would not ordinarily come to us through our existing partnerships which will support this growth and solidify the way NMS approaches youth engagement going forward.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with a new agreement signed in 2021 to enable the Museums Service to support a range of new work, including supporting development programmes linked to Market Towns, and a digital learning programme around Robert Kett. Planning is currently underway for 2022/23.
- 5.2. Despite the impact of Covid-19, Norfolk Museums Service continues to work closely with partners in the New Anglia Culture Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. A new collaborative marketing project, *Head East*, was launched on 26/27 June and, by the start of September had reached 21 million people.

The current campaign (in London) is focused on East London (including Islington, Highbury, Angel) and includes bus panels and the Underground stations.



For more details, see <https://www.visiteastofengland.com/head-east>

- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. New work continues to focus on the development of the historic Guildhall in King's Lynn.
- 5.4. NMS is looking to develop a new Memorandum of Understanding (MoU) with Norwich University of the Arts (NUA) covering a range of services and programmes.
- 5.5. NMS and Norwich City Council supported the Friends of the Norwich Museums as they celebrated their centenary year in 2021. The focal point was the very well-received John Crome exhibition at Norwich Castle, of which the Friends were the major sponsor. Francesca Makins, Chair of the FNM100 Committee, and Charles Bingham-Newland, Chairman of the Friends, spoke at the JMC meeting in October and the City honoured the Friends with a Civic Reception at St. Andrew's Hall, hosted by the Lord Mayor in November.

6. Exhibitions

6.1. **Textile Treasures; Norwich Castle Museum & Art Gallery, 23 October 2021 – 20 February 2022**

Textile Treasures is a celebration of some of the best loved textiles in Norwich Castle's nationally important Costume and Textile collection. The exhibition showcases local connections and personal histories as told through textiles created to provide comfort, care and as a medium for self-expression.

The exhibition includes examples of patchwork, applique, and embroidery – the techniques traditionally used to make bedcovers. The pieces on show combine incredible artistry with emotional resonance which offer an insight into the lives of ordinary people. With themes of collaborative creativity, gift-giving, recycling,

friendship, family and love the exhibition is even more relevant after the experiences of the past 18 months.

The textiles are presented on open display, not behind glass, offering visitors a uniquely intimate view of pieces which are not usually on show to the public. We're delighted to be able to mount this stunning exhibition and invite visitors to connect with the past and make links with their own lives.

We are grateful to the [Costume & Textile Association](#) for their generous support of this exhibition.

6.2. **The Wonderful World of the Ladybird Book Artists; Time and Tide Museum of Great Yarmouth Life, 15 October 2021 to 23 January 2022**

An exhibition charting the early years of the iconic Ladybird books From 1940 -1975 and the artists who illustrated them.

A stunning touring exhibition featuring hundreds of vintage Ladybird books and original watercolour illustrations, curated by ladybird book expert Helen Day.

Uncover the story of the talented artists who illustrated Ladybird books for more than 30 years.

Ladybird books encapsulate so much of the history of the 20th century. There were many different factors behind Ladybird books' phenomenal success in the 1950s – 80s but as Ladybird books were essentially picture books, it could be said that their success rested largely with the success of the artwork in attracting and engaging readers.

But who were these artists? Are they known for other work? What was the context in which they were illustrating? Who were the models for the pictures and what were the real locations? These are some of the questions that the exhibition explores.

This beautiful and colourful exhibition puts on display an unparalleled collection of books, original artwork and artefacts and shows how the numerous, talented Ladybird illustrators played such an enormous role in the extraordinary success of the company in the 20th century.

Tracing the interconnected work of these artists, the Ladybird story itself is recounted over its 'golden years' – 1940 to 1975. Visually rich and varied, the exhibition will evoke many memories of childhood.

The exhibition is supported by a variety of family activities, including how to make-your-own Ladybird book, Ladybird gallery trail and lots and lots of vintage books to browse and share.

Conclusion

Normal performance continues to be impacted by Covid-19. However, strong progress continues to be made in terms of key projects and programmes, including Kick the Dust, the Teaching Museum, and schools' programmes.

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Despite the impact of Covid-19, progress on the Norwich Castle: Gateway to Medieval England project has been very positive with construction beginning on site in August 2020 and continuing to progress well over the last 18 months.



Tour of the construction site by the Leader and Chief Executive of Norwich City Council, led by Dr Robin Hanley

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 21 September and a full report on progress was given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

The next Project Board meeting will take place on 9 February.

A full presentation on the latest developments will be given at the meeting.

7.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 continues to be felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>
- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched again for Christmas 2021, and performed very well with many new adoptions.

For more details, visit www.adoptanobject.co.uk
- 7.2.4. Discussions with potential new corporate sponsors are currently ongoing, led by Jo Warr, Head of Development.
- 7.3. **Norfolk Museums Service – 5 Year Strategic Framework**
- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved. The Strategy is currently being delivered, though some elements are currently on hold due to Covid-19.

<https://www.museums.norfolk.gov.uk/about-us/5-year-strategic-framework-2019-2023>
- 7.4. **Arts Council England**
- 7.4.1. NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four-year period.

In addition to the NPO application, the Service submitted a successful application to continue as one of the nine national providers of Museum Development (MD) 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.

NMS's request for a one-year funding extension from the Arts Council for both the NPO and MD programmes was approved in mid-December, and the Service will begin the process of applying for new National Portfolio Organisation funding over the coming months.
- 7.4.2. The Museums Service received feedback in September 2020 on its work around the Creative Case for Diversity, a key focus for Arts Council England and for the Museums Service.

The overall rating for the Service is now **Strong** with the following summary received from Arts Council England:

‘Overall NMS has been making great strides towards diversity and inclusivity, and, therefore, receives a strong rating for the year 2019/20.’

This important work continues to be a high priority across all NMS departments.

7.5. Deep History Coast Project

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

7.6. National Lottery Heritage Fund

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

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

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

7.7. Health & Wellbeing

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

7.7.2. Norfolk Creativity and Wellbeing Week 16-22 May 2022

Norfolk County Council is pleased to confirm our 4th annual Norfolk Creativity & Wellbeing Week which will take place between 16-22 May 2022. Creativity and Wellbeing Week is a national festival celebrating the power of creativity and culture to transform our health and wellbeing and is promoted by the London Arts and Health Forum and the Culture, Health & Wellbeing Alliance.

Our first Norfolk Week which launched in 2019 was a great success and this now annual event is an important part of our ongoing work to encourage and support greater collaboration across culture and health. It also provides a key opportunity to highlight, both locally and nationally, the year-round work of our cultural services, arts organisations and artists to provide creative and cultural activities with and for Norfolk communities. The theme for 2022 is 'Get Creative, Get Outdoors' and our programme will include a wide range of activities, both online and physical, available throughout Norfolk.

- 7.7.3. Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies."

Wellbeing continues to be a high priority for Norfolk County Council in terms of Service delivery, and is now focused on recovery from the Pandemic.

7.8. **Volunteering**

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

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

8. **Museum Development across Norfolk**

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East.
- 8.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.3. The SHARE Museums East team has been focused on supporting museums across the East of England in dealing with the Covid-19 crisis, including distributing a range of grants and providing essential business support and advice. In addition to this emergency work, the team have moved many activities online and were able to deliver the biannual SHARE Museums Volunteers Award virtually. Work programmes are now moving into a focus on recovery.
- 8.4. The Arts Council England supported annual SHARE Museums East Conference took place virtually between 17-24 November 2020. The Conference was entitled 'All Shook Up'. The delivery of the 2021/22 programme is ongoing.

<https://www.sharemuseumseast.org.uk/>

9. Development proposal Time and Tide Museum of Great Yarmouth Life

- 9.1. The Time and Tide Museum in Great Yarmouth will be 20 years old in July 2024 and will not have had any significant capital investment since it first opened in 2004. A development project is now being explored which will reinvent and reinterpret this historically significant building and its nationally-important collections. It is envisaged that an ambitious development project would create new spaces for engaging existing and new audiences and communities by sensitively adapting and glazing some of the museum courtyard space to accommodate the increasing demand from visitors, schools and other learning groups and provide space for larger income generating events. This new re-imagined space at the heart of the museum would be key to increasing our capacity over the next 20 years or more.
- 9.2. The project would also include plans to upgrade the infrastructure of the building to reduce the carbon footprint of the museum, in line with the NCC target of a net zero carbon footprint across its estate by 2030. The fossil fuel gas heating system would be removed, and air-source heating installed throughout the building to future proof and lower the carbon impact of the museum, adding to its future sustainability. The upgraded environmental and security conditions will also enable many more high-profile spotlight loans and exhibitions from national and international partners. Some of the existing museum galleries, especially on the first floor, will be refreshed, the layout and visitor journey improved, and collections redisplayed to sustain and increase visitor figures. Existing award-winning galleries would be upgrade in line with current historical research and best practice in heritage interpretation. The project would commission and incorporate new contemporary artworks throughout the museum created in response to the historic building and fishing industry. It is expected that the project would also launch an ambitious contemporary collecting model and develop new ways of collections engagement working directly with audiences.

The digital infrastructure throughout the building would be improved to support multi-layered interpretation and access to collections and archive materials via handheld devices. This would create a new digital arts gallery along with additional multi-use digital interpretation spaces. The development would involve people from different communities in planning the new displays as well as creating opportunities for young people to help shape developments and gain work experience and skills development aligned to the Kick the Dust and NMS's Teaching Museum programmes. An Expression of Interest document is now being prepared for the National Lottery Heritage Fund and, if we are then invited to apply for funding, we would write and submit a round one application to the NLHF.

- 9.3. **Recommendation: The Joint Museums Committee to give its support for the development of an expression of interest to the National Lottery Heritage Fund for the development of Time & Tide Museum**

10. Issues, Risks & Innovation

10.1. Issues

The major new issue relates to the continuing impact of Covid-19, and particularly its impact on income generation.

10.2. Risks

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

10.3. Innovation

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

11. Conclusion

- 11.1. Normal operations in terms of museums visits, school visits and work on site continue to be restricted to some degree by Covid-19, although all 10 sites are now open again (although some are currently in their normal winter closure states).
- 11.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively over the last 18 months.
- 11.3. Delivery of the Arts Council England business plan for 2018-22 was temporarily paused due to the impact of Covid-19, although the majority of mainstream delivery programmes have now been restarted, including exhibition programmes and physical visits for schools. Support from Arts Council England had been invaluable in terms of the continuing delivery of key services to Norfolk communities and vulnerable groups.

Officer Contact

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

Officer name: Steve Miller

Tel No.: 01603 493620

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



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