

Norfolk Joint Museums Committee

Date: **Friday 29 October 2021**

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 required to wear face masks when they are moving around the room but may remove them once seated. 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 23 July 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 20)**
- 7. Norfolk Museums Service – Finance Monitoring Report for 2021/22 (Page 25)**
Report by Director of Culture and Heritage
- 8 Norfolk Museums Service –Risk Management (Page 31)**
Report by Director of Culture and Heritage
- 9. Norfolk Museums Service – Performance and Strategic Update (Page 43)**
Report
Report by Director of Culture and Heritage

- 10 To receive a presentation from the Friends of Norwich Museums as they celebrate their centenary year in 2021.
11. To receive an update presentation regarding the Kick the Dust Project

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

Date Agenda Published: 21 October 2021



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 23 July 2021 at 2.00pm at Norfolk County Council

Present:

Norfolk County Council

Cllr Jane James
Cllr K Mason Billig
Cllr E Maxfield
Cllr S Penfold
Cllr R Savage
Cllr K Vincent
Cllr J Ward (elected Chair)

Norwich City council

Cllr J Huntley
Cllr M Schmierer

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Co-opted Member (Non-Voting)

Museum Friends

Mrs F Devonshire

1 Election of Chair

1.1 RESOLVED

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

(Mr J Ward in the Chair)

2 Election of Vice-Chair

2.1 RESOLVED

That Cllr R Kybird (who had given his apologies for the meeting) be elected Vice-Chair of the Joint Committee for the ensuing year.

3 Apologies for Absence

3.1 Apologies for absence were received from Cllr J Brociek-Coulton, Cllr B Duffin, Cllr R Everett, Cllr G Freeman, Cllr V Gay, Cllr D King, Cllr R Kybird, Mr D Keen and Mr L Wiseman.

3.2 Apologies for absence were also received from Mr S Miller, Director of Culture and Heritage (with Dr R Hanley, Assistant Head of Norfolk Museums Service attending the meeting in his place).

4. Minutes

- 4.1 The minutes of the previous meeting held on 5 February 2021 were confirmed by the Joint Committee and signed by the Chairman.
- 5 Declarations of Interest**
- 5.1 There were no declarations of interest.
- 6 Matters of Urgent Business**
- 6.1 There were no matters of urgent business.
- 7 Breckland Area Museums Committee**
- 7.1 The annexed minutes of the Breckland Area Museums Committee meeting held on 25 January 2021 were received and noted.
- 8 Great Yarmouth Area Museums Committee**
- 8.1 The annexed minutes of the Great Yarmouth Area Museums Committee meeting held on 2 February 2021 were received and noted.
- 9 King's Lynn and West Norfolk Area Committee**
- 9.1 Cllr E Nockolds, Chair of the Area Committee, gave a verbal report on the activities of NMS in King's Lynn and West Norfolk including details about new planned exhibitions. She said that during the period April to June 2021 there were more than 2,200 visitors to the Lynn Museum and that many visitors were known to have travelled long distances from other parts of the country. The visitor figures compared favourably with those for Autumn 2020. Six schools with more than 50 pupils from each school had attended the Lynn Museum during the April to June 2021 period with only one school cancellation.
- 10 Norwich Area Committee**
- 10.1 Cllr J. Huntley presented the annexed minutes of the Norwich Area Museums Committee meeting held on 2 March 2021 which were noted.
- 10.2 Cllr J. Huntley said that the June 2021 meeting of the Area Committee could not be held due to concerns about Covid-19. Instead of holding a meeting, Councillors who served on the Area Committee had received a progress report about school visits, the Norwich Castle: Gateway to Medieval England Project, the Kick the Dust :Norfolk Project (which continued to engage with young people throughout the Covid-19 lockdown period) and the Women's History Month Project (which highlighted many famous women from Norfolk whilst also remembering those whose story was less well known).
- 11 Norfolk Museums Service - Finance Monitoring Report for 2021/22**
- 11.1 The annexed report (11) by the Director of Culture and Heritage was received.
- 11.2 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.

11.3 Dr Robin Hanley, the Assistant Head of Museums, 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 1.1.3 of the report and showed a steadily improving Covid-19 situation.
- Most NMS sites were currently open to the public but were operating at reduced capacity.
- NMS budgetary pressures were being 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. This invaluable financial support at a Governmental and Departmental level (which ran until the end of June 2021) had helped NMS to offset the main service budget pressures.
- 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. This table showed that the Gressenhall Farm and Workhouse playground improvements project was now largely complete and that work to develop Gressenhall Farm and Workhouse as an environmental hub would be an important ongoing project for the County Council until 2023/24.
- The position regarding reserves and provisions was as set out in paragraph 1.3 of the report.

11.4 The Joint Committee resolved:

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

12 Norfolk Museums Service - Risk Management Report

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

12.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at July 2021. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in January 2021.

12.3 The Assistant Head of Museums said that there were no considerable changes to the risk register since this matter was last reported to the Committee.

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

- The target dates for active risks had been amended to the end of September 2021. They provided a mid-financial year review point for risk scores.
- Risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed

timescales included an update relating to the scheduled internal audit that was carried out in March 2021 for the project, with a green rated acceptable audit outcome (no key issues to be addressed) in the audit report.

- The description in the report of the reputational impact of the failure to deliver the Norwich Castle: Gateway to Medieval England Project to agreed timescales predated the impact of Covid-19. The reputational risk described in the report was a worst case scenario and underlined that this was one of the largest projects currently being supported by the National Lottery Heritage Fund and a project that continued to generate a lot of media interest.
- The construction supply chain and price pressures for materials to be used on the Norwich Castle: Gateway to Medieval England Project (particularly the use of steel) was kept under constant review. In common with other projects of this scale, the project would continue to be monitored by an external National Lottery Heritage Fund monitor until after the completion of the construction phase.
- The timescales of risk RM14162 - Failure to generate additional income streams for 2021/22 in accordance with service plan was updated to reflect this financial year 2021/22 since last reporting in January 2021.

12.5 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.

13 Norfolk Museums Service – Performance & Strategic Update Report

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

13.2 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. 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.

13.3 The following points were discussed and noted:

- Due to Government restrictions linked to Covid-19, for most of the last 12 months NMS was unable to open more than three museum sites to the public. This was done on a stop start basis and at no more than 30% of normal visitor capacity.
- By the time that the Committee next met in Autumn 2021 visitor numbers were expected to return to something like normal levels.
- Whilst physical school visits for the first quarter of the year were modest, demand for online school services had remained high. The Museums Learning Team were kept very busy in responding to school requests for new digital content that involved providing a diverse range of school services on-line.
- NMS curated its own digital content and to a high standard.
- The You Tube channels for Norwich Castle and the NMS had included initiatives such as Talking Objects with Curators, with the Royal Palace Reborn team, and a series of videos, called 'Pictures in Perspective', which looked at

artworks from the Yarmouth collection, as well as lectures and short films produced jointly with the UEA and other partner organisations.

- It was pointed out that NMS took part in a wide range of national and local commemorations and publicity campaigns. These were as diverse as Holocaust Memorial Day, where people remembered the millions of people who had suffered under Nazi persecution and in other terrible genocides across the World and “the Dippy on Tour: A Natural History Adventure tour” which was currently on display at Norwich Cathedral in association with the Natural History Museum. Cllrs were encouraged to keep NMS informed of similar events where they considered that NMS could make a useful contribution.
- The Assistant Head of Museums gave an update on the Kick the Dust programme which had continued to run throughout the pandemic. This programme had a huge impact on the lives of many disadvantaged young people and was shaped and designed by the young people themselves. It was due to have ended in March 2022 but would now run until the end of November 2022. From the start of lockdown in March 2021 up to 14 July 2021 there were 3,677 interventions involving 1,428 young people who had taken part in 1,575 hrs of cultural activity, Despite Covid-19 restrictions, NMS had also delivered during that period 36 face to face sessions. This level of activity continued to compare favourably with the position found elsewhere in the country. The Kick the Dust project coordinator would be asked to attend a future meeting to provide a further update.
- The Committee’s attention was drawn to the Crome exhibition that would run at Norwich Castle until 5 September 2021, sponsored by the Friends of the Norwich Museums. The exhibition was also supported by East Anglia Art Fund and Arts Council England.
- The Committee placed on record thanks to the Friends of the Norwich Museums for all their support as they celebrated their centenary year in 2021.
- The Committee’s attention was drawn to the stunning photographic exhibition about the heritage and tradition of women working in the fishing Industry that would run at Time and Tide Museum of Great Yarmouth Life until 19 September 2021.
- The Committee was pleased to hear that since the publication of the agenda for today’s meeting the Thetford Treasure Exhibition had opened at Ancient House Museum. This exhibition would run until 29 August 2022 and include 11 objects on loan from the British Museum.
- The Committee noted the schedule of works for the Norwich Castle: Gateway to Medieval England Project. The details were as set out in the periodic report. Members would be provided with an opportunity to visit the site as soon as this could be facilitated in accordance with Covid-19 protocols. A visual presentation about the project would be made to the Committee later in the year.
- 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. 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 services through SHARE Museums East (SHARE Museums East was now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four-year period. An update on the current situation in terms of delivery of the SHARE Museums East programme would be circulated

to Members of the Committee after the meeting.

- It was noted that Members of the Committee would be provided with an informal opportunity in August 2021 to view completed and planned capital building projects at Gressenhall Farm and Workhouse, including the new children's adventure playground and the project to develop the site as an Environmental Hub.

13.4 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.**

The meeting concluded at 4 pm.

Chair

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BRECKLAND COUNCIL**At a Meeting of the****BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Tuesday, 14 September 2021 at 10.00 am in
The Marquee, Gressenhall Farm & Workhouse Museum, Fakenham Road,
Gressenhall, Dereham, NR20 4DR**

PRESENT

Cllr Robert Kybird (Chairman)
Cllr Hilary Bushell
Cllr Harry Clarke

Cllr Phillip Duigan (Vice-Chairman)
Cllr Terry Jermy
Mr M. Kiddle-Morris
Mr W Richmond

Also Present

Mr John Ward
Cllr Jane James
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

Action By**9/21 CHAIRMAN**

RESOLVED that Councillor Kybird be appointed as Chairman for the ensuing year.

10/21 VICE-CHAIRMAN

RESOLVED that Councillor Duigan be appointed as Vice-Chairman for the ensuing year.

11/21 MINUTES

The minutes of the meeting held on 25 January 2021 were confirmed as an accurate record.

12/21 APOLOGIES

Apologies had been received from Councillors Bowes, Eagle and Harvey and Mr Blackburn, Mr Rhodes and Mr Robinson.

Action By

13/21 CHAIRMAN'S ANNOUNCEMENTS

None.

14/21 URGENT BUSINESS

None.

15/21 DECLARATION OF INTERESTS

None.

16/21 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums for Norfolk Museums Service (NMS), explained that all NMS museums had closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic with the majority of staff working remotely since this time.

Dr Hanley stated that, after a long period of absence Museums had managed well during the gradual re-opening and transitional period with different infrastructure in place for different venues. It had been important to ensure staff could work in a safe way and feel confident procedures were in place to do so. General visits and school visits had been severely impacted over the closure period, however, he felt that the Museums had re-acted quickly and adapted extremely well to the changes, with teams being incredibly creative taking the opportunities available and using digital technology to produce high quality learning, particularly for schools. It was hoped to maintain the digital resources to improve services offered to both schools and public and on-line learning and that the museums had also seen a significant increase in staff skills.

Following the long period of closure, the Ancient House reopened to the public on 22 June 2021. The Curator of Kings Lynn and Thetford Museums, Oliver Bone thanked everyone involved for all of their help and assistance in getting the Museum re-opened safely. Full safety measures had been put in place with a focus on keeping staff and visitors safe through minimising the risk of transmission, including hand sanitising facilities, additional ventilation and clearly signed routes.

Along with the implementation of additional cleaning measures, part of the preparation work had included full cleaning of the site which had been worsened by the building works being undertaken on the listed building next door at the former King's Head public house, causing damp and dust. Oliver said that he continued to work with Andrew Gayton, Breckland Council's Historic Building Officer and the Health and Safety Executive to try and mitigate any damage to the museum.

Prince Frederick Duleep Singh gave the Ancient House to the Borough of Thetford on 3 September 1921 as a charity. The trustee of the charity was Breckland Council. The museum was maintained and operated as part of the NMS through the Norfolk Joint Museum's

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agreement. Maintenance of the museum was undertaken by Norse through the total Facilities Management (TFM) agreement. The TFM manager liaises with the Breckland Council's Historic Building's officer on the care of this grade one listed building.

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, especially his son Prince Frederick Duleep Singh. There was currently a target date of 2024 for this work, which links to the 100th anniversary of the opening of the museum. New displays at Ancient House would complement the plans for interpretation at Thetford Guildhall with Thetford Town Council.

Although no longer a requirement, it was recommended that visits could be pre-booked using timed tickets available from the Art Tickets website and to accommodate social distancing, walk-in visits were permitted where there was sufficient space to do so however site visitor capacity had been reduced.

The range of NMS activity continued to be captured in the weekly Museums Mardle staff e-newsletter and Members of the committee could be added to the distribution list by contacting Oliver Bone.

Oliver Bone stated that the Ancient House had a short temporary closure period between 6-14 August caused by a number of staff having to self-isolate following a close contact with a positive COVID-19 case. All those affected undertook the required period of isolation to reduce the risk of further spread of the virus and the museum reopened on 17 August. All those who had booked to visit during this period were contacted and given refunds.

The first weeks of reopening of the Ancient House gave visitors a last chance to see the Studio Ceramics exhibition. This featured a selection of studio pottery from the NMS decorative art collections curated by Senior Curator Dr Francesca Vanke. Some of the ceramics had now gone on to Stories of Lynn at King's Lynn Town Hall for exhibition there.

The current exhibition at Ancient House was The Thetford Treasure. The display featured items from the late Roman hoard of inscribed and decorated silver spoons and gold jewellery. The objects were installed by staff from the British Museum alongside members of the NMS team. The Ancient House had high security display cases in the changing displays room which enabled loans from national collections.

The Ancient House was part of the Lottery-funded Brecks River and Fen Edge landscape project. The Scheme won a £2m National Lottery Heritage Fund grant as part of the proposal for a £3.5m landscape conservation scheme. The project engaged with local communities, including schools to understand, reveal, celebrate and protect the lost heritage of the Brecks' Fen Edge & Rivers over the next 5 years. The Ancient House Museum will receive funding as a

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partner organisation to produce exhibitions and activities in 2022 and 2023 on the themes of Vikings and Riverside Heritage.

Museum staff continued to use the Ancient House social media presence for keeping up communication with audiences during 2021. Twitter and Facebook accounts were both maintained by members of the small team. The Ancient House Museum accounts continued to grow with the Twitter account having 3,461 followers with Facebook having 1,489 followers.

Staff had developed the Ancient House YouTube channel to include 77 short films, many of which have been created during the pandemic period. The link lists the Museum's films on YouTube:

https://www.youtube.com/channel/UCKWo8PNwK0pjswllebFBqw/playlists?disable_polymer=1

Museum staff developed several 'watchalong' events for people to join in from their own homes. These were done in partnership with other museums. The Paddington 2 watchalong took place on 17 January 2021 and an episode of Dad's Army was watched on 13 February 2021. These events provided opportunities to share local history and museum collections content through Twitter in a light-hearted way. The Museum had also provided a programme of live online talks using the Zoom webinar function.

Volunteering at the museum was currently suspended due to COVID-19 restrictions. It was anticipated that indoor volunteering will begin to recommence across NMS sites during the autumn.

The Friends of the Museum continue to support the Museum through fundraising and promoting the Museum in the town. The talks programme had gone on-line. The summer social was held in person as a garden party, which was much appreciated by members.

The Ancient House had continued to host a paid traineeship, provided through the NMS Teaching Museum programme. The traineeship was funded through the NMS Arts Council England National Portfolio Organisation 2018-2022 Business Plan. Current trainee Sami Yusuf has had a different experience for his traineeship with much support of digital delivery work over the past 18 months. He had also been able to contribute to the reopening of the museum, assisted with fundraising, documentation improvement, work on the postcard collection acquisition and exhibition changes. Sami had recently succeeded in securing a position in Norfolk Museums Service in the development office and staff wish him every success in his museum career.

The Ancient House had purchased the David Osborne postcard collection of 1,155 cards of Thetford views from the 1870s to the present day following successful fundraising. A new display had been made in the museum with a screen to show a selection of images.

Members of the Committee noted the report.

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17/21 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith, presented the report that covered the period from January 2021 to August 2021. He stated that they had been fortunate to be able to open as an outdoor only attraction in April. This enabled staff to offer visitors pre-booked tickets to access the farm, adventure playground and site grounds including the centenary wood, apple orchard and riverside walks. The café had been able to offer take-away refreshments and full toilet facilities were available. Gressenhall Farm and Workhouse Museum was able to fully reopen on 17 May 21 with the majority of indoor spaces available to visitors.

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

- ventilation – maintaining existing ventilation arrangements to maximise fresh air flow including supplementary air purifiers at relevant sites
- cleaning regimes – maintaining enhanced cleaning arrangements including toilets and regular touch points
- hand sanitisation – maintaining existing sanitiser stations and encourage regular hand sanitisation/hand washing. Additional hand sanitiser stations had been introduced where required e.g. near interactive displays

Digital activity had played a very important part during the pandemic and NMS staff had developed a broad range of digital resources to support audiences, including resources for children and families. This included a significant expansion of social media activity and resources continued to be made available for those in digital poverty or without ready access to digital content.

The reopening of museum sites during 2020 and 2021 followed the implementation of strict COVID-19 safety procedures that were reviewed and signed-off by the NCC Health & Safety and Wellbeing team. Reopening also took place in accordance with sector-specific guidance issued by the National Museums Directors Council and in liaison with the English Civic Museums Network. Enhanced staffing levels ensured that visitors could be provided with the necessary level of support and advice with refresher training provided for staff in advance of the reopening of the site.

From April 2021 the events programme was re-established with the following:

- Special Event Days – major events which required full event staffing and set up. For 2021, these were: Heritage Open Day & Apple Day.
- Days with a Difference – smaller themed events including Fun for all the Family
- Norfolk School Holiday activities – extra themed activities delivered each day of the Norfolk School holidays
- Ticketed Events – pre-booked and pre-paid events. For 2021

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these included Outdoor Theatre, Bat Walk and Victorian Family Christmas

- Several leisure learning short courses throughout the year organised by Gressenhall to include a workshop for children due to be held on 28 October 2021.
- In addition to the above, Gressenhall had also offered standalone activities on weekend days to help drive visitor numbers during the summer. Activities included Art attack crafting along with Demonstration Sunday sessions throughout the school holiday period. There had also been a flypast of a spitfire from the Battle of Britain Memorial Flight on the bank holiday Monday in August.

During this period there had been a focus on digital delivery as an alternative means of engaging with both existing and new audiences. Digital resources created by the Events, Learning and Curatorial teams continued to be uploaded on a regular basis to social media platforms and the Gressenhall website.

The cost of delivering and marketing the Gressenhall event programme continues to be subsidised with funding from arts Council England (ACE) as part of the 2018-22 NMS ACE business plan as a National Portfolio Organisation.

Andrew Smith informed Members that the previous Curator, Dr Megan Dennis had left NMS to take up a new position with the National Trust. Megan had been part of the team for 13 years and had helped develop the collections, the galleries and the volunteer base during her tenure. A new Curator had now been recruited – Rachel Kidd joins the museum in November once she has completed her notice period with her current employer, the Norwich Historic Churches Trust.

During the interim period, Dayna Woolbright, the NMS Assistant Curator at Lynn Museum, would be working one day per week to support the Gressenhall collections and complete conservation checks on a temporary basis until the new Curator takes up her full curatorial role.

Continuing on the digital theme, staff had created several online versions of previous temporary exhibitions and tours during the lockdown period which had been uploaded to Google Arts and Culture platform which allowed online visitors to explore the objects and images at their own pace and review areas of interest. The online tours included:

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

The More than Oliver Twist project was completed at the end of March 2021. This Subject Specialist Network project was funded by Arts Council England. This project saw Gressenhall Farm and

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Workhouse work with five other workhouse museums and Nottingham Trent University to form the Workhouse Network and engage museum workforces with pauper histories. Due to COVID-19 the temporary exhibition developed was converted from a physical touring show to a completely digital offer, hosted on the Google Arts and Culture platform: The Workhouse Network – Google Arts & Culture. The exhibition featured artwork telling the visual story of six of the inmates whose lives were researched during the project. These were accompanied by audio soundtracks that told their lives in the form of a radio show. A five-year plan had been written which would ensure the network continued to grow and included a range of opportunities to apply for future funding for further projects. These were available on the free, publicly available eHive website: More Than Oliver Twist on eHive.

The Farmers Foundry Company steam engine restoration project, funded through Arts Council England had now been completed and the steam engine had been delivered to Gressenhall. The final phase was for the engine to be made fully operation again once indoor volunteering was safely resumed.

The new Adventure Playground at Gressenhall Farm and Workhouse, funded through the NCC capital programme, opened to the public on 25 October 2020, in time for October half term week. The opening of the new playground followed the implementation of strict COVID-19 safety procedures that were reviewed and signed-off by the NCC Health & Safety and Wellbeing team. Restrictions on the use of the playground were lifted in July 2021 ready for the summer holidays, with regular cleaning still being undertaken by staff at points during the day.

The Gressenhall farm staff had been able to work with colleagues in the learning team to successfully support school visits to the farm. Having a large outdoor site had enabled staff to offer a range of activities for visitors to engage with and explore on the farm. The Gressenhall Events Officer had developed a range of farm-based activities using the outdoor farm spaces creatively. The farm had managed to operate largely as normal, with lambing, calving and farrowing of the livestock which continued to be supported seven days per week, alongside feeding and animal welfare checks. The team of Suffolk horses continued to carry out tasks and demonstrations.

The Friends of Gressenhall remained supportive but it had not been possible to hold the bi-monthly Committee Meetings at the museum since March 2020. The Friends continued to operate the Gressenhall second-hand bookshop, however, this had been impacted by the COVID-19 lockdown and had been closed since March last year.

Currently the NMS Volunteer co-Ordinator, Michelle Gaskin, was supporting the volunteer teams at Gressenhall in the absence of a Curator. The volunteer group receive weekly email updates to provide a regular link to Gressenhall and other volunteers. A virtual Gressenhall Tea Break on Zoom also continued with regular volunteer attendees. A range of remote volunteering opportunities had been

Action By

developed which had seen the volunteer team increase to over 150 volunteers and had recruited people from across the UK and increased the diversity of the volunteer group. Limited outdoor volunteering had recommenced at Gressenhall, with COVID-secure Safe Systems of Work in place.

Work with young people as part of the Kick the Dust: Norfolk project continued to offer online work experience. Project Worker Rachel Duffield was facilitating both individual and group sessions which enabled young people to find out about museum work by meeting a range of staff and embark upon a project which makes a real contribution to the museum. Young people had produced material for both digital and physical displays relating to subjects such as women in the workhouse and attitudes to disability.

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) and delivered in partnership with a range of organisations which included YMCA Norfolk, had continued to engage with young people aged 11-25 throughout the COVID-19 lockdown period. The project team had adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.

Throughout lockdown, project staff had continued to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. Training allowed young volunteers and staff to work together and share best practice, something that would continue post lockdown. Key areas which staff and volunteers had identified 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! for young people who may wish to progress onto the next cohort of the Bursary traineeship programme or into other employment. All places were filled on each of the sessions for young people and volunteers. Delivery of a new training offer would be rolled out from October 2021. As the team had opened up opportunities to volunteers, a further 16 young volunteers had taken part in training which included freelancer training workshops.

Kick the Dust was set up as a three-stage journey (Player-Shaper-Leader), with young people developing transferable work-related skills and gaining experiences that they would struggle to find elsewhere, supporting them in securing employment. Staff had seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, with others securing their first job through the Government's Kick-Start 6-month placement programme; three young people progressing onto the Kick the Dust Bursary traineeship programme who are set to complete their Level 3 Diploma in Cultural Heritage and two others who had taken up positions within NMS Front of House teams.

Members of the Committee noted the report.

Action By

18/21 NEXT MEETING

The arrangements for the next meeting to be held on Monday 22 November at 10am were noted. Venue to be confirmed nearer the time.

The meeting closed at 11.38 am

CHAIRMAN



Norwich Area Museums Committee---ITEM 6 for JMC

14:00 to 15:45

7 September 2021

Present:

City Councillors:

Huntley (chair, following
appointment)
Everett
Grahame
Maxwell
Schmierer
Wright

County Councillors:

Brociek-Coulton (vice chair, following
appointment)
Birmingham
Reilly
Ward
Watkins

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Councillor King
(Broadland District Council), Danusia Wurm (Norfolk Contemporary Art
Society)

Ex-Officio member: Councillor Kybird

Apologies:

County Councillor Rumsby
Amanda Geitner (East Anglia Arts Fund)

1. Appointment of chair

RESOLVED to appoint Councillor Huntley for the ensuing civic year.

2. Appointment of vice chair

RESOLVED to appoint Councillor Brociek-Coulton for the ensuing civic year.

3. Public questions/petitions

There were no public questions or petitions.

4. Declarations of interest

None.

5. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on
2 March 2021.

6. Friends of the Norwich Museums 1921 to 2021

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.

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. John Henry Walter founded the Friends of the Castle Museum, which subsequently called the Friends of the Norwich Museums, on 31 December 1920 because of his concern that works of art of local and national importance were being lost to the people of Norwich and Norfolk because there were public no funds to purchase them, used his connections to enrol subscribers from the aristocracy, gentry, businessmen, politicians and antiquarians. Some of the families of the original subscribers continued to support the Friends to the present day. The presentation took members through the growth of Friends of the Norwich Museums from 150 subscribers in 1929 and its many acquisitions, over the second world war and following decades to the present day. It changed from a funding body to one that organised loan and ever-changing exhibitions, working closely with museums' staff to support the museums, and actively sought acquisitions to augment the museums' collections through its subscriptions, and in partnership with regional and national organisations.

RESOLVED to:

- (1) thank Charles Bingham-Newland and Francesca Makins for their interesting and information talk;
- (2) record the gratitude of the committee for the sustained and contribution that the Friends have made to the cultural life of the city;
- (3) record the gratitude for the work that the Friends did for the Norfolk Museums Service and the people of Norwich.

7. Norwich Museums Report – June to August 2021

([The Norwich Museums Report – February to May 2021](#) was available on the city council's website with the papers for this meeting.)

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 said he was pleased to reopen sites as the legal restrictions specific to museums were removed on 19 July 2021. Many of the Covid-secure measures were still in place in the museums to protect staff and visitors. The reopening of sites was in accordance with sector specific guidance issued by the National Museums Directors Council and the English Civic Museums Network. An information graphic was circulated at the meeting which provided an overview of the Norfolk Museums Service's activities for "A Year Like No Other: An Overview of 2020-21".

The operations manager referred to the report and updated the committee on the arrangements for the reopening of the Norwich museums. Visitors to Norwich Castle could now enter and exit through the external door E8 and the one-way system was no longer in use which would improve the visitor experience. The interim catering facilities, as part of the Norwich Castle: Gateway to Medieval England project, were now available within the Rotunda, where there was also an enhanced retail offer. The Museum of Norwich at the Bridewell had reopened on 22 May for three days each week (Thursday to Saturday). Strangers' Hall had opened on 22 August and would be opening on Wednesdays and Sundays. Weddings at Norwich Castle had continued to be busy with up to 6 weddings a day and this would continue into September.

During discussion a member asked that references to bride and groom entrances should not be gender specific. The operations manager apologised and said that he would refer this to the registrars who manage the weddings at Norwich Castle.

The learning manager presented section 3 of the report which highlighted the work of the Norwich Learning Team. The team had managed the visitor engagement programme to support the exhibition of Bernardo Bellotto's painting *The Fortress of Königstein from the North*, on loan from the National Gallery which included specific activities for early years and caregivers. Digital engagement had been developed during the pandemic would continue as it provided a rich programme that benefited visitors and the museums. School visits had recommenced at Strangers' Hall and the Museum of Norwich. Nearly 1,000 children attending facilitated activities from the beginning of June to the end of the summer term at the three Norwich museums. All available school visits were booked until mid-October at the three museums. The schools digital and virtual programme continued to be provided for all schools, as well as digital resources for schools to use before and after the museum visit. Public guided tours for groups of no more than six people had recommenced. Four webinars had been held in conjunction with the Crome exhibition, each attended by approximately 100 people during a period when Covid restrictions restricted the numbers of people who could have attended an in-person talk. In conclusion, the learning manager said that members were welcome to observe any learning sessions and to contact her if they wished to do so.

During discussion a member asked if there was any information about the other activities that schools engaged in combination with a visit to the museum, for instance visiting Dippy the Diplodocus at Norwich Cathedral, to make the most of the cost of coach hire. The learning manager said that most school visits were from 10:00 to 14:30 to fit around the school day and coach hire. Visits to the prehistory and natural history collections at Norwich Castle complemented the Dippy the Diplodocus exhibition.

In reply to a member's question, the learning manager said that they had not received any feedback on the Bellotto Boxes yet. The member said that a Holiday Afternoon Fun Session had been held at a community centre in her ward where the children had enjoyed the activities.

A member commented on the interesting learning programme and asked whether any activities around Norwich City Football Club's history and its move into the premiership were planned. The learning manager said that this was an interesting idea and could involve maths and history.

The assistant head of museums presented section 4 of the report, *Kick the Dust* and for the benefit of new members on the committee summarised the background to the project as follows:

- Funded by the National Lottery Heritage Fund;
- One of 12 Kick the Dust Projects in the UK;
- Working in partnership with YMCA Norfolk;
- Working with a target age of 11 to 25 year olds, but focussing on 16 to 25 year olds to engage with the museums.

The report contained statistics and an update on the project activities. The assistant head of museums suggested that the Christine Marsden, the project co-ordinator, attended the next meeting of the committee to give a presentation on Kick the Dust and provide more detailed information on individual projects and statistics. Members noted that the Kick the Dust project had continued to perform well and was ahead of other Kick the Dust project nationally.

The assistant head of museums presented section 5, Norwich Castle: Royal Palace Reborn and updated members on the project. Members were assured that the wooden floor in the Rotunda had been carefully reinstated. All investigative surveys were overseen by the city council's design and conservation officers and carefully recorded. Dates for completion of the project were still subject to uncertainty but it was expected that construction works to the Keep would be completed by early 2023, and the new entrance, shop and cafe during 2022.

In reply to a member's question, the assistant head of museums said that archaeological discoveries on site were reported in the Eastern Daily Press on a regular basis. The mosaic floor in the entrance had been lifted and the crest would be reinstated following the completion of the main construction work. Discoveries had included a new understanding of the location of a staircase from the Georgian or Victorian period when the castle was used as a prison, and some of the excavation works revised information about the original castle and walls that had been on the Mound. Regular items in the local press in partnership with Archant and social media raised public awareness of the project.

The assistant head of museums presented the section on the Museum of Norwich and Strangers' Hall. Although Strangers' Hall had been built during the plague era, it was a difficult building to ensure Covid security and therefore had only been able to reopen to the public when restrictions had been relaxed. Preparations for reopening had included the installation of an air purification machine to improve ventilation in the Victorian rooms. The gardens and courtyards have benefited from restoration by the volunteer team during the period of closure. Activities at the museum include showcasing artworks created by local artists as part of the Edible East focus on food sustainability and opening to the public on the Heritage Open Days on 12, 15 and 19 September.

The assistant head of museums then referred to section 7 of the report, Norwich Curatorial Updates. Members noted the work of the curators during this period, including that David Waterhouse, the senior curator of Natural History and Geology had put together a small display to complement the Dippy the Diplodocus exhibition and provided a series of related lectures/talks and events.

In reply to a question, the assistant head of museums said that air handling plant was being replaced in the T galleries to ensure that the correct environment was maintained, and that the museum could continue to receive loans of paintings from other museums and galleries. The project was funded by the county council capital programme

The operations manager presented the visitor numbers set out in section 8 of the report. Under Covid restrictions Norwich Castle could only have a maximum of 126 people, including staff, in at any one time. This had increased to 420 following the relaxation of restrictions on 19 July 2021 albeit reduced because of the Gateway to Medieval England project. Attendances had been at full capacity during June and July. Visitors were encouraged to pre-book but off-the-street visitors could be accommodated.

The assistant head of museums referred to the appendix to the report *Headline Stats for Norwich Museums February 2012 – July 2021* and the range of digital interactions on social media. Members had previously received this with the minutes of the meeting.

RESOLVED to

- (1) note the [report](#) and thank the officers for their presentation;
- (2) ask the assistant head of museums to invite Christine Marsden, project co-ordinator, to give a presentation on Kick the Dust.

8. Reports from Representatives of the Voluntary Organisations

Felicity Devonshire provided an oral update on the Friends of the Norwich Museums which was in its centenary year. The Friends were looking forward to the civic reception and a luncheon, hosted by their patron, Lord Cholmondeley.

Danusia Wurm said that she was pleased to be representing the Norfolk Contemporary Art Society on the committee. The society had strong links with Norwich Castle and would be funding two significant projects next year. The society worked closely with the Norwich University of the Arts (NUA) and provided a fine art prize and free membership to students. The society would be holding its open selling exhibition of artworks of its members in the Hostry, Norwich Cathedral, from 8 November to 5 December 2021 and would be recommencing its programme of talks on 27 January with a talk on Peruvian indigenous art.

RESOLVED to thank Felicity Devonshire and Danusia Wurm for their reports.

CHAIR

Joint Museums Committee

Item No 7

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2021/22
Date of meeting:	29 October 2021
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 31 August 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 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.

Recommendations:

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

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 budget for 2021/22 and forecast out-turn 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	3.043	+0.753	+32.91%
NMS Total	2.289	3.043	+0.753	+32.91%

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 has extended funding for local authorities, specifically in relation to the loss of income for sales, fees and charges. The end of June claim is currently being prepared and 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 expecting to mitigate the forecast overspend 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 use if the income reserve. Due to the unprecedented nature of the pressures that the Service is facing this is an issue that is being managed at a wider CES departmental level and would 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 this 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	1.036	+0.112
Service Total	1.591	1.703	+0.112

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:

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

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Norfolk Joint Museums Committee

Item No: 8

Report Title: Risk Management Report

Date of Meeting: 29th October 2021

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: DD Month YYYY

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 There are no considerable changes to risks to report. The target dates for active risks have been amended to the end of the financial year 2021/22, which acts as a review point for risk scores.

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 risk scores 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 largely from the effects of site closure owing to COVID-19. 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 October 2021, all but one museum has re-opened, with the other to follow. Most Museums staff are therefore now back working onsite.

7.2 **Property:** All but one museums site 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.

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

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Risk Number	RM14381					Date of update		04 October 2021		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-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.										

Risk Number	RM14286					Date of update		04 October 2021		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-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.										

Risk Number	RM14364					Date of update		04 October 2021		
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	Mar-22	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.										

Risk Number	RM14162					Date of update		04 October 2021		
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	Mar-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										
Phased re-opening plan in place and being implemented for the re-opening of services. This looks at how we can safely re-open services, including those where additional income can be generated. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number	RM14027					Date of update		04 October 2021		
Risk Name	Theft of museum objects									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Mar-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. Given that one museum remains currently closed and others are operating different hours due to COVID-19, with staff normally based at museum sites working offsite (except for security staff who continue to work onsite), the likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										

Risk Number	RM13947					Date of update		04 October 2021		
Risk Name	Failure to maintain historic buildings									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner	Steve Miller			
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-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		04 October 2021		
Risk Name	Significant flooding at any of the Museum sites.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-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. 9

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	29 October 2021
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 	

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 most museum sites, the Service continues to deliver its projects and programmes with many Covid-19 related restrictions still in place, and overall capacity is not yet back to pre-pandemic levels.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2021 to 31 August 2021.
- 2.2. Since Stage 3 of the Lockdown easing (17 May onwards), the Museums Service has been able to reopen all sites at least in part, with the exception of the Tolhouse in Great Yarmouth. 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. Overall, 61,232 visits were made across all NMS museums up to 31 August 2021.
- NMS also took part in the national Heritage Open Week event in September, offering special events and free access where possible.
- 2.3. Whilst physical school visits for the first five months of the year have been lower than usual due to the Covid-19 restrictions (937 visits up to 31 August 2021), the Museums Learning Team continue to be very busy in terms of online provision and have developed a strong 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit. 1,634 virtual visits had been delivered up to 31 August 2021, giving a total of 2,571 school visits for the year to date.

3. Digital engagement and Learning Team Highlights

- 3.1. Contents:
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 June - September 2021

NMS has continued to see an increase in followers across our key social media platforms, with YouTube overtaking Instagram as the fastest growing, thanks to the addition of the new Norwich Castle channel at the end of 2020. Follower rates have slowed across the board in the past couple of months as people are spending less time online and there is less appetite for digital content with most museum sites now being open to the public again.

Facebook			
Account	Total Followers June 2021	Total Followers end September 2021	% Follower Increase
Norwich Castle	12,531	12,783	2%
Gressenhall	6,954	7244	4%

Time & Tide	4,181	4213	1%
Twitter			
Account Name	Total Followers as June 2021	Total Followers end September 2021	% Follower Increase
Norwich Castle	14,298	14,502	1%
Gressenhall	6112	6120	0%
Time & Tide	5452	5484	1%
Instagram			
Account	Total Followers as June 2021	Total Followers end September 2021	% Follower Increase
Norwich Castle	6214	6463	4%
Gressenhall	1879	1986	6%
Time and Tide	1621	1683	4%
YouTube			
Account	Total Subscribers June 2021	Total Subscribers end September 2021	% Subscriber Increase
Norfolk Museums	567	613	8%
Norwich Castle	245	385	57%

In total, Norfolk Museums Service now has a combined **133,369** followers across these four key social media platforms representing a 2% increase since the previous report in June.

2. YouTube Highlights

On the Norwich Castle channel, video highlights have included:

- *A Knight Out with Knight Club*, in which Norwich Castle's sword fighting club for young people go on tour to Latitude Festival and recruit some new knights as part of the Royal Palace Reborn activity plan.

- *A Passion for Landscape: Rediscovering John Crome*: a guided tour of the major John Crome retrospective with Exhibition Curator Dr. Giorgia Bottinelli.
- *Conserving Norwich Castle's Mosaic Crest* which explores the recent project to conserve an unusual mosaic crest of Norwich City's coat-of-arms, undertaken as part of the Royal Palace Reborn project.

On the NMS channel, highlights include:

- *In The Picture...Stone, Places and Spaces*: inspired by Nick Stone's photographs of locations featured in John Crome's paintings, nine people ranging from professional artists to families at home tell us what they think when they look at a beautiful artwork which merges the past and present.

3. Blog Highlights

[The Norwich Castle blog](#), featuring posts from Museum of Norwich and Strangers' Hall, has published 12 posts since June 2021 and had over 5000 views between June and September 2021. Popular posts have explored topics including a series of photographs inspired by a bronze sculpture by Barbara Hepworth, a medieval sword, and the process of creating a series of family-friendly illustrations to decorate the hoardings around the current builders' compound at Norwich Castle.

[Great Yarmouth Museums' blog](#) has published 4 posts since June 2021, including stories about Great Yarmouth's links to the slave trade and a brief history of Cromer Museum, which now has its own section of the blog. The blog has had over 3000 views.

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 an autochrome photograph by Olive Edis and an 18th century carved coconut.

NMS' social media accounts took part in a number of national and international campaigns between June and September, including:

- #HeadEast (to promoting the diversity of arts, culture and heritage across Norfolk & Suffolk)
- #MusPride Day
- Refugee Week
- #MuseumWeek
- UK Pride Month and Norwich Pride
- Norfolk Day

- South Asian Heritage Month
- #OnlineArtExchange with Art UK
- #DadsArmyAlong tweet-along

5. Social Media Highlights from our museums

Norwich

Alongside the major exhibition *A Passion For Landscape: Rediscovering John Crome* at Norwich Castle, our social media channels have been sharing images, facts and stories using the hashtags #Crome200 and #CromesNorwich, to link with the Crome's Norwich exhibition at The Museum of Norwich. A beautiful, filmed tour of the exhibition with Exhibition Curator Dr.Giorgia Bottinelli went live on YouTube at the end of the summer.

In July our sites took to social media to celebrate the LGBTQ+ community for Pride Month and Norwich Pride. Our Norwich sites shared objects, blog posts and podcasts that help tell the story of Norwich's LGBTQ+ history, as well as engaging with Pride supporters online. After another successful year, our Twitter sites cumulatively welcomed 270 likes and 72 retweets, while our Facebook pages saw a whopping 376 likes and 68 shares, with thousands of viewers reached and engaged.

Eastern Area

Time and Tide have launched their podcast series inspired by the Migration, Heritage and Belonging project. The podcast features Project Officer, Sarah Lowndes, interviewing 30 members of Great Yarmouth's vibrant immigrant community. These include first, second and third generation immigrants including people from China, Cyprus, East Timor, France, Germany, Ivory Coast, Lithuania, Madeira, Mozambique, Poland, Portugal, Romania and Russia. [Listen to their fascinating stories on Soundcloud](#). You can also read Sarah's thoughts about her experience of recording their lives [on the Time and Tide blog](#).

Western Area

A new online exhibition, Deal Justly With All was recently launched on Lynn Museum's Google Arts page. This fantastic online exhibition was created by Savannah, Nyeem and Lexy as part of their Kick The Dust work experience earlier this year. They used skills they developed during their online museum work experience to research and create a thought-provoking journey through the history of poverty and charity in King's Lynn. It includes objects from the collections, and video interviews with the local Mayor, an Elected Member, and a charity worker. It also provides links to charities with the aim of inspiring viewers to do their bit too. [Click here to visit the new online exhibition](#).

4. Teaching Museum, Kick the Dust & Skills

- 4.1. September saw the departure of the cohort of trainees we welcomed to NMS in the spring of 2020 and the arrival of a new cohort who will be with us until April 2022.

The outgoing trainees have worked with us for 18 months since having a delayed start in April 2020. They began their traineeships just over 2 weeks after the first lockdown and found themselves navigating a new role with an entirely new way of working with new teams who were also finding their feet. Some of the farewell messages which have been published in the *Mardle* recently have made inspiring reading. The Service's digital output benefitted hugely from the Trainees' creative ideas and technical know-how. The Trainees in turn have grown into their roles as remote workers which have equipped them with a range of skills that they weren't expecting to acquire when they signed up, as well as the kinds of things which have always been part of the programme. It is gratifying that most of them are moving on to new and exciting posts within the sector or related areas. At least 3 of the current trainees have found new jobs within NMS and will stay working with us for some time yet.

The Teaching Museum's newest recruits were welcomed last week; Sophie Couling, Kathryn Goulding-Mountford and Beatrice Prutton. To suit the shorter and smaller programme this year all the posts have been kept together in Norwich to enable the trainees to work better together, although the training and spirit of the programme remains county-wide. An extended team of colleagues worked hard to shortlist 200 applications to 24 candidates who attended assessment centres at Norwich Castle in July. For many, it was a first outing in anything like public for months, so an already stressful situation became potentially even more so, but happily it worked very well through the masks and with 'respectful distance'. We look for really strong experience of customer service and evidence of effective communication when working with others when we are recruiting our new trainee cohort. This year's traineeships are in communications, modern and contemporary art, and informal learning.

The first online training sessions have united outgoing and new trainees as well as Teaching Museum alumni now working at the Victoria & Albert Museum, Glasgow Women's Library and Archive and the Sainsbury Centre for Visual Arts. It is very inspiring to hear from former trainees who are now kind enough to come back to share their skills and experience with trainees who have come after them.

- 4.2. **Kick the Dust update:**

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund, has continued to engage with young people throughout the COVID-19 period. The following report highlights the work of the Kick the Dust team in terms of how it has adapted its approach to accommodate activity since the start of lockdown in March 2020 to continue to support existing groups across Norfolk, in particular the YMCA groups, using digital means as well as the development of a 'blended' offer from June 2021. As the team move towards inviting groups back into the museums and in meeting in outdoor settings from the May, this report will highlight the impact on delivery and engagement of the blended offer and the learning from this.

Current number of interventions with young people:

From the start of lockdown to the 20 September 2021 there were a total of **3,975 interventions, involving 1,577 individual young people** taking part in **1,783 hours** of quality digital activity. Following the partial reopening and access to groups on site and in outdoor settings, the team has delivered **91 face to face sessions** with young people across the county out of a total of 477 sessions delivered between May and September 2021. This number is set to increase providing the situation continues to allow engagement on site.

Total numbers from October 2018 are 10,047 interventions, involving 3,292 individual young people taking part in 4,915 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, 43% at Shaper level and 25% 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 through our Digital Buddies and Peer Mentoring programmes.

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

- 47% (678 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall),
- 30% (422 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham)
- 23% (328 opportunities) in Norwich,
- 241 volunteering opportunities have been provided to 109 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 220 staff have taken part in training since October 2018, with 129 having taken up opportunities in lockdown. As we have opened up the opportunities to volunteers, a further 18 young volunteers have taken part in training including the Freelancer training workshops to enable them to set up as freelancers in the future, the Commissioning Creatives workshop to support the development of the website presence and 2 young people have taken part in the *You're Hired!* Workshops in preparation for the next round of traineeships.

Training allows our young volunteers and staff to work together and share best practice, something that will continue post lockdown. Key areas which staff and volunteers have identified for future training have been incorporated into this years' training plan and included: July and August – a joint venture between the YMCA and Kick the Dust on a new Interview Preparation programme entitled 'You're Hired!' for young people who may wish to progress onto the next cohort of the

Bursary traineeship programme or into other employment. All places were filled on each of the sessions for young people and volunteers apart from the *You're Hired!* Programme. Delivery of a new training offer will be rolled out from October 2021.

NMS and NCC continue to work together through the 'Making Creative Futures' group; its sub-groups the 'Norfolk Creative Collective'. The group has developed a new offer to support parents in developing their own creativity and communication skills to engage with their children in a more meaningful way and continues to play a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project. The 'Adult Creativity' offer will follow the model that has been successfully used in the Wets with parents of children on the YOT programme.

Breakdown of respondents

The age ranges reflect the way the team is currently working due to lockdown and having access to young people through partners. We are engaging with a higher number of older young people as we have worked with the YMCA clients more closely through our digital offer 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 Art Parcels and other resources which they have received through our partner networks. As we move out of lockdown, the numbers of 11-16 year olds will increase as the work experience offer is developed for schools and colleges and groups are able to return to site.

- 7% aged 11-13 years
- 11% aged 14-16 years
- 30% aged 17-19 years
- 26% aged 20-22 years
- 26% aged 23-25 years

How young people find out about Kick the Dust has changed since the beginning of the project with 17% now finding out about activity in their locality through social media posts (11%), through flyers (12%) and the newly launched website (7%). Strong partnerships with Children's Services and other cultural and youth organisations accounts for 26% 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)

- YMCA clients – 36%
- FE/HE – 32%
- Secondary schools – 27%
- 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 – 4%
- Young Carers – 3%
- Care Leavers – 2%
- New arrivals and refugees – 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 perceived museums in terms of being spaces for young people.

- Before taking part in a KTD programme, 74% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement 62% of young people stated they now had a good understanding of the different job roles available in the sector with a further 33% stating they had more knowledge than they did before starting their Kick the Dust journey. This shows that Kick the Dust enables young people to gain a greater understanding of the opportunities within NMS and the sector in general.
- Following their engagement, 88% felt that museums were a space they could use and would use in the future having taken part.

When we compare our findings to the overall Renaisi findings, published in October 2020, we are in line with other Kick the Dust projects and on many questions our young people have scored higher. (The Renaisi responses can be found in the brackets). The next review by Renaisi will be in October 2021 but the data for NMS is up to 18 August 2021.

Following their engagement:

- 94% of young people said they had learnt new and interesting things about heritage (Renaisi 90%); 93% of young people felt that heritage represented young people like them (Renaisi 70%) and 97% felt heritage delivered in this way would engage other young people (Renaisi 89%).
- 86% of young people said they were more likely to become a volunteer as a result of their involvement in KTD and 72% stating they were interested in a work placement (Renaisi 61%).
- 99% of young people stated they felt welcomed and respected by staff and 97% felt a sense of achievement.
- 79% of young people stated they now had a better understanding of heritage having taken part in the programme with 21% stating they weren't sure and needed more engagement. (Renaisi 78%)
- 90% of young people felt they had the opportunity to influence decisions. (Renaisi 66%)

- 80% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaissi 72%).
- 60% of young people felt that heritage had helped them understand more about their own lives – it had given them context with 36% not feeling sure; 88% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaissi 77%).
- 96% 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 52% of this number stating financial concerns as a barrier. (Renaissi 92%).

Summary

As Kick the Dust enters its final year of funding, evidence shows that the programme has made a significant impact on young people and staff engaging in activity.

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. 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 progressing onto the Kick the Dust Bursary traineeship programme who are set to complete their Level 3 Diploma in Cultural Heritage in the summer before finishing in September 2021 and two others who have taken up positions within NMS Front of House teams.

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.
- 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. 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 is focused on the development of the historic Guildhall in King's Lynn.
- 5.4. NMS is supporting Great Yarmouth Borough Council and East Suffolk Council in their bid to be the City of Culture 2025
<https://www.greatyarmouthandeastsuffolk2025.co.uk/>
- 5.5. NMS continues to support the Friends of the Norwich Museums as they celebrate their centenary year in 2021. The focal point has been the John Crome exhibition, of which the Friends were the major sponsor.

6. Exhibitions

6.1. A Passion for Landscape: Rediscovering John Crome: Norwich Castle 17 May - 5 September 2021

This long-awaited major exhibition celebrated one of Britain's great Romantic artists. The first major exhibition dedicated to John Crome since 1968, it provided a long-overdue opportunity to rediscover this important artist, reinstating Crome's national reputation by re-evaluating his role in the history of British landscape painting.

Norwich-based, Crome exhibited at London's Royal Academy and the British Institution and founded the first art society in Britain outside the capital, the Norwich School of Artists, now internationally known as the Norwich School of Painting.

While Crome often looked to the 17th century Dutch Old Masters, his interpretation was modern and distinctly his own. A careful observer of the natural world, Crome rooted his work in his local surroundings. He provided a snapshot of the Norfolk landscape, focusing on quiet corners, small streams, creaking gates and ancient trees. Crome kept his compositions simple; landscapes were rarely over-populated thus giving an overriding impression of light and air. Views of Norwich regularly feature in his oeuvre, as does the Norfolk coast.

The exhibition featured approximately 90 paintings, watercolours, drawings and etchings. Alongside Norwich Castle's pre-eminent collection of works by John Crome, the exhibition will present loans from private and public collections, including Tate, the V&A and Fitzwilliam Museum.

The exhibition was sponsored by the Friends of the Norwich Museums in their centenary anniversary year. The exhibition is also supported by East Anglia Art Fund and Arts Council England.

Two further exhibitions in Norwich also marked the bicentenary of Crome's death:

[Somewhere Unexpected: Norwich Castle Open Art Show](#) (17 May – 12 September 2021) asked contemporary artists based in East Anglia to respond to our new relationship with landscape forged over the past twelve months. From an open call, work by 38 artists was selected and was displayed in the Timothy Gurney Gallery, Norwich Castle from 17 May.

Crome's Norwich – 1821 & 2021 at Museum of Norwich at the Bridewell (22 May – 18 September 2021) took a closer look at Crome's Norwich, then and now. Local photographer Nick Stone has walked in the footsteps of John Crome, along riverbanks and city paths to revisit the locations which inspired him. The result was a collection of stunning images, which blended Crome's works with contemporary photography, bringing the story of Crome's Norwich up to date.

6.2. Fisherwomen: The heritage and tradition of women working in the fishing industry; Time and Tide Museum of Great Yarmouth Life, 10 July 2021 to 19 September 2021

A stunning photographic exhibition by 2021 Sony World Photography Award winning photographer Craig Easton, documenting the heritage and tradition of women working in the Fishing industry, past and present.

In this exhibition, Craig Easton's portraits celebrate the crucial role these women still play in the fishing industry, drawing a clear line between the heritage of the 'herring lassies' and the fisherwomen of today, leaving a lasting record of the Fisherwomen of the 21st Century.

The exhibition has been made possible with support from Arts Council England, Canson Infinity, Chau Digital, Northlink Ferries and The Scottish Fishermen's Trust.

Originally scheduled to open in October 2020, the exhibition, which has been travelling down the UK following the route of the migrating Herring and Herring Lassies, has now finally reached the port of Great Yarmouth, where new, unseen local portraits and stories

Conclusion

Normal performance continues to be impacted by Covid-19. However, strong progress continues to be made in terms of key projects and 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 12 months.



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.

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

7.2. **Norfolk Museums Development Foundation (NMDF) & Fundraising**

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, 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 2020 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 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.

A further update will be given at the meeting on the current situation in terms of delivery of both our NPO programme and SHARE Museums East, including the Museum Service's request to the Arts Council for a one-year extension, available for all NPOs, until March 2023.

- 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, 17 – 24 May 2021

London Arts in Health Forum and the Culture, Health and Wellbeing Alliance are once again working with partners to expand the very successful London Creativity and Wellbeing Week activities nationally. Due to the impact of Covid-19, Norfolk's second Creativity and Wellbeing Week took place virtually during May 2021.

<https://www.culturehealthandwellbeing.org.uk/get-involved/events>

- 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. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

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. 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. Issues, Risks & Innovation

- 9.1. **Issues**
The major new issue relates to the continuing impact of Covid-19.
- 9.2. **Risks**
The NMS Risk Register has been updated in light of the impact of Covid-19.
- 9.3. **Innovation**
New initiatives in the Museums Service include support for vulnerable members of our communities and delivery of recovery programmes and, most recently, in the Museum Service's Recovery initiatives. New approaches have also been taken in terms of the delivery of the Service's major projects, and in its work with other key partners.

10. Conclusion

- 10.1. Normal operations in terms of museums visits, school visits and work on site continue to be restricted to some degree by Covid-19, although reopening and recovery plans across the Service are progressing well.

- 10.2. 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 12 months.
- 10.3. Deliver of the Arts Council England business plan for 2018-22 had been 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:

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

A YEAR LIKE NO OTHER: AN OVERVIEW OF 2020-21

LEADERSHIP

Royal Palace Reborn

www.museums.norfolk.gov.uk/royalpalacereborn

136ft

height of the tower crane installed on the CASTLE MOUND as building work got underway

1,683 hours

of archaeological recording undertaken

1,000

objects researched and interpretation plan developed for the British Museum Partnership Gallery

500,000

readers of the Eastern Daily Press and Norwich Evening News reached through specially commissioned content

105

new adoptions of medieval objects through the Adopt an Object scheme raising £4,100 www.adoptanobject.co.uk

SKILLS & TRAINING

Kick the Dust youth engagement

www.museums.norfolk.gov.uk/join-and-support/kick-the-dust

2,581

interventions, involving 1,091 individual young people taking part in 1,154 hours of quality digital activity

37

Kick the Dust groups

took part in 527 different digital activities across the county

206

staff have taken part in training since October 2018, with 102 of these opportunities taking place in lockdown

130

hours of virtual training delivered for trainees on the Teaching Museum programme

SHARE Museums East

www.sharemuseumseast.org.uk

108

museums supported from the East of England a total of 471 times

20 museums

assisted in applying for emergency funding grants from Arts Council England totalling £1,905,642

72

digital events delivered, attended by 1,186 museum staff and volunteers including 3 conferences, our Volunteer Awards, training events and networking sessions

44

grants totalling £240,342 handed out to museums in the region

Supporting volunteers

51

remote volunteers worked on a variety of projects for Gressenhall Farm and Workhouse

3,000 hours

contributed by the Norwich Friends' Tapestry and Textiles Volunteers www.museums.norfolk.gov.uk/norwich-castle/castle-keep-transformation/keep-stitching

COLLECTIONS

19

interviews conducted with NMS staff for new weekly HISTORY AT HOME SERIES for BBC Radio Norfolk

926

objects or collections assessed for remedial work

72

collections care checks carried out at sites during lockdown including 19 days of deep clean conservation work

13

new online exhibitions created www.museums.norfolk.gov.uk/museums-from-home/virtual-exhibitions

6

on-site exhibitions installed for museums' reopening in May 2021

LEARNING & ACCESS

155

new items of digital content uploaded to YouTube generating a total of 35,875 views www.youtube.com/user/norfolk museums

9.3%

increase in followers across all social media feeds including a 37.2% increase in Instagram followers

73,100

views generated by all digital content on YouTube

10,500

increase in new followers across all social media feeds since February 2020

124,274

followers in total by end of March 2021

152

bookings for virtual schools sessions generating 11,724 pupil engagements

106

new digital learning products created for children and young people

2 new blogs created

for Time and Tide and Norwich Castle with 146 articles published generating a total of 12,661 reads

RESILIENCE

500

pieces of social distancing signage designed and installed

ONE

brilliant new woodland adventure playground built and opened at Gressenhall Farm and Workhouse

8

museums prepared for successful Covid-safe reopening including training of visitor services teams

2,405

tickets sold for online events (other than schools' sessions)

171 prints of art works

on sale through the launch of new NMS ArtUK shop artuk.org/shop/featured-collections/norfolk-museums-service.html