

Joint Museums Committee

Item No.

Report title:	Performance and Strategic update
Date of meeting:	6 April 2018
Responsible Chief Officer:	Tom McCabe, Executive Director of Community and Environmental Services
Strategic impact This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

Executive summary

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

Recommendations:

To note progress:

- regarding development of the Gateway to Medieval England/Keep development project at Norwich Castle and to receive a presentation on the project Business Plan
- in terms of the 2017/18 programmes and key Service Plan priorities for the forthcoming financial year, 2018/19
- in terms of developing the business plan for Arts Council England's new funding programme for 2018-22

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2017/18, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Keep development at Norwich Castle and the new HLF supported youth development programme, Kick the Dust, due to commence in the summer of 2018.

2. Performance Summary

- 2.1 Total visits across the 10 museum sites up to the end of January 2018 were 371,432 compared to 328,625 for the equivalent ten month period in 2016/17, a 13% increase. This continuation of the positive position for the year-to-date is largely attributable to a strong events and exhibitions programme across all 10 museums, including *Titanic: Honour & Glory* at Time and Tide and *Nelson & Norfolk* followed and *Rembrandt: Lightening the Darkness* exhibition at Norwich Castle. However, the poor weather of the end of February and beginning of March will have had a negative impact on the expected year-end total.
- 2.2 School visits across the 10 sites for the year-to-date up to the end of December 2017 were 35,479 compared to 35,210 for the equivalent nine month period 2016/17, a 1% increase on last year's all time record-breaking figures. The poor weather in March and the excavation work in the Keep basement will, however, effect the total school figures for the year.
- 2.3 The Service is expecting to exceed 400,000 visits across the 10 museums for 2017/18 and to maintain school visits at the 45,000+ level.

3. Performance/Service Plan highlights

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

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

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

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

Exhibition runs 21 October 2017 - 15 April 2018

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

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

Autumn 2017 & Norwich Forum, February 2018

3.3 Rembrandt: Lightening the Darkness; exhibition at Norwich Castle

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

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

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

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

Exhibition ran 21 October – 7 January 2018.

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

11 artists with connections to Norwich have created work in response to the historic print collection at Norwich Castle. Supported by Arts Council England,

East Anglia Art Fund and Norwich University of the Arts.

Exhibition extended to Spring 2018.

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

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

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

Exhibition runs 24 June 2017 - 9 June 2018.

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

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

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

Exhibition ran from July 2017 until 25 November 2017.

3.7 **The Square Box on the Hill/Inheritance; exhibition at Norwich Castle**

Standing atop the largest man-made mound in the country, Norwich Castle has dominated the City's skyline ever since the 12th century. Witnessing the ever-changing cityscape from its heights, the castle has had many iterations of its own over the last 900 years. But what is the story of Norwich's iconic and much-loved square box on the hill?

This exhibition illustrates Norwich Castle's rich history through a stunning mixture of prints, photographs, paintings, architectural plans, memorabilia and archives, many of which have never been on display before. But the Castle's journey does not end there; 'The Square Box on the Hill' will showcase the latest exciting designs for the Castle's future as part of the HLF-funded 'Norwich Castle: Gateway to Medieval England' project.

The Square Box on the Hill is complemented by *Inheritance*, an open art show supported by the East Anglian Art Fund (EAAF) and Brown & Co.

Exhibition runs 10 February – 3 June 2018.

3.8 **Forthcoming major summer exhibitions**

The Paston Treasure at Norwich Castle (presentation to be given at the meeting by Dr Francesca Vanke, Keeper of Art & Curator of Decorative Art).

Sea, Land & Sky: Turner, Constable & Cotman at Time & Tide.

Further details of these exhibitions will be given at the next JMC meeting.

4. **Learning Team highlights**

- 4.1 The Arts Council England and Department for Education funded 'Museums & Schools' programme running in Great Yarmouth and North Norfolk has been extended for the forthcoming year 2018/19.

The *Sea History Differently* programme, designed to increase literacy levels in young people at Key Stages 1 & 2, continues to deliver excellent results.

The long-running partnership with Royal Museums Greenwich will continue for the forthcoming period.

- 4.2 NMS is part of the partnership delivering the Heritage Lottery Fund and Arts Council England funded *Great Place* scheme. This national programme will deliver a range of new learning programmes in both Great Yarmouth and Lowestoft.

- 4.3 Norfolk Museums Service continues to work with partners in both Great Yarmouth and Norwich as part of the Cultural Education Partnerships (CEPs). CEPs have been created across England to help young people access high quality cultural experiences.

The Great Yarmouth CEP is chaired by Colin Stott, Learning Manager for the Eastern Area and was one of the three original CEP pilots in England.

- 4.4 As a complementary element of the *Norwich Castle: Gateway to Medieval England* project, the Keep Project Team are working with the Norwich learning team to explore ways to develop Norwich Castle as a national centre for excellence for Under 5's museum learning. More details will be provided at the next JMC meeting.

- 4.5 Lynn Museum ran an event for young carers on Saturday 10 March. The young carers used the museum for inspiration and will be putting together an exhibition of their work later in the Spring.

5. Teaching Museum & Skills

- 5.1 The Teaching Museum trainees listed below are nearing the end of their 12 month placements. The majority of the trainees have already secured work in the museums and heritage sector.

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

Recruitment for the 2018/19 cohort of Teaching Museum trainees has gone very well and the seven new trainees will commence their placements in April. All trainee posts are externally funded via Arts Council England, the Heritage Lottery Fund and through the Government's Coastal Treasures project.

- 5.2 Following the submission of an application developed by Dr Robin Hanley and the Learning Teams in November 2016, NMS has been awarded £776,500 from the Heritage Lottery Fund for the 'Norfolk Journeys' project. The project seeks to empower young people to develop their own pathways into the County's

heritage. This project forms part of the Heritage Lottery Fund's 'Kick the Dust' initiative, a new £10m grant programme which aims to transform how heritage organisations engage with young people.

As part of the bid process 17 young people aged 16-25 were recruited as Heritage ambassadors, they then advised the Heritage Lottery Fund on the projects they found to be most useful and appealing. Hannah Keddie, 22, Heritage Ambassador from East Anglia, said: "It has been an amazing experience learning how grants are awarded, and helping HLF to allocate £10m to projects involving more young people in heritage. I'm really pleased that Norfolk Journeys has won funding, as we found its plans to involve young people in museum work and provide them with archaeological experience especially appealing. Making Norfolk's heritage easier to access and participate in for more people my age is really important to me and the other ambassadors, and I'm looking forward to seeing how the project progresses in the future."

The development work is progressing according to plan and Robin Hanley attended an HLF event for all successful grant recipients in London on 7 December. Subject to a Round 2 pass by HLF, project activity will start in the summer and runs until March 2022 (4 years).

6. Marketing and PR

- 6.1 Media coverage for the period has been focused on *The Square Box on the Hill*. Stephen Fry kindly provided the voice-over for an introductory film which was shown at the launch of the exhibition in February. Stephen continues to give his support as Patron of the Gateway to Medieval England project.
- 6.2 NMS has supported Norfolk County Council's work around the 100th anniversary of Women's Suffrage, completing extensive research into the life of Caprina Fahey, a little-known Suffragette who lived in Norfolk. The media coverage has included BBC Radio Norfolk, the EDP as well as a great deal of online coverage. Special credit goes to Teaching Museum trainees Andy Bowen and Freya Monk-McGowan who have led on the research.
- 6.3 Ahead of the Paston Treasure exhibition returning the Norwich in the summer, international media coverage of the show in its current venue at Yale University, USA, has been very positive.
- 6.4 The Museums PR team have been supporting the Art Happens crowdfunding campaign 'Saving Samson' to display the famous statue in the Museum of Norwich at the Bridewell.

7. Partnerships

- 7.1 NMS is currently exploring its long-term partnership with UEA with a focus on whether an expanded partnership agreement would be desirable. NMS currently supports UEA student placements, research programmes and development projects. Norwich Castle is also likely to be used in the autumn as part of the University's welcome programme for its international students.
- 7.2 Norfolk Museums Service supported Broadland DC and the Aylsham and District Team Ministry with the delivery of the summer's 12 Towers Project. Planning for the 2018 programme continues positively and the Museum will be helping to publicise the forthcoming Repton anniversary events.
- 7.3 Norfolk Museums Service has supported a successful application to the Heritage

Lottery Fund to celebrate the 250th anniversary of the first modern circus in Britain. Partners in the application include Museums Sheffield and Tyne & Wear Museums and Archives, along with local organisations including Seachange Arts in Great Yarmouth. The celebration will take place during the autumn of 2018 and detailed programme planning is now underway with the project partners.

- 7.4 Norfolk Museums Service will be supporting the Paston Footprints project, an HLF supported project being led by UEA and the Paston Society with input from the Norfolk Records Office. The project will deliver a Festival and the digitisation of letters relating to the family. The project will also be a complement to the Paston Treasure exhibition at Norwich Castle next year.

8. Commercial Developments

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:

- Wedding bookings for 2017/18 continue to exceed the year-to-date figure in comparison to last year's bookings and will exceed 600 for the year. An increasing number of weddings have been delivered at Strangers' Hall and Gressenhall and the Museums Service continues to work with the Registrar team on the 'Marry in Norfolk' campaign.
- The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences. Initial interest in the USA for the *Friendly Invasion* campaign has been hugely positive and the first major bookings are confirmed.
- External Services –the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.
- The Design Team continue to secure an impressive range of external contracts, across the County and beyond.
- For more details visit **www.conserveanddisplay.co.uk**

- 8.2 An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses. Both Nelson & Norfolk exhibition and Rembrandt: Lightening the Darkness proved to be excellent backdrops for a number of special events and receptions.

- 8.3 The Museum is in the final stages of exploring a commercial partnership with an organisation called History Mystery to create a range of unique Escape Room games. These games will run initially at Shirehall and the Museum of Norwich at the Bridewell and will have an historic theme. The games will complement existing operational offers.

8.4 Conclusion

The Service is on track to deliver its key priorities in terms of programmes and events, along with a balanced budget for 2017/18.

9. Strategic Developments

- 9.1 **Norwich Castle Keep.** An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep

into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.

- 9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.3 The following key meetings have been held to date:
 - The second Academic Advisory Board meeting was held on 16 September 2016
 - The second Project Board meeting was held on 12 October 2016
 - The second HLF Monitor/Mentor meeting was held on 21 October 2016
 - The third Project Board meeting was held on 4 January 2017
 - The fourth Project Board meeting was held on 8 May 2017
 - The fifth Project Board meeting was held on 28 July 2017
 - The sixth Project Board meeting was held on 5 December 2017
- 9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.
- 9.1.5 Following a European tender process, Haley Sharpe Design were appointed to provide design support in April 2017.
- 9.1.6 The curatorial and project teams at NMS and the British Museum are working together on the development of the British Museum Partnership Gallery of the Medieval Period within the Keep.
- 9.1.7 A drone survey of the exterior of the Keep was completed in March and work has now been completed in terms of analysing the information from this and the digital metric survey. Survey work is currently underway in and around Norwich Castle and archaeological investigations are currently taking place in the basement of the Keep, with a completion date of April expected.
- 9.1.8 The Architectural and Structural Engineering appointments were made in June 2017 following a European tender process. Fielden & Mawson LLP have been appointed as the Project Architects and Conisbee have been appointed as Structural Engineers. The consultancy firm Bryn Jones has been appointed to support the development of the Business Plan and the consultancy Tricolor Associates are supporting the development of the Activity Plan.
- 9.1.9 The Heritage Lottery Fund conducted a Mid Stage Review in February 2018 and the Museum received positive feedback and a confirmation that the development

phase should continue. Further to this Review, JMC are asked to consider and comment on the Museum's Business Plan which will be implemented following the completion of the development project. A presentation on the Business Plan will be given at the Joint Museums Committee meeting.

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

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

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

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

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

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

9.2.5 The public fundraising programme for the Keep project went live in September. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. A new initiative, Adopt an Object, allows members of the public to adopt a museum object connected with Norwich Castle. For more details, visit www.adoptanobject.co.uk

9.2.6 Following a fundraising dinner in the Keep in November and a Business Breakfast event in December, the project has secured its first Corporate Benefactor. Special thanks go to Cllr War, Cllr Kiddle-Morris and the Trustees of the Foundation who supported these two events. Business Tea events, supported by Trustee Caroline Williams, have been held over March.

9.2.7 The NMDF is currently supporting the Art Fund crowdfunding campaign to display the newly conserved Samson statue in the Museum of Norwich at the Bridewell. For further details, visit <https://www.artfund.org/get-involved/art-happens/help-bring-samson-home-to-norwich>

9.3 Norfolk Museums Service – 5 Year Strategy

9.3.1 NMS' current 5 Year Strategy will come to an end in 2018 and the Service is beginning the creation of a new Strategy to cover the period 2018-2022. The Strategy will support the new NCC Strategic Plan 'Caring for our County' and will also respond to City and District strategic priorities. Additionally, the new 5 Year Strategy will take account of the recent findings in the Mendoza National Museum Review and the new priorities outlined by Arts Council England and by the Heritage Lottery Fund.

A session for JMC members will be organised for later in the Spring, however,

we welcome any early thoughts from Joint Museums Committee members.

9.4 Arts Council England

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

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

The Service has now submitted business plans and supporting documents for the period 2018-22 and these are now under assessment.

- 9.4.2 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England.

The Museums Service received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

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

- 9.4.3 Cllr John Ward and Steve Miller attended the inaugural Arts Council England Chairs and Chief Executives' event, *The Art of Leadership*, in Birmingham on 14 March. The event looked at the national priorities for the new National Portfolio Organisation family for 2018-22, with a particular focus on the Arts Council's *Creative Case for Diversity*.

- 9.4.4 Sir Nicholas Serota, Chairman of Arts Council England, has visited the East of England twice in the last 3 months, the first visit including a brief visit to Norwich Castle. Sir Nicholas has been particularly impressed by the strength of the cultural and local authority partnerships in the East of England, including the relationship between the County and the Districts and the work of the New Anglia Cultural Board, which brings together the two County Councils with the major arts and heritage organisations in East Anglia. The successful delivery of the Cultural Destinations programme, the Start East skills programme and the creation of a new cultural strategy for the New Anglia area are examples of how well this partnership is working.

Planning is currently underway for a major national Conference later in the year.

9.5 Deep History Coast Project

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.
- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.

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

9.6 DCMS Inquiry on the Social Impact of Participation in Culture and Sport

- 9.6.1 Mary Muir, Arts Officer, has coordinated a collective response to the DCMS Select Committee Inquiry the Social Impact of Participation in Culture and Sport. The response included several Museums examples including the Teaching Museum and the work the Service has been doing around health and wellbeing. For more details, visit:
<https://www.parliament.uk/business/committees/committees-a-z/commons-select/digital-culture-media-and-sport-committee/inquiries/parliament-2017/socialimpact/>

9.7 Museums Association National Taskforce Report

- 9.7.1 Following the completion of the DCMS Mendoza Review of the museums sector, the Museums Association has now completed its national review. NMS were part of the steering group for this work.

The main findings included concerns for the long-term sustainability of many museums in the UK and the need to review the national policies around collections. For more details, visit;

<https://www.museumsassociation.org/news/28022018-museums-taskforce-calls-for-consistent-funding-levels>

9.8 Health & Wellbeing

- 9.8.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016 and a follow up conference in November led by the Norfolk Arts Service, development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.
- 9.8.2 A creative development session will be held on 4 April at the Museum of Norwich with colleagues from Public Health, Childrens Services and Adult Services to look at the ways in which NMS and other Cultural Services departments can

work successfully together to tackle some of the County's biggest challenges.

- 9.8.3 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".

10. Museum Development across Norfolk

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m per annum from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 Arts Council England funding will enable the recruitment of a new museum development officer post from April 2018. The post-holder will support museums across the County in a variety of ways and will be based at Cromer.
- 10.5 The 7th Annual SHARE Museums East conference Facing Change, Moving Forward was held at the John Bunyan Museum in Bedfordshire on 6th November 2017. The keynote speakers were Julia Kauffman OBE (Chair, Small Charities Coalition) and Bernard Donoghue (Director, Association of Leading Visitor Attractions).
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

11. Equality Impact Assessment (EqIA)

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

12. Section 17 – Crime and Disorder Act

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

number of people who are in education, employment or training.

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

13. Conclusion

- 13.1 Positive progress is being made on all programmes and plans for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.
- 13.2 The redevelopment of the Keep at Norwich Castle continues to progress positively. Committee Members are particularly asked to comment on the proposed Business Plan for the period following the delivery of the project.
- 13.3 Positive progress is being made in terms of developing the business plan for Arts Council England's new funding programme for 2018-22.

Officer Contact

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

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