

Norfolk Joint Museums Committee

Date: **Friday 22 July 2022**

Time: **2.00 pm**

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

Advice for members of the public:

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

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk.

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

**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

Cllr James Easter

Norwich City Council

Cllr Jacob Huntley
Cllr Claire Kidman
Cllr Ben Price

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. Election of Chair

To elect a Chair for the ensuing Council year.

2. Election of Vice Chair

To elect a Vice-Chair for the ensuing Council year.

3 To receive apologies and details of any substitute members attending

4 To receive the minutes of the previous meeting held on 1 April 2022 (Page 5)

5. 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.

6. To receive any items of business which the Chair decides should be considered as a matter of urgency

7. Breckland Area Museums Committee (Page 13)

8. Norwich Area Museums Committee (Page 20)

9. Kings Lynn and West Norfolk Area Committee (Page 25)

- 10. Norfolk Museums Service – Finance Monitoring Report (Page 28)**
Report by Director of Culture and Heritage
- 11. Norfolk Museums Service –Risk Management (Page 34)**
Report by Director of Culture and Heritage
- 12. Norfolk Museums Service – Performance and Strategic Update Report (Page 47)**
Report by Director of Culture and Heritage
- 13 To receive an update presentation regarding the Kick the Dust Project**

Tom McCabe
Head of Paid Service
County Hall
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Date Agenda Published: 14 July 2022



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 1 April 2022 at 2.00 pm at Norfolk County Council

Present:

Norfolk County Council

Cllr B Duffin
Cllr J James
Cllr E Maxfield
Cllr S Penfold
Cllr R Savage
Cllr K Vincent
Cllr J Ward (Chair)

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Breckland District Council

Cllr R Kybird

South Norfolk Council

Cllr J Easter

North Norfolk District Council

Cllr V Gay

1A Chair's Opening Remarks

- 1A.1** The Chair welcomed the representatives of the British Museum International Training Programme and the Norfolk Museums Service Teaching Museum Trainees and Teaching Museum Manager who were present for the meeting.
- 1A.2** The Chair also welcomed Cllr James Easter on his recent appointment to the Joint Committee.

1B Apologies for Absence

- 1B.1** Apologies for absence were received from Cllr K Mason Billig, Cllr J Brociek-Coulton, Cllr R Everett, Cllr J Huntley, Cllr M Schmierer, Cllr D King, Cllr G Freeman, Felicity Devonshire, Mr L Wiseman and Mr D Keen.

2. Minutes

- 2.1** The minutes of the previous meeting held on 28 January 2022 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1** There were no declarations of interest.

4 Matters of Urgent Business

4.1 There were no matters of urgent business.

5 Breckland Area Museums Committee

5.1 Cllr Robert Kybird presented the annexed minutes of the Breckland Area Museums Committee meeting held on 28 February 2022 which were noted.

5.2 In introducing the minutes of the Area Committee Cllr Kybird referred to the following:

- The Ancient House Museum had marked the 150th birth anniversary of Princess Catherine Duleep Singh, who had previously lived at Elveden Hall, with an exhibition in the hall of the Ancient House.
- The main current exhibition at the Ancient House was related to the Thetford Treasure, a hoard of gold and silver found on the outskirts of Thetford in 1979.
- The Ancient House was currently working on a Vikings exhibition involving members of the Teenage History Group in choosing and curating artefacts and themes for display.
- The Area Committee had received an update on the Kick the Dust: Norfolk Project, funded through the National Lottery Heritage Fund and delivered in partnership with a range of organisations including YMCA Norfolk, had continued to engage with young people aged 11 to 25 throughout the COVID-19 lockdown period.
- The new Gressenhall Curator, Rachel Kidd, was assisting with the Farmer's Foundry Company steam engine project to get this up and running for the new season and a training plan was being developed to ensure it could be safely operated by volunteers during event days.
- With the support of the Friends of Gressenhall, two new Suffolk Punch horses were purchased and welcomed to the farm by the Farm Manager Richard Dalton.
- The Area Committee had received a presentation on the Gressenhall Environmental Hub project which was currently underway at Gressenhall Farm and Workhouse to help interpret and engage the public with wider NCC work and its priorities in relation to the environment.

6 Norwich Area Committee

6.1 In the absence of Cllr J Huntley, who had given his apologies for the Joint Committee, the annexed minutes of the Norwich Area Museums Committee meeting held on 1 March 2022 were noted.

7 Kings Lynn and West Norfolk Area Committee

7.1 Cllr E Nockolds presented the annexed minutes of the King's Lynn and West Norfolk Area Museums Committee meeting held on 14 February 2022 which were noted.

7.2 In introducing the minutes of the Area Committee Cllr E Nockolds referred to the following:

- Thanks were due to King's Lynn Museums staff for their efforts in putting together the loan of the Seahenge timbers that would be on display at the British Museum until 17 July 2022 as part of their major new Stonehenge exhibition. The loan had received a lot of local and national media interest which had provided an opportunity to promote the Lynn Museum and the town

of King's Lynn to a wider and new audience.

- The Area Committee had received an update on how the Kick the Dust Project continued to engage with young people and provide them with opportunities to develop their skills.
- A group of young people had put a film together about the Chapel Street development in King's Lynn which was part of the heritage action zone plan for the town.

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

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

8.2 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.

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

- The detailed budget position for 2021/22 was set out in the table at paragraph 1.1.2 of the report.
- Monitoring of the NMS Revenue Budget indicated that due to the impact of Covid over the year, the Service was currently projected to have significant pressures for 2021/22.
- NMS budgetary pressures continued to be managed by the County Council at CES departmental level.
- NMS had received vital financial support from Government income support funds which helped the Service to provide a county-wide service and support critical projects over the short-medium term.
- The table at paragraph 1.2 of the report set out the capital building programme for 2021/22.
- The position regarding reserves and provisions was set out in paragraph 1.3 of the report.

8.4 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.**

9 Norfolk Museums Service - Risk Management Report

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

9.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in January 2022.

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

- There were no material changes to the risk register since this matter was last reported to the Committee. There was, however, an upcoming risk pertaining to future funding by Arts Council England (ACE), which would be reported with

further detail at the next meeting closer to the point at which the Museum's new ACE funding applications would be announced.

- The Assistant Head of Museums gave an oral update on the Norwich Castle: Royal Palace Reborn Project. Members were advised of decisions made by the Project Board regarding the construction works, and the position of steelwork and where this would fit into the historic fabric of the building. The "WC block area" was expected to be available to visitors from the end of June/start of July 2022. Construction work for other key visitor areas was expected to be completed from the end of 2022 (with NMS fit out work to commence thereafter) and this phase of the project to end by Easter 2023. The construction of the Keep was expected to be completed by August 2023 with fit out thereafter until the end of 2023. Discussions regarding the complexities of the construction of the glazed roof were continuing with interested parties.
- In reply to questions, it was noted that robust arrangements were in place for the oversight of the contract management for the Norwich Castle: Royal Palace Reborn Project. The nature of the project was always going to be such that flexibility was needed around the timing of the programme to take account of unforeseen circumstances that included archaeological discoveries found below ground. The rating in the risk register for the residual risk of failure of the project took account of mitigation measures and was subject to continual review.
- In reply to further questions, it was noted that there remained financial implications for revenue generation resulting from the effects of previous site closures owing to COVID-19, and reduced visitor numbers to museums. This was noted in risk RM14162 (Failure to generate additional income streams for 2021/22 in accordance with service plan).
- Officers were asked to consider options for generating income from the use of high quality digital on-line content and from public attendance at NMS on-line events. Officers spoke about how generating income from this emerging area of work was a complex issue and one to which the Committee would need to return at a future meeting.

9.4 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.

10 Norfolk Museums Service - Collections Management Strategy 2022-2027

- 10.1** The annexed report (10) by the Director of Culture and Heritage was received.
- 10.2** The Joint Committee received a report that included an updated Collections Management Strategy for the next five-year period from 2022-2027 (appendix A to the report).
- 10.3** In addition to the report, the Committee received a presentation (that could be found on the Committee pages website) about the wide range of work undertaken by the Collections Management Team and their involvement in all activities that supported NMS collections.
- 10.4** The presentation explained the work of the Collections Management Team in the following areas:

- Acquisitions, loans, the movement of collections, supporting external events
- Policies and procedures. meeting national standards and legislation
- Emergency planning
- Coordination of ACE Accreditation returns for all sites
- Stores and object moves
- Exhibitions such as Paston Treasure and Stonehenge British Museum
- Support with training including working with UEA, Partnerships and SHARE.

10.5 Members' attention was drawn to the work that involved the management of digital collections related data and the new collections website facility which could be found at <https://www.museums.norfolk.gov.uk/collections>

10.6 In reply to questions, it was noted that before collections could be loaned to local churches, schools and other non-museum accredited organisations they had to be able to show they were able to comply with specific exhibition requirements. The disposal of museum objects involved offering them in the first instance to other accredited museums likely to be interested in their acquisition. They would then be offered to the museum community at large or any other suitable public body.

RESOLVED

That the Joint Committee note the NMS Collections Management Strategy 2022-2027 as set out at Appendix A to the report.

11 Norfolk Museums Service – Performance & Strategic Update Report

11.1 The annexed report (11) by the Director of Culture and Heritage was received.

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

11.3 The following points were discussed and noted:

- The Assistant Head of Museums explained some of the new and exciting opportunities for further funding for the Norfolk Museums Service Youth Engagement strategy as the Kick the Dust project entered its final year of funding.
- The Assistant Head of Museums said that the planning that was underway to put in place the next steps for Kick the Dust included the potential to build in cross-county partnership working with another Kick the Dust project in Leicester. The National Lottery Heritage Fund had had initial discussions with the Service regarding working with another Kick the Dust project before submitting a funding application (either as a lead applicant or as a project partner) for a new project that built on the successes of current projects. The total value of the project could be anywhere between £1m and £2m.

- The new project would need to focus on developing employability skills for people who had challenges in their lives and on ways to support the wider heritage sector to work more closely with young people.
- Numerous meetings had been held with the Kick the Dust project in Leicester and the Service were due to meet with them again next week.
- The first stage in the application process was to submit an expression of interest to the National Lottery Heritage Fund in the next few weeks. Officers would then report back to the Joint Committee before submitting the full application. The YMCA would remain a key partner for the project throughout the application process.
- In reply to questions it was pointed out that discussions were also taking place with colleagues in public health around the work that Kick the Dust was doing in supporting young people struggling with mental health and on ways in which the Service could contribute to the wider Public Health agenda.
- The Director of Culture & Heritage then explained other strategic developments in the Service which were fully set out in the report. These included NMS-wide Social Media Campaigns, work to support the Government's Levelling Up Agenda, progress regarding the development of the Norwich Castle: Gateway to Medieval England project (considered by the Joint Committee at item 9), progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2021/22 and the Service's planning relating to its future Arts Council England funding. and NMS' intention to apply to join Arts Council England's National Portfolio for 2023-26 (which was the subject of a detailed presentation given at the end of the meeting).

11.4 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 our key Arts Council England and National Lottery Heritage Fund programmes for 2021/22 and the Service's planning relating to its future Arts Council England funding**
- 4. To note NMS' status as a National Portfolio Organisation since 2018.**
- 5. To approve NMS' intention to apply to join Arts Council England's National Portfolio for 2023-26**
- 6. To approve submission of an Expression of Interest and Round 1 application to the National Lottery Heritage Fund, either as lead applicant or project partner to continue the Service's work with young people currently delivered through Kick the Dust.**

12 To receive a presentation about NMS' intention to apply to join Arts Council England's National portfolio for 20223-26

- 12.1** Steve Miller, Director of Culture & Heritage, gave a PowerPoint presentation about the NMS' intention to apply to join Arts Council England's National portfolio for 20223-26 which was made available after the meeting on the Committee pages website.

12.2 The Let's Create Arts Council England's Strategy 2020-2030 included:

- 109 local authority areas being the focus for additional Arts Council engagement and investment to benefit creativity and culture outside of London. These areas included:
 - Breckland
 - Great Yarmouth
 - King's Lynn & West Norfolk
 - North Norfolk
- Applying to the National Portfolio
 - VERY competitive!
 - A wider geographical spread, and more organisations to join portfolio
 - More representative of communities
 - Delivering the Government's Levelling Up agenda
 - No uplift from current level of funding
 - Possible to request additional funding for projects in priority places
 - NMS will need to:
 - ✓ deliver against all three outcomes
 - ✓ track continuous improvement against investment principles
 - ✓ demonstrate strong leadership and governance
 - ✓ build strong local and national cultural partnerships
 - ✓ be ambitious about working internationally
 - ✓ commit to data collection, evaluation and monitoring of targets
- NMS' current NPO programme
 - £1,225,308 per year
 - 83% of the grant funds salaries
 - 34 members of staff (29 FTEs)
 - Supports delivery of the 25 goals in NMS' 5 year strategic framework
- **Timeline**
 - 23 February Managers' Briefing
 - 28 February Grantium portal opens for applications
 - 16 March All Staff Briefing
 - 21 March Meeting with ACE Relationship Manager
 - 1 April Today's meeting of Joint Museums Committee
 - 14 April Curators' Forum
 - 18 May Deadline for applications
 - 31 October Decisions announced

12.3 After discussion of the many benefits that working as part of the Arts Council England's Strategy for 2020-2030 would bring for the people of Norfolk, the Joint Committee thanked the Director for the presentation and reaffirmed the decision that was made earlier in the meeting to fully approve NMS' intention to apply to join Arts Council England's National Portfolio for 2023-26.

The meeting concluded at 4 pm.

Chair

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BRECKLAND COUNCIL

ITEM 7

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Monday, 20 June 2022 at 10.00 am in
The Beech Room, the Environmental Hub, Gressenhall Farm and Workhouse,
Gressenhall, Beetley, Dereham, NR20 4DR**

PRESENT

Cllr Robert Kybird (Chairman)

Cllr Phillip Duigan (Vice-Chairman)

Cllr Terry Jermy

Cllr Mark Kiddle-Morris

Cllr William Richmond

Also Present

Cllr John Ward

Helen Bainbridge

In Attendance

Andrew Smith

Oliver Bone

Ruth Tudge

Operations Manager for East and West

Curator of Kings Lynn and Thetford Museums

Democratic Services Officer

10/22CHAIRMAN

Due to the meeting not being quorate it was agreed by those present to adjourn the matters of the AGM until the next meeting on 26 September 2022. It was agreed the reports would still be heard.

11/22VICE-CHAIRMAN

Due to the meeting not being quorate it was agreed by those present to adjourn the matters of the AGM until the next meeting on 26 September 2022.

12/22MINUTES

Due to the meeting not being quorate the minutes would be confirmed at the next meeting.

13/22APOLOGIES

Apologies were received from Councillors Eagle, Clarke, Bushell, Harvey, Dr Hanley and Dr Robinson.

14/22CHAIRMAN'S ANNOUNCEMENTS

The Chairman said he had received notification from David Blackburn that for personal reasons he would be retiring from his Co-opted position on the committee. The Chairman would write a letter of thanks to Mr Blackburn for all his hard work, dedication and

Action By

contribution to the committee.

15/22 URGENT BUSINESS

None.

16/22 DECLARATION OF INTERESTS

None.

17/22 ANCIENT HOUSE MUSEUM REPORT

The Curator of Kings Lynn and Thetford Museums, Oliver Bone presented the report on activities at Ancient House, Museum of Thetford Life covering the period from March to May 2022.

Despite the ending of legal Covid restrictions, a number of the Covid secure systems and procedures implemented across Norfolk Museums Service (NMS) sites during the pandemic remained in place with a focus on keeping staff and visitors safe through minimising any risk of transmission. The museum continued to provide hand sanitiser and directional sign posting. Pre-booking remained an option although it was not a requirement, the wearing of face coverings was optional, and the museum was well ventilated with staff following a good cleaning regime.

Building works at the former King's Head public house, a listed building next door to the Ancient House continued to cause some disruption, it remained shrouded in scaffolding but there was light at the end of the tunnel as a new application for development had been proposed which seemed a better scheme than that which had previously been applied for and would have less of an effect on Ancient House. They continued to work with Breckland Council's Historic Buildings Officer, Andrew Gayton to ensure that the proposed building works did not have an impact on Ancient House. The Chairman would add a consultee comment to the current planning application to voice the committee's concerns on any impact of the proposed properties including the storage, placing and collection of waste bins for any new properties to ensure they did encroach in front of the museum and potentially block access.

The Museum had marked the 150th birth anniversary of Princess Catherine Duleep Singh with an exhibition featuring items on loan including a newly commissioned portrait of the Princess by leading contemporary artist Amandeep Singh, also known as Inkqusive. Also on display were artefacts associated with Princess Catherine and pull up banners telling her story including her work championing rights for women and helping refugees escape from Nazi Germany. The TV programme, Antiques Road Trip had filmed at the Museum recently with an interview with Peter Bance the Sikh Historian to talk about Princess Catherine which would be broadcast in Autumn.

The current exhibition at Ancient House in the Changing Displays room was Thetford Treasure which featured items from the late

Action By

Roman hoard of inscribed and decorated silver spoons and gold jewellery. Replicas had been made for permanent display in Thetford as a result of the Thetford Treasure Replica Appeal, led by the then Mayor of Thetford, Mike Edmond. There was also a lovely hoard of glass and pewter ware, a very rare collection, painstakingly pieced together by Debbie Harris.

The Ancient House is part of the National Lottery Heritage Fund-funded Brecks River and Fen Edge (BFER) 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 would be engaging local communities, schools and like-minded organisations to understand, reveal, celebrate and protect the lost heritage of the Brecks' Fen Edge & Rivers over the next 5 years. The Ancient House Museum would receive funding as a partner organisation to produce exhibitions and activities in 2022 and 2023 on the themes of Vikings and Riverside Heritage. The project would also involve members of the Teenage History Club who would assist in choosing artefacts and themes for display.

The Museum had a long-standing ambition to do more towards the Duleep Singh story and make more of the unusual connections between the Maharajah Duleep Singh and his family and proposed to approach the National Lottery Heritage Fund to help make this possible by creating new displays at the Museum. The Chairman would write a letter of support for this proposal.

Councillor Jermy said that there was very little information at the Maharajah Duleep Singh statue at Batten Island in Thetford and that the proposal was very encouraging and could be an opportunity to expand the area surrounding the statue and make more of the area.

The Learning Officer, Melissa Hawker had worked closely with local teachers to develop new workshops and history units using an innovative and flexible approach for schools which included developing a new history unit focusing on India, Empire and the Maharajah Duleep Singh with a programme of digital and on-site workshops and work in partnership with Thetford Town Council's Guildhall project to support learning about Dr Minns, the first black mayor in Britain and Princess Sophia Duleep Singh.

Ancient House had supported local children to achieve The Platinum Jubilee Norfolk Challenge Awards. The awards had been developed in tribute to the late Duke of Edinburgh, whose own Award scheme had been so influential on the lives of generations of young people and recognised children and young people's contribution to the Norfolk community as part of the Platinum Jubilee celebrations and beyond. The Ancient House History Club completed the award over the last half term and their progress was featured in the Norfolk Platinum Jubilee newsletter (<https://mailchi.mp/platinumjubileenorfolk/schoolsscouts-and-brownies>).

Volunteers were returning to the Museum; they were currently

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arranging for IT equipment to be updated. An initial project for some volunteers would be the scanning and documentation of the recently acquired postcard collection working with the Assistant Curator of Lynn Museum, Dayna Woolbright.

The Ancient House had been hosting trainees since 2013, the current trainee was Katie Crowson, and it was hoped to bring Katie along to a committee meeting to gain experience and update the committee on projects she would be involved with.

The Ancient House continues to feature on Radio Norfolk and with a regular slot in the monthly About Thetford magazine.

The Ancient House team is working in partnership with Dr Priya Atwal from Oxford University as part of the Torch Knowledge Exchange programme from the History Faculty. They would be working to research the religious identity of the Maharajah Duleep Singh.

John Ward explained that the Torch Knowledge Exchange History Faculty provided a fellowship grant project to encourage collaborations between post PhD students and organisations like Norfolk Museums Service and provided the funding for projects.

Members of the Committee noted the report.

18/22GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith presented the report that covered the period from February to May 2022.

Despite the ending of legal restrictions in terms of Covid-19 a number of the Covid-secure systems and procedures remained in place with a focus on keeping staff and visitors safe through minimising risk of transmission. The priorities remained:

- Ventilation – maintaining existing ventilations arrangements to maximise fresh air flow including supplementary air purifiers and CO2 monitors at relevant sites
- Cleaning regimes – maintaining enhanced cleaning arrangements including toilets and regular touch points
- Hand sanitisation – maintaining existing sanitiser stations and encouraging regular hand sanitisation/hand washing. Additional hand sanitiser stations have been introduced where required e.g. near interactives.

CO2 monitors provided through Norfolk County Council had been introduced into a number of rooms and spaces where there was limited natural ventilation, these were the Library, the Learning Centre, First Farmers Gallery, Women's Land Army Gallery, the Training Room, Board Room, Environment Hub – main meeting room, the Café and the Chapel. The detectors were monitored by the staff using those spaces and they also linked into the LoRaWAN network, facilitating the use of monitoring dashboards to track live data and spot trends. This has enabled a number of spaces to be brought back

Action By

into use and increased capacity for schools and other visitors.

A new Events Officer, Fiona Ashley had been recruited and had been making lots of plans in assisting with current events and planning future events.

The four operational models included:

- Special Event days – major events which required full event staffing and set up, including the use of large parking fields. A premium ticket price applies for these event days to reflect the high level of activities taking place. Free admission continued to be provided to Norfolk Museums Pass holders.
- Days with a Difference – smaller themed events. These required smaller staffing complement and utilised core parking. They were aimed at attracting audiences of 500-800 visitors. Free to Norfolk Museums Pass holders. Bank Holiday 29 Monday on 2 May featured Yoga for Kids - a yoga session for families, getting messy with Art Attack, and trying the I-Spy trail. Sundays in May featured Art Attack sessions including Make a bookmark on 1 May, Discover cottage gardens on 8 May, Try your hand at macrame on 15 May and Make a peg doll on 22 May.
- Norfolk School Holiday activities – extra themed activities delivered each day of the Norfolk School holidays, with minimal increase in staffing. Free to Norfolk Museums Pass holders. During the Easter holiday period in April the theme was Senses in Nature – based on getting outside and discovering the wonders of the natural world. This included trails and activities, making a musical shaker and exploring the musical woods and the adventure playground. May half-term (28 May – 5 June) activities were Jubilee themed. Create Like a Royal celebrated the Queen's Platinum Jubilee and activities included making a medal, creating your own flag and crown, riding a hobby horse, completing the royal stamper trail and making a paper flower to decorate the chapel.
- Ticketed Events – pre-booked and pre-paid events. These events, held outside of standard opening hours or out of the main season, offer a reduced charge to Norfolk Museums Pass holders.

Held annually, Open Farm Sunday was a successful day with just under 3,000 people on site. Held on 12 June this was a free admission day for all visitors and was part of a national event run by LEAF (Linking Environment and Farming).

During this reporting period there continued to be a focus on digital delivery as an alternative means of engaging with both existing and new audiences. This included social media posts following a dedicated programme of themes. Digital resources created by the Events, Learning and Curatorial teams were continuing to be uploaded on a regular basis to social media platforms and the Gressenhall website.

A new temporary exhibition, Georgie Meadows: Stitched Drawings

Action By

opened in May and will run until the end of the 2022 season. The exhibition explored experience of ageing and dementia with uniquely crafted portraits translating line drawings into stitched works. In line with this, a pop-up display titled 'Nothing about us without us' is also on show, linked to the themes in the work by Georgie Meadows. The display was about the History of Disability told through 13 objects in Norfolk Museums' collections. It was created by young and disabled people living in Norfolk through the Kick the Dust project and has toured libraries and other venues.

The refurbishment on the new Environment Hub was now complete and would highlight the environmental works being showcased at Gressenhall beginning with the new community tree nursery where the rooms had been named after trees.

The Farmer's Foundry steam engine had been fully restored and up and running at Open Farm Sunday. Additional checks were now taking place to the indoor pipework due to the increased power of the new engine, following which the Farmer's Foundry will be used to power and demonstrate stationary engines in the Engineering Gallery. A new interpretation panel had been installed with input from the Kick the Dust project trainees.

The two new Suffolk Punch colts Jack, aged two and Kingsman, aged one were settling in well and getting used to the sights and sounds of the farm and visitors and being handled and getting used to wearing a harness. These additions were purchased with donations from the Friends of Gressenhall.

The community tree nursery which formed part of the Gressenhall Environment Hub had now evolved from a small grass paddock to a defined area with the infrastructure being put into place. Raised beds now had seedlings growing on from seed gathered in the autumn and a team of new volunteers lead by project officer Emma Cross were making an important contribution to the project. The long-term aim was to supply young trees to be planted at various sites around the county and tied in to the NCC ambition to plant a million trees for Norfolk as well as the DEFRA Trees Outside Woodlands scheme.

Also linking in with the Environmental Hub was the Wendling Beck project. Gressenhall were working in partnership with NCC and neighbouring landowners on this project which included creating an arboretum, managing a wetland and improving public access to the whole area.

The Friends of Gressenhall continued to be a vital resource providing funding for the two Suffolk Punch horses and were pleased to inform that the second-hand bookshop had now re-opened to visitors and were working hard on new initiatives.

The Family Fun Day, held in partnership with NCC's Fostering and Adoption Service, would run again on 16 July 2022 after a two-year gap. The event provided an opportunity for carers and council

Action By

staff to meet each other in a safe and neutral environment, and for the Museum to say thank you for the work that they do. This year's theme will be Once Upon a Time, with Cinderella, the Wicked Witch and Peter Pan amongst other characters running a series of accessible activities. Any councillors wishing to attend the day would be most welcome, please contact jan.pitman@norfolk.gov.uk to be added to the invite list.

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund (NLHF) delivered in partnership with a range of organisations including YMCA Norfolk, continued to engage with young people aged 11-25 throughout the period of the pandemic. The project team adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means. The team were now delivering mostly face-to-face sessions which continued to have a positive impact on young people.

As opportunities were now open to volunteers, a further 37 young volunteers had taken part in training. Kick the Dust has supported a total of seven young people on its bursary traineeship programme, the last cohort finishing on 31 May 22. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme, and a further seven Young Ambassadors had been recruited to support Institutional Change within NMS and to join the strategic Youth Board and Project Board.

The Chairman asked if there would be a follow on to this project and if it would continue. The Operations Manager for East and West said it was hoped that this would be regenerated again with a further bid and that Dr Hanley would update members on this project at the next meeting. The launch of the new Kick the dust web pages could be found on the MNS site:
<https://www.museums.norfolk.gov.uk/join-and-support/kick-the-dust>

Members of the Committee noted the report.

19/22NEXT MEETING

The arrangements for the next meeting to be held on Monday, 26 September 2022 were noted. Venue to be confirmed.

The meeting closed at 11.45 am

CHAIRMAN



14:15 to 15:30

7 June 2022

Present:

City Councillors:

Huntley (chair -following
appointment)
Kidman
Thomas (Vi)
Schmierer
Wright

County Councillors:

Birmingham
Reilly
Ward

Apologies:

City Councillors Osborn, and, County Councillors Brociek-Coulton, Rumsby and Watkins, Councillor Kybird (ex officio member) (other council business), Felicity Devonshire (Friends of Norwich Museums), Amanda Geitner (East Anglia Arts Fund) and Danusia Wurm and Janey Beddington (her substitute) (Norfolk Contemporary Art Society) and Councillor King (Broadland District Council)

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 1 March 2022.

6. Norwich Museums Report – February to March 2022

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 for members to ask questions or comment.

The assistant head of museums presented the first section of the report. There were measures in place to improve ventilation and ensure the safety of visitors and staff as visitor numbers began to return to pre-pandemic levels. Volunteers were also being welcomed back into the museums.

The operations manager presented section 2, Reopening the Norwich Museums. Members noted that in April there had been 99 ceremonies, with a footfall of 2,494, showing a return in confidence as Covid-19 restrictions were removed. In reply to a member's question, the operations manager said that the ceremonies and footfall were as expected and set to increase but was still down on pre-pandemic levels. He explained that the footfall had been less because of the restrictions on the number of guests attending ceremonies. This had increased from less than 30 to 50 in March.

The assistant head of museums services presented section 3, Norwich Learning Team activity – highlights report, and said that Colin Scott, the Eastern Area learning manager and Jan Pitman, the Western Area learning manager were supporting the Norwich learning team on a temporary basis whilst the post of learning manager Norwich was vacant. The team continued to have a strong relationship with schools and, whilst noting the reduced capacity, bookings had been full for the autumn and spring terms. A positive of the pandemic, was that staff had acquired a high level of skills to provide digital resources to complement school visits. In reply to members' questions, the assistant head of museums explained that as with all learning events, the *Life at the Time of the Great Fire of London* event at Strangers' Hall was linked to the national curriculum. Events were developed in conjunction with teachers and were piloted and tested. The programme was constantly evolving to reflect changes in the curriculum. The team had received the Sandford Award which demonstrated the quality of the learning programme.

During discussion, Councillor Ward said that as chairman of Norfolk County Council, accompanied by the then Lord Mayor, he had attended the 600th anniversary of the Great Fire. The county of Norfolk had been the largest contributor to the fund to rebuild London after the fire.

The committee noted the visitor programme as set out in section 3 of the report. This included events as part of the Love Light festival, with Norwich Castle being at full capacity throughout. Members noted that an audio series *Unstitched* had been produced to provide the stories behind textiles in the NMS collection. As part of the Norwich Castle: Royal Palace Reborn activity programme tales of Norwich's historic past had been commissioned and launched; events tailored for Early Years audiences and a poetry trail around the city. These demonstrated the reach of the project beyond Norwich Castle.

Members noted the *Kick the Dust* statistics. A bid to the Heritage Lottery fund was being prepared on partnership with the Leicester Kick the Dust project to secure future funding when the current funding stream ended in March 2023. The assistant

head of museums invited members to contact Christine Marsden, the Kick the Dust project coordinator for further details on projects in their wards/divisions.

The assistant head of museums presented section 5, Norwich Castle: Royal Palace Reborn and updated members on the progress of the construction works, including preparations for the installation of steel works in the Keep and the concreting of the base for the lift shaft in the main stairwell, in consultation with Historic England and the city council's conservation and design officers at every stage to ensure that the new structures fit the purpose but preserve the historic fabric of the building. The new accessible toilets and changing place facility would be operational from the end of the summer. A pop-up café would be used to service the Rotunda at busy times to supplement the main café/restaurant which would be expected to be handed back in the second phase by Easter 2023. Demolition of the old shop area was currently underway. The contractor had started work on the relocation of the old Boardman stairs to follow the original stair line one outside the Keep. The project was progressing well with detailed planning work being undertaken on the exhibition areas. These would include a new permanent gallery to display objects on long-term loan from the British Museum. Members also noted the work of the Wider Impact Group which included work on the content and visual displays for a new Dungeon Tour, the new ticket barrier system and the new restaurant/café, and retail area. Regarding timelines, the entrance/café area was expected to be available next year, with construction works in the Keep expected to be completed by September 2023, followed by work on the exhibition spaces for opening in 2024.

During discussion, the assistant head of museums confirmed the arrangements in place to mitigate increased construction costs and that contingencies were in place. The objects on permanent loan from the British Museums focused on the medieval period. The artefacts on display would place Norwich and Norfolk in the national and international context, which as the second richest city traded with the Arab world and beyond.

The assistant head of museums presented section 6, Other activity across the Norwich Museums and updated members on the activities at the Museum of Norwich at the Bridewell and Strangers' Hall. Covid-19 would soon be part of our past. KonectBus had donated posters, used on local buses to promote social distancing and public health messaging, to the *Picturing the Pandemic* contemporary collection.

In the absence of the senior curator of Norwich museums and keeper of fine and decorative art, the assistant head of museums presented section 7, Norwich Curatorial update. *The World We Live In: Art and the Urban Environment* exhibition was the first to take place in the T (temporary) galleries since the improvements to the environmental controls. Dr Rosie Gray was also working on the *Slaves of Fashion* by the Singh Twins, which had received lots of interest, and would cross reference with the textile and costume collections. Dr David Waterhouse, the senior curator of Natural History, had been interviewed for Open Country on BBC Radio 4 and had referred to the Morpho butterflies, part of the Margaret Fountaine butterfly collection held by NMS. He was also working with Paston College and the Kick the Dust team for a film collaboration about the Deep History Coast. Dr Francesca Vanke, the senior curator of Norwich museums and keeper of fine and decorative art had worked on the acquisition of the JMW Turner's *Walton Bridges* which was currently on tour. This would be the first time that a painting by Turner would be on

public display in King's Lynn. Members were invited to an open afternoon at Lynn Museum to launch of the exhibition.

The operations manager confirmed that the Project Refresh capital works had been completed by 14 April 2022 and that NMS was confident that it could continue to host national and international touring exhibitions in the temporary galleries and provide a stable environment. In reply to a member's question, the operations manager explained that the use of CO₂ monitors minimised the risk of Covid 19 for customers and staff in areas where there was no mechanical or natural ventilation. It would be possible to set the environmental control systems to 20 per cent fresh air to mitigate the risk whilst having the capacity to control humidity and temperature. Members noted that works to resolve the infestation of dry rot in the Shirehall Chambers was expected to be completed over the next 12 months.

The operations manager advised members that it was difficult to compare visitor numbers over the last three years because of the lockdowns and museum closures due to Covid-19. There had been a significant uplift in visitor numbers from January to April 2022 which demonstrated that visitor confidence was returning.

The assistant head of museums presented the social media update for the Norwich museums. ([This report is available on the council's website and was circulated to members after the meeting.](#)) The Norwich Museums now have 65,048 followers in total across the four platforms and shows a good level of engagement. Members also noted that there had been 4,000 views of the Norwich Castle blog (that includes stories from Strangers' Hall and the Museum of Norwich) from March to May, and notably included details of Norwich Castle built in Lego built by an enthusiast. During the three-month period there had been over 7,000 views on the Norwich Castle YouTube channel. NMS continued to develop good quality social media. This included celebrating International Museums Day in May and the National Lottery Heritage Fund's *#ThanksToYou* week on social media, as well as on site.

RESOLVED to:

- (1) thank the assistant head of museums and operations manager for presenting [the report](#);
- (2) note that members of the committee:
 - (a) are welcome to observe learning events and that a schedule of available dates will be circulated;
 - (b) may visit any Norfolk Museums Service site in Norfolk by showing their councillor passes;
 - (c) are invited to contact Christine Marsden, Kick the Dust, for further details of Kick the Dust projects in their wards/divisions;
 - (d) are invited to attend a site visit to Norwich Castle to view the progress of the Norwich Castle – Palace Reborn project, on Tuesday, 6 September 2022 (to be held before the commencement of the committee);

- (3) members of the committee are invited to attend the open afternoon to launch the Turner exhibition at Lynn Museum on 23 June 2022 at 14:00.

7. Reports of the Representatives of the Voluntary Organisations

The chair said that Felicity Devonshire had submitted a report on behalf of the Friends of the Norwich Museums. The Friends had held their centenary lunch at Houghton Hall and expressed their gratitude to their patron Lord Cholmondeley and Lady Cholmondeley for their hospitality. The report also detailed the items on loan from NMS which were incorporated into the exhibition celebrating the founding of Houghton Hall 300 years ago. Jamie Jamieson was one of the sponsors and it was considered fitting that his uncle's WW1 medals were on display.

RESOLVED to note the report.

8. Schedule of Meetings

RESOLVED to confirm the schedule of meeting for the remainder of the civic year 2022-2023, as follows:

Tuesday 6 September 2022 at 14:00

Tuesday 6 December 2022 at 14:00

Tuesday 7 March 2023 at 14:00

(At the end of the formal business of the meeting, Samantha Johns, collections development manager, Norfolk Museums Service gave a power point presentation. [A copy of the presentation is available on the council's website with the papers for the meeting.](#))

CHAIR

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK ITEM 9

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 13th June, 2022 at 2.00 pm in the Assembly Room, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT:

Councillors L Bambridge, A Bubb, M Chenery of Horsbrugh, M de Whalley, A Kemp and E Nockolds

An apology for absence was received from Councillor A Tyler

1 **APPOINTMENT OF CHAIR FOR THE MUNICIPAL YEAR 2022 TO 2023**

RESOLVED: Councillor Mrs Nockolds was appointed Chair for the municipal year.

2 **APPOINTMENT OF VICE CHAIR FOR THE MUNICIPAL YEAR 2022 TO 2023**

County Councillor Baron of Horsbrugh was appointed Vice-Chair for the Municipal year.

3 **MATTERS ARISING**

None

4 **MINUTES**

RESOLVED: The minute of the meeting held on 14 February 2022 were approved as a correct record and signed by the Chair.

5 **DECLARATIONS OF INTEREST**

None

6 **REPORT OF THE ASSISTANT HEAD OF MUSEUMS**

The Chair invited the Assistant Head of Museums to present his report. He presented an overview of the working arrangements in the museums following the ending of the legal restrictions around covid. It was noted that health and safety measures were in place to continue to provide monitoring, ventilation and cleaning regimes.

It was noted that there had been a broad range of digital resources developed to support audiences during the pandemic, a number of which were now being enhanced to support hybrid offer.

The Curator gave an overview of the exhibitions and events at the Lynn museum including the loan of the Turner painting Walton Bridges.

An update was given on the social media presence a copy of which is attached to the minutes.

The report updated members of the loan to the British Museum of the 15 timbers from Seahenge for their current major exhibition World of Stonehenge which was running until 17 July. Members asked whether the exhibition was clear that it had been loaned from the Lynn Museum.

The Curator informed the Committee that unfortunately it had not been possible to recruit new members to the Friends of King's Lynn Museums, therefore the current committee had decided to dissolve the charity.

Following the suggestion that the Kick the Dust (KTD) project take on the mantle of the friends of the museum, it was stressed that this was not the type of project suitable for the KTD group which had a regular turnover of young people. The museum was looking to work with another organisation in order to be able to access the grant funding available to charitable organisations.

The Learning and Engagement officer for Stories of Lynn and Project Worker for the Kick the Dust presented her report on the work with schools from 1 March -30 May, and the Kick the Dust Project.

The Chair thanked the Learning and Engagement Officer for the great work she had done with the children and families over the previous two weekends of festivity. She confirmed she had had the help of KTD groups and Police cadets to run the activities.

In response to a question on the funding situation for the Kick the Dust project, the Assistant Head of Museums explained that it had been funded through the National Lottery Heritage Fund and whilst originally due to expire in November 2022, it had been extended to March 2023, with work underway to look into other funding opportunities going forward.

It was confirmed that it was likely that the KTD project may use the Guildhall if asked.

The report informed members that the sleepovers at the Stories of Lynn had re-commenced

7 **BOROUGH COUNCIL REPORT**

In the absence of the Borough Council's Tourism Manager, the Chair presented his report which gave an update on the printed marketing produced for the area and the e marketing including the visit west norfolk website which had been refreshed.

The planned activity for the section was set out including the construction of a Hunstanton Observatory and Norfolk Arts Trail, along with the list of partners being worked with.

8 **TRUE'S YARD MUSEUM REPORT**

The Committee received the report of the Museum Curator at True's Yard. It informed the Committee that the Museum would be holding 6 exhibitions in the coming year – Maritime Art, Royal influence on Lynn, artwork created for a book on Vaughn Williams, the Timber Trade, and smaller children's exhibitions.

9 **DATE OF NEXT MEETING**

19 September 2022 at 2pm in the Town Hall.

The meeting closed at 3.30 pm

Joint Museums Committee

Item No 10

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2022/23
Date of meeting:	22 July 2022
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2022/23 as at 31 May 2022.	

Executive summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2022/23 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 to meet target, however it is facing a number of significant pressures for 2022/23.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.

Recommendations:

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

1. Background and Purpose

1.1 Revenue Budget 2022/23

- 1.1.1 The Service is currently projecting to meet target; however, it continues to face significant uncertainty in relation to the main income streams due to

slow return to pre-pandemic visitor numbers and patterns, combined with the limited visitor offer in place at Norwich Castle Museum as a result of the ongoing work for the Keep re-development.

- 1.1.2** All sites have now re-opened, however, Covid-19 continues to impact the Service by requiring some changes to normal operations, for example limiting the number of visitors for certain events, etc.

There has been a positive return to museum visiting, although the figures show that visitor numbers are lower than an average year to date. It is hoped that the summer months will see an increase in visitor numbers as the Service has a busy programme of exhibitions, events and activities planned over the school holiday period, all of which will help to alleviate the current financial pressures.

- 1.1.3** NMS is closely monitoring all spend on utilities as this is expected to increase the financial pressures on the Service, particularly over the Winter months when usage across all sites will be much higher, combined with the planned increase in prices by energy companies.

- 1.1.4** We are expecting to mitigate any potential over-spend by managing costs wherever possible throughout the year and if required by use of the NMS Income reserve. Due to the unprecedented nature of the pressures that the Service continues to face, this is an issue that is being managed at a wider CES departmental level and would be supported by the CES business risk reserve.

- 1.1.5** The table below sets out the net revenue Service budgets for 2022/23 and the forecast outturn for NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.287	2.287	0.000	0.00%
NMS Total	2.287	2.287	0.000	0.00%

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 2022/23 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2022/23 – Norfolk Museums Service

Scheme or programme of work	Approved 2022/23 Capital Budget £m	2022/23 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 22/23
Seahenge	0.007	0.007	0	Ongoing conservation
NLHF Keep Delivery Phase	7.619	7.619	0	Project will be ongoing over the next 2 years
Gressenhall Playground Improvements	0.034	0.034	0	Project estimated to be completed in 2022/23
Gateway to Medieval England Project Management	0.136	0.136	0	Project estimated to be completed in 2023/24
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2022/23
Support for Key Care of Buildings & Collections	0.295	0.295	0	Project ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environment Hub	0.200	0.200	0	Project ongoing until 2023/24
GFW Environmental Landscape Management Project	0.149	0.149	0	Project ongoing until 2024/25
Total	8.453	8.453	0	

Funding of the NMS Capital Programme

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

- 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 was completed in 2021 and is now operational. It is expected to give a substantial return on investment in terms of additional visitors in the current 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 £0.695m 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 Environment Hub for Norfolk over the next three years.
- Policy & Resources Committee have approved the funding of £0.249m to develop the Gressenhall Farm & Workhouse Environmental Landscape Management Project over the next two 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 22	Balances at 31 Mar 23	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	0.532	0.532	0.000
Service Total	1.199	1.199	0.000

2. Financial Implications

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

3. Issues, risks, and innovation

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

4. Background

There are no other documents to refer to.

Officer Contact

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

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

Officer Name, Tel No., and Email address:

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

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

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

**Finance & Commercial
Services**

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Norfolk Joint Museums Committee

Item No: 11

Report Title: Risk Management

Date of Meeting: 22nd July 2022

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

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

Recommendations:

To consider and agree;

- 1. The active and dormant risks as per appendices A and B.**
- 2. To note the new risk RM14499 – Future Arts Council England Funding.**

1. Background and Purpose

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

2. Proposal

- 2.1 Members should note that there is a new risk pertaining to future funding from the Arts Council England (ACE), which if not agreed, would have major implications for the delivery of museum services and projects. This is a short-term risk that needs to be accounted for until the decision for future funding for the Norfolk Museums Service is made by ACE. This should be known by the end of October 2022.
- 2.2 For risk **RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales**, the target date has been maintained as September 2022. This will be further reviewed and amended accordingly in September to roll on a six monthly review cycle until the end of the project.

3. Impact of the Proposal

- 3.1 The current risks are those identified against departmental objectives for 2022/23 and are included in Appendices A and B.
- 3.2 The risk register currently contains eight risks. Of these, six 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. There are three risk scores to note;
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
 - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks

- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

4. Evidence and Reasons for Decision

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

5. Alternative Options

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

6. Financial Implications

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

7. Resource Implications

- 7.1 **Staff:** Museums based staff continue to work on site now that all museums are back open.
- 7.2 **Property:** All museum sites are open. 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): Museums staff continue to ensure the continued safe physical environment of museums for all users.

8.6 Sustainability implications (where appropriate): There are no sustainability implications to report.

8.7 Any Other Implications: Any further developments regarding COVID-19 will 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 Active risk implications can be seen within the active risks at Appendix A.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

To consider and agree;

- 1. The active and dormant risks as per appendices A and B.**
- 2. To note the new risk RM14499 – Future Arts Council England Funding.**

12. Background Papers

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

Officer Contact

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

Officer name:

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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.

Risk Number	RM14381					Date of update		21 June 2022		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			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	Sep-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 last met in April 2022 and continues to be updated on progress and any new emerging risks are added into the project risk register. The next project board will take place in July 2022.										

Risk Number	RM14286					Date of update		21 June 2022		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			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-23	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 has been carried out for the movement to the new MyOracle system which went live in April 2022. Progress with being able to use the new MyOracle system for NMS purposes will continue to be monitored for the rest of the financial year.										

Risk Number	RM14364					Date of update		21 June 2022		
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			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-23	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be monitored and maintained as far as possible in the current climate. Arts Council England are requesting that all relevant organisations extend their business plans by 1 year, which we are doing. As ACE have now confirmed extension of the business plan by 1 year, the target date has been amended to the end of the financial year 2022/23.										

Risk Number	RM14162					Date of update		21 June 2022		
Risk Name	Failure to generate additional income streams for 2022/23 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			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-23	Red
Tasks to mitigate the risk										
Continue to review additional income levels generated.										
Progress update										
Museum sites have re-opened but challenges remain due to the impact of Covid and additional pressures on secondary spend. 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		21 June 2022				
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			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	Sep-22	Green
Tasks to mitigate the risk										
Review of display case security undertaken (completed) Review of security staffing and systems (completed). Provision of additional CCTV coverage (completed). 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 (ongoing).										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. The likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										

Risk Number	RM14499				Date of update			21 June 2022		
Risk Name	Future Arts Council England Funding									
Portfolio lead	Cllr. Margaret Dewsbury				Risk Owner		Steve Miller			
Risk Description				Date entered on risk register				21 June 2022		
There is a risk that NCC doesn't receive future ACE funding beyond the existing funding programme. Whilst a low likelihood, this would have a high detrimental impact on the ability to deliver key services and projects within the Norfolk Museums Service.										
Original			Current			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	5	10	2	5	10	1	5	5	Nov-22	Green
Tasks to mitigate the risk										
1) Submit a strong application to the Arts Council England. 2) Deliver as strongly as possible against the deliverables of the existing funding programme to give NCC the best possible chance of demonstrating that future funding is merited. 3) Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods. Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges. 4) Continued strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2022-26 programme 5) Monitor service delivery to ensure that targets are being met										
Progress update										
1) A strong application was submitted in May 2022. We are currently awaiting the outcome of this, which will be known by the beginning of November 2022. 2) We are continuing to deliver against the current plan as fully and effectively as possible to give ourselves the best possible chance of securing future funding. This links to risk RM14364. 3) A close working relationship with ACE colleagues is being maintained. 4) Continued conversations taking place with key stakeholders to keep them informed on progress towards receiving funding for the next programme cycle. 5) Continued close monitoring of service delivery performance against the targets set.										

Risk Number		RM13947				Date of update		21 June 2022		
Risk Name		Failure to maintain historic buildings								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			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-23	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 2023.										

Risk Number		RM13948		Date of update		21 June 2022				
Risk Name		Significant flooding at any of the Museum sites.								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			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-23	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 2023.										

Norfolk Joint Museums Committee

Item No. 12

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	22 July 2022
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2022/23 position to date 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2022/23 and the Service's planning relating to its future Arts Council England funding 4. For the Joint Museum Committee to give its support for the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) by Thetford Town Council for a Heritage Masterplan for Thetford, with NMS listed as a partner for a future funding application 5. For the Joint Museum Committee to give its support for NMS to put forward a project enquiry form to the National Lottery Heritage Fund (NLHF) to explore funding opportunities to increase the Duleep Singh interpretation at Ancient House Museum 6. For the Joint Museum Committee to give its support for an application by SHARE Museums East to apply to the National Lottery Heritage Fund (NLHF) for an additional funded programme of training and development support to East of England museums 7. To note the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) to develop an application for a capital investment in Time and Tide Museum, Great Yarmouth 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2022/23, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*.

2. Performance Summary

- 2.1. The following details the performance summary from 1 April 2022 to 31 May 2022.
- 2.2. The visitor numbers for the first two months of the financial year were 14,986 against a target of 32,079. Given the Covid disruption of the last two years, we are in the process of agreeing new visitor targets as part of the County Council's Vital Signs programme. However, initial visitor numbers across the 10 NMS sites are positive and suggest a slow return to pre-pandemic visitor numbers and patterns.
- 2.3. The Museums Learning Team continue to deliver high-quality learning programmes, both in person and online. The final 2021/22 figures for school visits were 23,201 in person visits and 7,556 virtual visits. This represents a very credible performance given the significant disruption of the Covid period and the difficulties of making school visits for much of the 2021/22 period. The 2022/23 school numbers will be reported at the next JMC meeting.

3. Digital engagement and Learning Team Highlights

- 3.1. **Summary Report: Social Media at Norfolk Museums
1 March – 31 May 2022**
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 1 March to 31 May 2022

NMS has continued to see an increase in followers across our key social media platforms in the last three months, with Instagram and YouTube continuing to be the fastest growing.

Facebook			
Account	Total Followers end February 2022	Total Followers end May 2022	% Increase (to the nearest 1%)
Norwich Castle	13,223	13,446	2%
Gressenhall	7,370	7,578	3%

Time & Tide	4,281	4,327	2%
Twitter			
Account Name	Total Followers end February 2022	Total Followers end May 2022	% Increase (to the nearest 1%)
Norwich Castle	14,929	15,092	1%
Gressenhall	6,180	6,197	0%
Time & Tide	5,590	5,604	0%
Instagram			
Account	Total Followers end February 2022	Total Followers end May 2022	% Increase (to the nearest 1%)
Norwich Castle	7,414	7,681	4%
Gressenhall	2,030	2,133	5%
Time and Tide	1,762	1,864	6%
YouTube			
Account	Total Followers end February 2022	Total Followers end May 2022	% Increase (to the nearest 1%)
Norfolk Museums	680	713	5%
Norwich Castle	540	611	13%

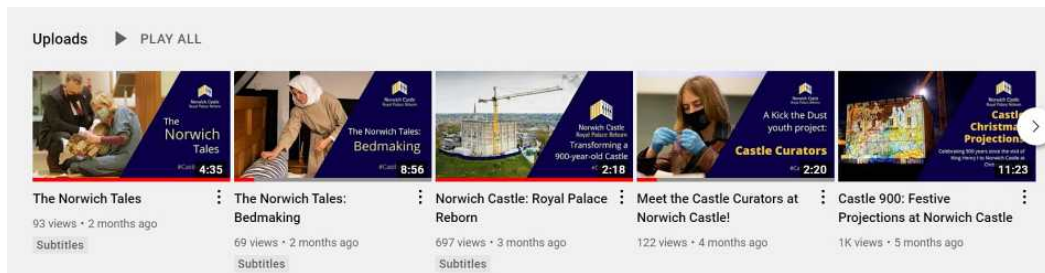
In total, the ten Norfolk Museums Service sites (including the above) have a combined **139,518** followers across these four key social media platforms representing a total **1.3% increase** since the previous report in March 2022.

Staff capacity for social media has been reduced in recent months due to gaps in the Events teams at Great Yarmouth Museums and Gressenhall. A new Events Officer is now in post at Gressenhall and there is a plan in place for a summer campaign and a competition to promote the Museums Pass offer and grow the audience on the Gressenhall Instagram account.

2. YouTube Highlights

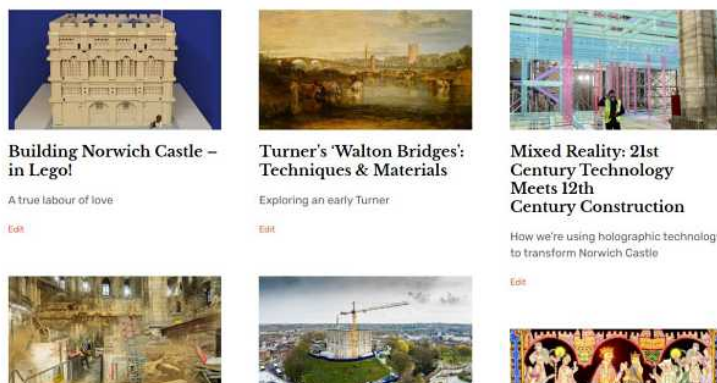
Video highlights since March have included:

- [The Norwich Tales](#) – part of the Royal Palace Reborn activity plan, these videos explore the work of three local writers who have been working with different age groups to bring the city's medieval history to life.
- [A new Kick the Dust intro film](#), made by KTD participant Lewis Wickwar.



3. Blog Highlights

The Norwich Castle blog, which also includes posts from Strangers' Hall and The Museum of Norwich, earned almost 4000 views in March, April and May. Post topics have included techniques and materials in Turner's 'Walton Bridges', archive photos juxtaposed with photos of the current building work, how structural engineers are using cutting edge AR technology in the construction of the new interiors, and the story of an incredibly detailed Lego model of the Castle.

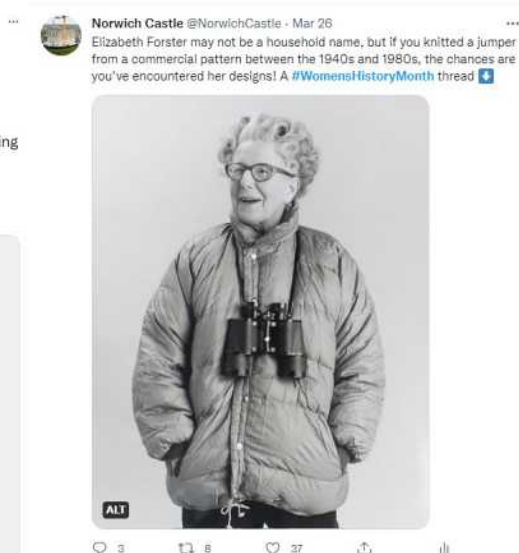


4. NMS-wide Social Media Campaigns

After a short break, NMS has resumed 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.

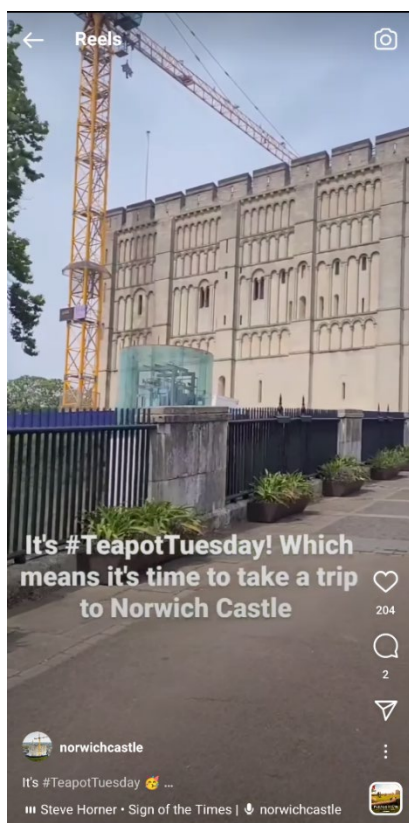
NMS' social media accounts took part in a number of national and international campaigns and awareness days in March, April and May including:

- #HeadEast (to promoting the diversity of arts, culture and heritage across Norfolk & Suffolk)
- Women's History Month and International Women's Day
- The National Lottery Heritage Fund's #ThanksToYou week
- International Museum Day



5. Social Media Highlights from our museums

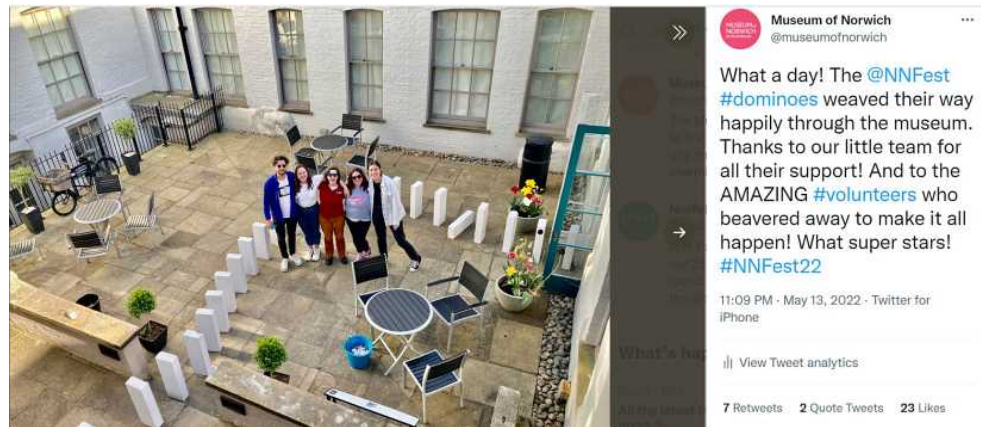
Norwich



A new feature on the Norwich Castle Instagram has been gaining attention from our followers: a series of Reels by our Digital Comms trainee, Beau Brannick.

Beau has been interviewing curators and filming objects in our collection to create these short films especially for the Instagram audience. So far, they have had over 22,000 views since their launch in mid-April. Beau will be creating similar Reels for the Strangers' Hall Instagram. Strangers' Hall have been promoting their event and activities across social media, including Easter crafts and the return of their regular museum tours in April.

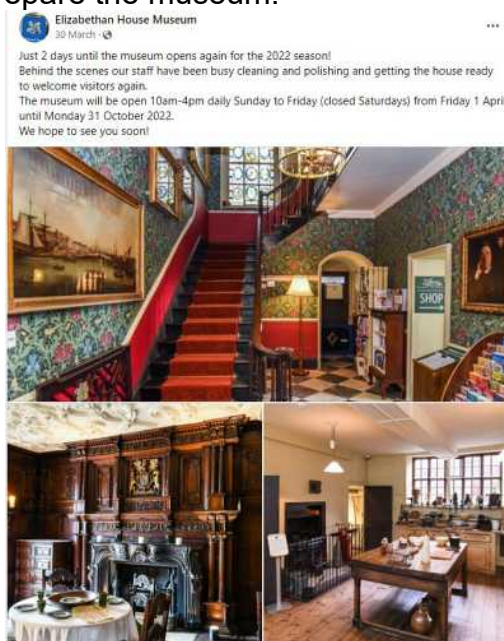
The Museum of Norwich at the Bridewell had a great response to their posts about the Norfolk and Norwich Festival dominoes event, which travelled through the museum as part of the festival opening event. Their feeds have continued to share regular updates about the museum's work with local communities, artists and other groups in the city.



Eastern Area

Time & Tide Museum of Great Yarmouth Life's feeds have promoted the new exhibition, *Painting Faces: The Art of Flattery*, as well as their regular popular school sessions, holiday activities and events.

As the Tolhouse and Elizabethan House reopen for the summer season, their feeds have focused on welcoming visitors back and sharing some of the work behind the scenes to prepare the museum.



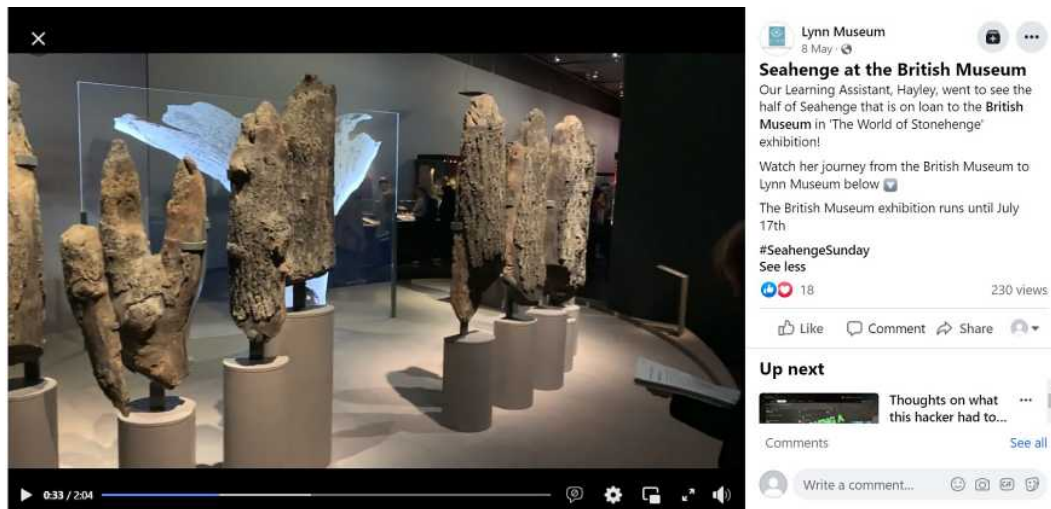


Cromer Museum continued to brilliantly engage their local audience with archive photographs and fascinating stories about the town. Their monthly Facebook 'Mardles' were as popular as ever, including topics such as the changing face of Cromer, the town's 'local gems', and the year 1962. The virtual events are always well received and encourage conversation and happy memories in the comments.



Western Area

King's Lynn's social media feeds have celebrated the loan of Seahenge to the British Museum's *World of Stonehenge* exhibition with a campaign of weekly [#SeahengeSunday](#) posts, including a [special video from Museum Assistant Hayley](#) visiting the exhibition at the British Museum, and their own [online exhibition about Seahenge](#).



As always, the farm animals at Gressenhall have proved to be popular with social media audiences, especially during the Spring season. The team have also been running a fascinating series of ‘then-and-now’ photos showing different areas of the site through archive and modern photographs.



Ancient House’s local history posts were very popular with their followers, as were their regular posts telling the story of the Duleep Singh family through objects, images and key dates.



5. Teaching Museum, Kick the Dust & Skills

5.1. Teaching Museum Trainees

The four new Trainees on the Teaching Museum programme started in early April and, three months in, they are making good progress both in their work roles and training programme. For their first few weeks they worked with the Kick the Dust Trainees who were in post until May. This meant that the whole cohort could go to King's Lynn and Great Yarmouth for training sessions.

The four trainees this year are based in the Norwich Communications team, the Learning Team in Norwich with a focus on the Royal Palace Reborn activity plan, Collections team (with a service wide remit) and Western Curatorial team working at Ancient House and Lynn Museum.

British Museum International Training Programme

NMS continues to be an active partner of the British Museum's International Training Programme. After two fallow years the ITP are running two shorter programmes this year. The first took place in late March/April 2022 and we look forward to welcoming another group in October.

The ITP sends between 2 & 4 'fellows' to each partner museum for the programme. Care is taken to make suitable 'matches', and because of our experience working with early career professionals we very often host younger fellows who have yet to specialise and are keen to gather as broad a range of experience as they can. Working with our Teaching Museum trainees and engaging with audiences, particularly young people, has become a focus of what we offer to the ITP visitors. In 2019 we hosted a young museum professional from Philippines called Yohanna, and it was very gratifying when she recently delivered a presentation about her work in which she cited examples of interpretation and

display she had seen at Gressenhall and Time and Tide which had inspired her work upon returning home. Yohanna also published a blog for the BM which included much of the same material.

Work Experience

Work experience for local school children falls under the Teaching Museum umbrella and a full programme has been developed for in-person delivery this year, in mid-July, by Volunteer Coordinator Michelle Gaskin. The programme is supported by colleagues across the service and Teaching Museum trainees. The placement students are selected via a competitive application process which is designed to bring a diverse group of young people into the service with a range of interests.

Project Management Training

The Teaching Museum 'desk' also has a wider remit beyond trainees and has recently embarked on organising the delivery of Project Management training for 20 colleagues across all or most departments of the service. Project Management had been identified as an area that needed some focus and a trainer with relatable museum sector experience has been engaged to deliver the training over the summer. This is a very efficient way of bringing a consistent approach to museum projects and excellent CPD for colleagues.

5.2. KICK THE DUST

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 enabling us to continue to support all groups across Norfolk, including YMCA, through digital and face to face engagement. The team is now delivering mostly face-to-face sessions which continue to have a positive impact on the young people. This report compares our data with that of the other 12 national Kick the Dust projects through the Renaisi data produced for the National Lottery Heritage Fund from Oct 2020 to September 2021.

Current number of interventions with young people:

From the start of lockdown to the 6 June 2022 there were a total of **5,848 interventions, involving 2,190 individual young people** taking part in **2931 hours** of quality digital activity. Following reopening and access to groups on site and in outdoor settings, the team has delivered **336 face to face sessions** (40% of all delivery) with young people across the county, out of a total of **856** sessions delivered between March 20 and 6 June 22. This equates to 70% of all activity now being delivered face to face.

Total numbers from October 2018 are 11,920 interventions, involving 3905 individual young people taking part in 6063 hours of quality activity, taking us beyond the initial target of 8000 interventions. Of this activity 4% has been at Pre-

Player level (YMCA), 26% has been at Player level, 42% at Shaper level and 28% at Leader level. More importantly, of these activities, 82% involve young people in leading and designing projects, taking on the role of Young Ambassador and playing a leading part in the Youth Board.

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

- *47% (1282 opportunities) in the West (covering Kings Lynn, Thetford and Gressenhall), (56% face to face in May)*
- *28% (764 opportunities) in the East (covering Great Yarmouth, Cromer and Sheringham) (100% face to face in May)*
- *25% (661 opportunities) in Norwich (57% face to face in May),*
- *282 volunteering opportunities have been provided to 142 individual young people.*

We continue to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 308 staff have taken part in training since October 2018, with 151 having taken up opportunities in lockdown. As we have opened the opportunities to volunteers, a further 37 young volunteers have taken part in training. Kick the Dust has supported a total of 7 young people on its bursary traineeship programme, the last cohort finishing on the 31 May 22. One Kick the Dust participant progressed onto the NMS Teaching Museum traineeship programme. We have recruited a further 7 Young Ambassadors to support Institutional Change within NMS and to join the strategic Youth Board and Project Board. Staff from our Front of House and Visitor Services teams have taken part in Autism Awareness training – ‘Removing Barriers for young people’ and we have arranged further onsite training in June for FOH teams to consider how their spaces can be made more inclusive. The Supervisor at Norwich Castle stated: *‘It’s been great to see customer focused enthusiasm again from the team, as a result we plan to have a small group who will regularly look at ways in which we can improve access, be more aware and more inclusive as a team.’*

Our offer to support staff and volunteers around the important theme of mental health and wellbeing is on-going and additional training to support staff working with young people facing more complex needs is to be delivered in conjunction with our new colleagues from Leicester YMCA, Y Heritage, as we embark on a potential new bid to the National Lottery Heritage Fund. The new training programme accommodates the needs of staff and includes opportunities for FOH staff to take part, linked to the new outcome in the Institutional Change findings focusing on equipping staff to feel confident in working with young people facing more complex barriers to engagement as well supporting Front of House and Visitor Services staff to have increased awareness of the opportunities to engage with young people.

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

Breakdown of respondents

The age ranges reflect the way the team is currently working and having access to young people through partners. We continue to work with a higher number of older young people as we work with YMCA clients and those from the University of East Anglia and Norwich University of the Arts who are aged 18-25 years of age. Whilst the number of young people aged 11-16 years is lower than the older age groups, this allows this group to progress through the programme.

The comparison with the Renaisi data is in brackets and highlights the changes since the last Renaisi report in 2020. Across all 12 Kick the Dust projects, the largest proportion of participants were from the 17-19 category (24%), while the largest proportion in Years 2 and 3 of the project came from the 14-16 category (32%). Approximately half of participants (49%) were aged 11-16 in Years 2 and 3, compared to 32% in this final year. The reasons cited by Renaisi for this change is that young people are engaging in deeper levels of engagement than in previous years which in turn could explain why participants are from the older age groups. Whilst this is the case for Kick the Dust Norfolk, we are providing a range of shaper and leader opportunities for young people across all age groups participating although the older age groups tend to be engaged at Leader level.

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

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

Target audiences: (some young people fall into more than one category)

- FE/HE – 35%
- YMCA clients – 34%
- Secondary schools – 24%
- Young people with mental health issues – 20%
- SEND – 9%
- Outside of mainstream education – 7%
- Looked after children and adopted living those at home - 5%
- NEET – 6%
- Young Offenders and those at risk of offending – 4%
- Care Leavers – 3%
- Young Carers – 2%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 1%

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

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

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

- Following their engagement:

- **80%** of young people felt that there were jobs for young people like themselves to work in heritage with 13% not sure and needing to find out more. (Renaissi **67%**)
- **90%** of young people said they had learnt new and interesting things about heritage (Renaissi **85%**); **85%** of young people felt that heritage represented young people like them (Renaissi **73%**)
- **81%** of young people said they were more likely to become a volunteer because of their involvement in KTD (Renaissi **78%**) and **81%** stated they would be looking to take part in other local heritage events as a result of their engagement (Renaissi **73%**)
- **96%** of young people stated they felt welcomed and respected by staff (Renaissi **95%**) and **84%** felt a sense of achievement (Renaissi **82%**)
- **90%** felt heritage delivered in this way would engage other young people (Renaissi **92%**) with **81%** of young people stating they now had a better understanding of heritage having taken part in the programme although 19% weren't sure and needed more engagement. (Renaissi **85%**)
- **64%** of young people felt they had the opportunity to influence decisions. (Renaissi **64%**)
- **92%** stated there was something for everyone irrespective of background (Renaissi **91%**) although this needs to be put into context of other demographic data for Norfolk
- **98%** of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 50% of this number stating financial concerns as a barrier. (Renaissi **93%**)
- **78%** of young people said they had found heritage more relevant than they had before embarking on their Kick the Dust journey with 19% neither agreeing nor disagreeing (Renaissi **81%**).

Summary

The Kick the Dust project is due to end in March 2023 with evidence clearly demonstrating the impact on young people and staff engaging in activity. As we deliver activity through our new blended offer of face-to-face activity and online engagement, this impact is increased further as more staff engage in the co-delivery of activity and see the benefits to their own development. This has been seen in the delivery of current exhibitions, curation, and collections.

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

Our aim as we move forward is to support more working age young people to progress into employment, training or further learning and long-term volunteering. We have seen young people move through the programme, gaining the confidence to take on volunteering roles within NMS, others securing their first job through the Government's Kick Start 6-month placement programme; three young people who have taken up positions within NMS Front of House teams, eight young people progressing onto the Teaching Museum and Kick the Dust bursary traineeship programme following their engagement in Kick the Dust, one young person progressing onto Teacher Training, and seven young people taking on the Young Ambassador and Young People's Champion roles, one of whom has recently secured a position with Norfolk and Norwich Festival. Others have stated that their involvement has helped them make choices around subjects and options at school and college.

QUOTES:

- *'Make Yarmouth & Saturday Art Club have influenced me to do more creativity and thanks to Kick the Dust for helping and supporting us. I was really shy when I started and didn't speak much. I feel quite confident and have improved a lot more by being here and learning and artists and the history of Time and Tide' (Young Carer in the East).*
- *'I chose film production after a National Saturday Club taster session at East Norfolk Sixth Form. She is now applying for a volunteering role as a result.'* (Project Worker East)
- *'I still thought it was worth emailing to say thank you for the photos of the museum club enjoying the trail, it's so lovely to know they gave it such positive feedback as well! It was a lovely project to be involved in and I feel I have learned a lot about creating heritage projects in more practical terms, so thank you for that. I also hope that when I have the time there are more*

Kick the Dust projects I can get involved in! (Young Person on the Faith and Ritual YAF project)

- *'It was a wonderful opportunity to be able to be a part of the SHARE organising group, so thank you for having young people, like myself, involved at an organising capacity at this event. It was very insightful and I learnt a lot. Thank you also for being so patient and helpful with my questions!'* (Lily F Young Ambassador KTD)
- *Following the event Lily secured a job with Norfolk & Norwich Festival in Kings Lynn – 'I have been successful in a job application (which I'm so happy about!!), to work at Kings Lynn Festival as their 'events and communications intern'*
- *'Kick the Dust has helped me to gain real-life experience within the museum and heritage sector. I was able to curate, organise and develop my own creative project which has since been on display in numerous venues in Norfolk. As a result of this, I have been able to kick start my career as a project coordinator within the arts and culture sector. Without the hands-on experience that Kick the Dust gave me, and the help and knowledge of the scheme's organisers, I wouldn't have had the experience or confidence to start applying for the jobs I once dreamed of.'* (Young person on the online work experience programme).

Take up continues to expand through the establishment of new partnerships with schools, colleges, Children's Services, and other cultural organisations as well as Job Centre Plus and Norfolk and Waveney MIND. 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.

Planning is now in place to consider the next steps for Kick the Dust and Norfolk Museums Service Youth Engagement strategy. Work with Y Heritage, another Kick the Dust project based in Leicester YMCA, has started with the first exchange visit to our region between 23-25 May. This legacy work will support a new bid and highlight the need for a new project based around the principles of Kick the Dust but embedding our work with SHARE East to embed learning within a wider range of museum and heritage organisations across the East of England building on our current successes and approach to youth engagement.

6. Partnerships

- 6.1. NMS continues to work closely with Broadland and with South Norfolk, with a new agreement signed in 2021 to enable the Museums Service to support a range of new work, including supporting development programmes linked to Market Towns, and a digital learning programme around Robert Kett. Planning is currently ongoing for 2022/23.

Over the Jubilee weekend, Samantha Johns and Teaching Museum Collections Management Trainee, Angelica Urfano, were pleased to support Broadland District Council's 'Party in the Park' event at Blickling Hall showing the Museum's unique and interesting sets of teapots from the decorative art department's handling collection.



- 6.2. Thetford Town Council has appointed a consultant to work up an application to the NLHF to create a Heritage Masterplan for the Town. Thetford Town Council have expressed a desire for NMS, through the team at Ancient House Museum in particular, to support this important work and to be able to list NMS as partners for their forthcoming NLHF application. The Town Council's focus is on their heritage assets, particularly St Peters Church, which they wish to turn into a skills centre.

We believe that a strategic approach in Thetford is very sensible and will support our own vision for Ancient House Museum, especially in terms of our Duleep Singh story and development plans. Therefore, there is a linked recommendation below to enable the Museums Service to explore an NLHF application for a project to increase the Duleep Singh interpretation at Ancient House Museum.

Recommendation: For the Joint Museum Committee to give its support for the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) by Thetford Town Council for a Heritage Masterplan for Thetford, with NMS listed as a partner for a future funding application

Recommendation: For the Joint Museum Committee to give its support for NMS to put forward a project enquiry form to the National Lottery Heritage

Fund (NLHF) to explore funding opportunities to increase the Duleep Singh interpretation at Ancient House Museum

- 6.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk. New work continues to focus on the development of the historic Guildhall in King's Lynn, with an application recently submitted to the National Lottery Heritage Fund.
- 6.4. NMS is looking to develop a new Memorandum of Understanding (MoU) with Norwich University of the Arts (NUA) covering a range of services and programmes.

7. Exhibitions

7.1. The World We Live In: Art and the Urban Environment; Norwich Castle Museum & Art Gallery, 21 May – 4 September 2022

Cities around the world have developed and diversified more rapidly over the last ten years, than ever before. Today, over half of the world's population lives in an urban environment. The World We Live In explores the many facets of urban life - architecture, migration, commuting, crowds, noise, lights - which have been a rich source of inspiration to artists.

The exhibition brings together important works from the Arts Council Collection, the largest loan collection of modern and contemporary British art, to consider how city dwellers have engaged with their built-up surroundings. The exhibition features over 35 works created between 1950 and 2020. From paintings to video works. The exhibition also includes a Norwich presentation, works from private lenders as well as Norfolk Museums Service's own collections. The World We Live In also includes examples from the Arts Council Collection's outstanding collection of documentary photographs, presenting an unparalleled view of inner-city life across the UK.

Henry Moore: Stonehenge; Norwich Castle Museum & Art Gallery, Ongoing show.

This exhibition displays a selection of prints from Stonehenge, an album made by Henry Moore (1898-1986) between 1971-1973 and published in 1974. These 13 prints are on display in the Colman Project Space.

Located on Salisbury Plain, Stonehenge is a prehistoric stone circle thought to have been built between 3000 and 1520 BC. With stones as tall as nine metres towering over the landscape, it is thought to have been a religious site, although its purpose has puzzled scientists and archaeologists for centuries.

Painting Faces: The Art of Flattery; Time and Tide Museum, 5 February – 19 June, 2022

Painting Faces explores the fascinating history of the art of ‘making-up’. Featuring over 40 drawings, prints and objects from the collections of the Ashmolean Museum, University of Oxford. The exhibition focuses on the history of make-up and its portrayal in artworks from the Ancient Egyptians to Instagram.

People have been perfecting their faces since the very earliest times, whether painting portraits or decorating human skin. With exhibits ranging from an Egyptian make-up palette, used for grinding green eye make-up, to seventeenth century prints from England and France exploring European attitudes towards cosmetics and the fashions of the aristocracy, to Hollywood’s influence and the mass-marketed cosmetics of the 20th century, Painting Faces shows our enduring need for ‘self-fashioning’ both on skin and canvas.

JMW Turner and the Moods of Water: rivers, estuaries and the sea; Lynn Museum, 25 June – 15 October 2022

This exhibition is based around Turner’s painting Walton Bridges of 1806, which was purchased by Norfolk Museums Service in 2019 and is the first oil painting by Turner to enter any public collection in Norfolk, Suffolk or Essex. We are celebrating its arrival by touring it to museums around East Anglia, introducing it to our region with a series of five exhibitions.

When the tour arrives at Lynn Museum in June 2022, the exhibition will have a particular focus on the artist’s use of water. Turner has always been especially admired as a painter of earth, air, fire and water, the ‘four elements’. Many other artists were also deeply inspired by the ways in which he captured these fundamentals of nature. This show compares how artists who either influenced Turner, or were influenced by him, portrayed the element of water, expressing the many moods of rivers, estuaries and the sea.

This painting was acquired due to the generous support of the National Lottery Heritage Fund, also the Art Fund and a private donor.

Retro Games: A Gaming Journey from Arcade to ZX Spectrum, Time & Tide Museum, 9 July 2022 - 20 March 2023

Retro Games charts the rise of computer gaming through the boom of the 1980s to the present day. Starting with the early days of the ‘70s games arcades – like those on Great Yarmouth seafront – visitors will see key pieces of vintage

hardware in retro room settings and have the chance to play games using vintage and contemporary technology for an immersive experience.

Retro Games is curated by young people from Kick The Dust in Great Yarmouth, funded by The National Lottery Heritage Fund, in collaboration with East Norfolk Sixth Form level 4 Games Design Students and the curatorial team at Great Yarmouth Museums.

Conclusion

Normal performance is returning slowly after Covid-19 and most programmes and projects are now being delivered as normal. Financial performance still lags behind our expected levels, but is building back positively.

8. Strategic Developments

8.1. Norwich Castle: Gateway to Medieval England project

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



A visit from East Anglia Art Fund Patrons and Executive in May 2022

The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 12 April 2022, and a full report on progress was

given to the Board, including updates on planning, and the development of the British Museum Partnership Gallery of the Medieval Period.

An update on the latest developments will be given at the meeting.

8.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

- 8.2.1. 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/>
- 8.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 8.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched again for Christmas 2021, and performed very well with many new adoptions.

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

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

8.3. Norfolk Museums Service – 5 Year Strategic Framework

- 8.3.1. 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.

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

8.4. Arts Council England

- 8.4.1. Norfolk Museums Service has been in receipt of annual funding from Arts Council England since 2012.

Museums and arts organisations in receipt of regular annual funding from the Arts Council are called National Portfolio Organisations (NPOs). NMS joined the National Portfolio in 2018 and was awarded £4,856,956. Due to the pandemic the 4-year funding agreement was extended for a further year, securing an additional £1,225,308 for 2022-23.

Current Position

NMS is currently in receipt of £1,225,308 per year until 31 March 2023.

83% of the funding supports museum salaries across all departments and sites. This funding supports 34 members of staff (29 FTEs) and high-profile programmes such as the Teaching Museum, digital content and the Service's schools programme.

The funding supports delivery of the 25 goals set out in NMS' 5 Year Strategic Framework for 2019-23, including activity around skills and training, health and wellbeing, learning and access, collections, sector leadership, and resilience. This support has been invaluable in terms of delivering key services to Norfolk communities and vulnerable groups.

There are only 57 museum organisations in England that are in the National Portfolio representing around 200 museums. Of the 57 NPOs, only 12 are in the top tier of museums that receive in excess of £1M per year and NMS is one of these 12, expected to demonstrate sector leadership.

Arts Council's 10 Year Strategy

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

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

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

The outcomes set out in *Let's Create* are:

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

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

- Ambition & Quality – Cultural organisations are ambitious and committed to improving the quality of their work
- Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that Arts Council England supports and in the culture they produce

- Dynamism – Cultural organisations are dynamic and able to respond to the challenges of the next decade
- Environmental Responsibility – Cultural organisations lead the way in their approach to environmental responsibility

Levelling Up

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

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

This puts NMS' application in a strong position as seven of our ten museums are located in these priority places.

Update

Following the update to the Joint Museums Committee in April, NMS has now submitted its NPO application for 2023-26 and news of the outcome is expected in the autumn.

- 8.4.2. 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.

8.5. Deep History Coast Project

- 8.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 8.5.2. 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.

- 8.5.3. 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 has necessitated a review of the existing plans.

8.6. **National Lottery Heritage Fund**

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

Recommendation: To note the submission of an Expression of Interest (EOI) to the National Lottery Heritage Fund (NLHF) to develop an application for a capital investment in Time and Tide Museum, Great Yarmouth

8.7. **Health & Wellbeing**

- 8.7.1. 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.
- 8.7.2. Norfolk Creativity and Wellbeing Week 16-22 May 2022
Norfolk County Council delivered our 4th annual Norfolk Creativity & Wellbeing Week between 16 - 22 May 2022.

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

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

- 8.7.3. 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.

8.8. Volunteering

- 8.8.1. 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.

9. Museum Development across Norfolk

- 9.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22, extended in December 2021 until March 2023. The programme of support is delivered by SHARE Museums East.

- 9.2. 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.

- 9.3. The Arts Council supported annual Share Museums East conference took place virtually on 23 November 2021. The conference was entitled ‘Regroup, Rethink, Reset’ and explored how museums will evolve and work in a post-pandemic world.

- 9.4. SHARE Museums East seeks the Joint Museums Committee’s view on a potential application to the National Lottery Heritage Fund for a project to support the development of the region’s museum’s environmental sustainability.

SHARE has previously supported a few museums with aspects of environmental responsibility and sustainability, but hitherto this has not been a major feature of its work. However, ACE now places greater emphasis on this area for all NPO organisations, and this subject needs to receive greater attention within the SHARE programme.

Museums need many different strands of support across their operations. Environmental training and consultancy is often expensive to acquire, and within the constraints of the SHARE budget it is difficult to accommodate this as well as museums’ other immediate support needs, especially as they recover post-pandemic. Following a discussion with the National Lottery Heritage Fund (NLHF), SHARE has created an application to the NLHF for an additional funded project to support regional museums, tentatively called ‘SHARE Environmentally Responsible Museums’.

The project would employ a 0.8 FTE Project Officer for two years to deliver a comprehensive programme of support to museums in the East of England. This

programme will include an in-depth training programme supporting museums in energy saving, carbon reduction and sustainable use of resources; direct support and mentoring of participating museums by subject experts and specialists; small grants to enable museums to make environmental improvements in these areas; and a small programme of exhibitions and events to promote environmental responsibility to the public and showcase museums' work.

This project would further support SHARE's application to ACE for continued Museum Development funding in 2023-26. SHARE Environmentally Responsible Museums would be fully funded through NLHF funding, with match funding from the existing SHARE budget set aside for Environmental Responsibility work. There are no other revenue implications.

Recommendation: For the Joint Museum Committee to give its support for an application by SHARE Museums East to apply to the National Lottery Heritage Fund (NLHF) for an additional funded programme of training and development support to East of England museums.

10. Issues, Risks & Innovation

10.1. Issues

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

10.2. Risks

The NMS Risk Register has been updated in light of the impact of Covid-19 and the new application to Arts Council England for the continuation of NPO funding.

10.3. Innovation

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

11. Conclusion

11.1. Operations, programmes and projects are now back to normal, although performance in terms of visitor numbers and financial income will take time to return to its pre-pandemic levels.

11.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively over the last 22 months.

11.3. Delivery of the Arts Council England business plan for 2018-22 was temporarily paused due to the impact of Covid-19, although the majority of mainstream delivery programmes have now been restarted, including exhibition programmes and physical visits for schools. Support from Arts Council England had been invaluable in terms of the continuing delivery of key services to Norfolk communities and vulnerable groups.

Officer Contact

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