

Norfolk Joint Museums Committee

Item No.

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

Executive summary

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

Recommendations:

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

1. Background

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

2. Performance Summary

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

3. Performance/Service Plan highlights

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

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

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

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

Exhibition runs 21 October 2017 - 15 April 2018

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

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

Touring exhibition runs until Autumn 2017

3.3 Rembrandt: Lightening the Darkness; exhibition at Norwich Castle

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

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

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

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

Exhibition runs 21 October – 7 January 2018.

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

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

Exhibition runs from the end of September 2017.

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

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

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

Exhibition runs 24 June 2017 - 9 June 2018.

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

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

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

Exhibition ran from July 2017 until 25 November 2017.

4. **Learning Programme highlights**

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

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

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

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

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

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

Contact:

Jan Pitman, Learning Manager.

jan.pitman@norfolk.gov.uk.

Telephone Number: 01362 869260



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

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

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

Free for adopted and looked after children.

Contact:

Lee Warden, Learning Assistant.

lee.warden@norfolk.gov.uk.

Telephone Number: 01603 493636



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

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

Contact:

Anna McCarthy, Informal Learning Officer.

anna.mccarthy@norfolk.gov.uk.

Telephone Number: 01603 495902



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

At East Coast College, Great Yarmouth & Time & Tide Museum. Part of the national programme which aims to build skills, nurture talent and inspire creativity in young people, through the delivery of art activities inspired by the extensive museum collections.

Contact:

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

Telephone Number: 01493 743949



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

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

Wednesdays 4 -5.30pm, term time only.

Contact:

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

Telephone Number: 01493 743949



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

Contact:

Jen Hooker, Project Assistant.

jennifer.hooker@norfolk.gov.uk.

Telephone Number: 01493 743940



5. Teaching Museum & Skills

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

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

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

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

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

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

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

6. Marketing and PR

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

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

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

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

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

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

7. Partnerships

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

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

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

8. Commercial Developments

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

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

For more details visit www.conserveanddisplay.co.uk

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

9 Strategic Developments

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

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

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

9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising

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

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

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

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

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

- 9.2.5 The public fundraising programme for the Keep project went live in September. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion.

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

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

9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project

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

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

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

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

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

9.4 Arts Council England

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

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

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

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

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

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

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

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

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

9.5 Deep History Coast Project

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

9.6 DCMS National Museums Review

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

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

9.6.3

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

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

9.7 Health & Wellbeing

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May 2016 and a follow up conference in November led by the Norfolk Arts Service, development work continues on a range of initiatives to support Norfolk residents including projects on the topic of mental health and early onset dementia. Many of these programmes are being delivered in partnership with NCC's Public Health services and third sector partners.

10. Museum Development across Norfolk

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

11. Equality Impact Assessment (EqIA)

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

12. Section 17 – Crime and Disorder Act

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

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

13. Conclusion

13.1 Positive progress is being made on all programmes and plans for 2017/18, with a continuing focus on new sources of earned income, fundraising and capital developments.

13.2 The redevelopment of the Keep at Norwich Castle continues to progress according to schedule.

13.3 Development work on the Museums Service's new Heritage Lottery Fund supported project, *Kick the Dust* is progressing well.

13.4 Positive progress is being made in terms of developing the business plans for Arts Council England's new funding programmes for 2018-22 (National Portfolio Organisation and Museums Development), and the Committee are asked, following a presentation from Jo Warr, Head of Development, to give formal, delegated approval to proceed with the submission of the plans.

Officer Contact

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

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

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



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