



Norfolk Joint Museums Committee

Date: **Friday 23 July 2021**

Time: **2.00 pm**

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

Advice for members of the public:

This meeting will be held in public and in person.

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

<https://youtu.be/TjqOL4uhUzk>

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

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Tim Shaw on 01603 222948
or email committees@norfolk.gov.uk

Membership

Norfolk County Council

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

Breckland District Council

Cllr Robert Kybird

South Norfolk District Council

To be confirmed

Norwich City Council

Councillor Rachel Everett
Cllr Jacob Huntley
Councillor Martin Schmierer

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

Liam Wiseman

Museum Friends

Felicity Devonshire

Norfolk Black History Month

Danny Keen

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A g e n d a

1. 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 5 February 2021 (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 To receive Breckland Area Museums Committee minutes of 25 January 2021 (Page 11)

8 Great Yarmouth Area Museums Committee minutes of 2 February 2021 (Page 22)

- 9 King's Lynn Museums Committee**
Oral report by Director of Culture and Heritage
- 10 To receive Norwich Area Museums Committee minutes of 2 March 2021 (Page 45)**
- 11. Norfolk Museums Service – Finance Monitoring Report for 2021/22 (Page 73)**
Report by Director of Culture and Heritage
- 12. Norfolk Museums Service –Risk Management (Page 80)**
Report by Director of Culture and Heritage
- 13. Norfolk Museums Service – Performance and Strategic Update Report (Page 92)**
Report by Director of Culture and Heritage

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

Date Agenda Published: 15 July 2021



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held on 5 February 2021 at 2.00pm as a Virtual Microsoft Teams Meeting

Present:

Norfolk County Council

Cllr J Brociek-Coulton

Cllr R Brame (sub for Cllr M Stone)

Cllr P Duigan

Cllr D Harrison

Cllr H Humphrey

Cllr G Nobbs

Cllr T Smith

Cllr M Storey

Cllr J Ward (Chair)

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Norwich City Council

Councillor Paul Kendrick (substitute
for Cllr Laura McCartney-Gray)

Breckland District Council

Cllr R Kybird

Great Yarmouth Borough Council

Cllr G Freeman

South Norfolk District Council

Cllr M Wilby (sub for Cllr R Savage)

Co-opted Members (Non-Voting)

Museum Friends

Mrs Felicity Devonshire

1 Welcome and Apologies for Absence

1.1 The Chairman welcomed as a guest to the meeting Mr Charles Bingham-Newland, the newly appointed Chairman of the Friends of the Norwich Museums.

1.2 Apologies for absence were received from Cllr Virginia Gay, Cllr D King, Cllr Laura McCartney-Gray, Cllr Margaret Stone, Cllr Nigel Utton, Cllr Jacob Huntley, Cllr M Stone, Mr Liam Wiseman and Mr Danny Keen.

2. Minutes

2.1 The minutes of the previous meeting held on 30 October 2020 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 Committee

- 5.1 Cllr R Kybird pointed out that the Breckland Area Committee had last met in the previous week and would meet again in March 2021. The minutes of both meetings would be presented to the next meeting of the Joint Museums Committee.

6 Great Yarmouth Area Committee

- 6.1 Cllr G Freeman gave an oral update on recent activities of Great Yarmouth Museums. He said that while the Great Yarmouth museums were currently closed to the public, in line with government guidance, it was possible to explore the museums digitally with new content added on a regular basis, including crafts, children's activities and behind-the-scenes films. Digital engagement during the pandemic had included a significant expansion of social media activity.

- 6.2 It was **RESOLVED** to note the report.

7 King's Lynn and West Norfolk Area Committee

- 7.1 The Joint Committee noted that the Area Committee had not met since 21 September 2020, however, a report by the Assistant Head of Museums that provided an update on King's Lynn Museum activities in the period from September – December 2020 was included with today's agenda.

- 7.2 In introducing the report Cllr E Nockolds drew attention to the map at page 13 of today's agenda that showed the home addresses of visitors who had pre-booked their visit via Art Tickets between September and December 2020. During this period there was a focus on digital delivery as an alternative means of engaging with both existing and new audiences. There was particular emphasis on the Lynn Museum's partnership with the Google Arts & Cultural Institute, that included online exhibitions that allowed people to visit the museum from home, in a similar way to 'Street View'.

- 7.3 The Joint Committee praised the excellent work that continued to be done during the lockdown period, particularly in developing a stronger social media presence, with Twitter and Facebook accounts being actively used and maintained by staff.

- 7.4 It was **RESOLVED** to note the report.

8 Norwich Area Committee

- 8.1 The annexed report of the Norwich Area Museums Committee meeting held on 8 September 2020 was presented by Cllr J Brociek-Coulton.

- 8.2 In introducing the report, Cllr J. Brociek-Coulton paid tribute to the work of Brenda Ferris (Norfolk Contemporary Art Society) who had recently retired from the Area Committee. Brenda Ferris had in the past served for many years as a Member of the Joint Committee, as well as a Member of the Area Committee, and was well known to people from different walks in life for her contribution to the arts and to the cultural life of the city.

- 8.3 It was **RESOLVED** to note the report.

9 Norfolk Museums Service - Finance Monitoring Report for 2020/21

- 9.1** The annexed report (9) by the Director of Culture and Heritage was received.
- 9.2** The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2020/21 and detailed the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 9.3** The main issues for consideration by this Committee were:
- Monitoring of NMS Revenue Budget indicated that the Service was currently projecting significant pressures for 2020/21.
 - Latest monitoring position of NMS Capital Budgets.
 - Movements in NMS Reserves & Provisions.
 - Savings proposals for 2021/22 and beyond.
- 9.4** During discussion, the following key points were noted:
- At the end of December 2020 NMS had a deficit position of £681,000. This figure had improved since the last JMC meeting despite the challenges of the third national lockdown and NMS being unable to operate at anything close to a normal service, a position it had been in since the beginning of the financial year. Members were also asked to note the very dynamic position of the budget and the financial management approach needed during an unprecedented year for the service.
 - NMS had received vital financial support from DCMS, Arts Council England, and through the CES allocation of other Government income support funds. This invaluable and continuing financial support at a Governmental and Departmental level would help NMS to achieve a balanced budget position at the end of 2020/21 and support NMS in continuing to deliver a strong countywide service and critical Covid-19 recovery projects over the short and medium-term.
 - NMS was not looking at reducing core services or opening times in 2021/22, but was in the final stages of a service restructure, and was also currently planning for the reopening of some museum sites in the Spring, once Government allowed museums to reopen to the public. The service was planning for a return to something close to normal trading activity by the summer months.
 - In reply to questions it was pointed out that NMS was also looking to make more use of digital forms of communication to reach out to new audiences both in this country and abroad, and to explore the commercial opportunities of providing high quality digital products for which people were prepared to pay an additional premium alongside the continuing provision of high-quality free digital content to Norfolk schools and families. This was an area of work that would be subject to trial schemes in 2021/22 and reports on progress would be given to future meetings of the Joint Committee.
- 9.5 The Joint Committee resolved:**
- 1. To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2020/21.**
 - 2. Note the proposed budget savings and changes for 2021/22.**

10 Norfolk Museums Service - Risk Management Report

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

10.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at January 2021. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2020,

10.3 The Joint Committee noted that there was one change to the overall risks in the register:

RM14162 - Failure to generate additional income streams for the remainder of 2020/21 in accordance with service plan.

With museums remaining temporarily closed, the prospects rating of lowering the risk from 15 to 12 by year end 2020/21 was revised from amber to red.

10.4 In reply to questions, the Director explained the multiple income support streams available to NMS. All these streams were being explored by NMS senior management team in conjunction with finance officers at CES departmental level.

10.5 The Joint Committee resolved to agree to the following:

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

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 over the current financial year, including the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provided an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the National Lottery Heritage Fund supported youth development programme, Kick the Dust Norfolk. Members were asked to note that many normal activities, including site visits and school visits, were severely impacted due to Covid-19. However, Museum staff and volunteers continued to adapt very well to the major changes over the last 10 months and, overall, the Service continued to deliver strongly against many of its key objectives.

11.3 During discussion, the following key points were noted:

- Members were encouraged to explore the links in the restyled periodic performance report to museum blogs and museum activities that were designed to be of interest to a wide range of NMS audiences.
- Of particular interest to Joint Committee Members was the brand-new YouTube channel which included a new video series named 'Talking Objects' that had been launched recently at Norwich Castle.
- The wider online activities of interest to Members included the 30th Apple Day event at Gressenhall Farm and Workhouse which remained a beloved event of both staff and visitors alike.

- The Joint Committee noted that whilst very few school visits were possible since March, the Museums Learning Team had been kept very busy in terms of online provision and were developing future plans for a 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit.
- Staff had risen to the challenge of using digital technology to engage with new audiences and were producing digital content that was professionally recognised both nationally and internationally to be of a high quality. The Director said that he would report back to the Joint Committee later in the year on plans for making more commercial use of digital technology.
- The Joint Committee received an update from Dr Robin Hanley on progress regarding the Kick the Dust project which was summarised at paragraph 4.2 of the report and remained the subject of regular update reports to the Area Committees. The evaluation responses for the project had shown NMS to have exceeded national participation rates and participants felt that they were well respected by NMS staff. This was particularly pleasing given the work done by NMS to get more young people involved in developing social media output and to take on responsibility for managing project budgets.
- In reply to questions it was pointed out that there were links between the work of the Prince's Trust and the Kick the Dust project particularly in respect of developing work placements.
- Of particular interest to Members of the Joint Committee was work of the Kick the Dust Youth Team, The Time Turners, in putting together their own online exhibition on Ancient Egypt, sharing their favourite artefacts from the Egyptology collection at Lynn Museum and in developing to a very high standard a board game in a physical form based on the Ancient Egypt exhibition. At the request of the Joint Committee retail opportunities for the board game would be explored.
- The Joint Committee asked for their thanks to be sent to all those members of staff involved in the success of the Kick the Dust project.
- The Teaching Museum Programme continued to proceed well. A blog produced by one of the trainees recently featured on the website of the national body the Museums Association. Details were sent to Members of the Joint Museums Committee separately from the agenda papers.
- Members received an update on progress on the Norwich Castle: Gateway to Medieval England project which had been very positive with construction work visibly under way. Work was currently concentrated on the Keep and the rotunda areas of Norwich Castle. Members could keep up to date on the progress of the project on the website which outlined the latest position.
<https://www.museums.norfolk.gov.uk/norwich-castle/castle-keep-transformation>

11.4 The Joint Committee resolved:

- 1. To note 2020/21 position in light of the 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 2020/21.**

12 To receive a presentation by Director of Culture and Heritage about the Castle Keep Project Interpretation

- 12.1** The Joint Committee received a detailed presentation with photographs from Tim Pestell, Andrew Ferrara and Agata Gamolka of NMS about the Castle Keep Interpretation Project entitled “Recreating the Royal Palace, the King’s Chamber.”

The meeting concluded at 3.50 pm.

Chair

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Item 7

BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

Held on Monday, 25 January 2021 at 10.00 am

This meeting is in line with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.

PRESENT

Mr R.G. Kybird (Chairman)	Mr F. Eagle
Councillor C. Bowes	Mr T. J. Jermy
Mr R. F. W. Brame	Mr M. Kiddle-Morris
Mr P.J. Duigan (Vice-Chairman)	

Also Present

David Blackburn
Bill Rhodes

In Attendance

Oliver Bone	Curator of Kings Lynn and Thetford Museums
Brett Girling	Commercial Property Manager
Dr Robin Hanley	Assistant Head of Museums
Andrew Smith	Operations Manager – West (& East), Norfolk Museums Service
Teresa Smith	Democratic Services Team Leader
Julie Britton	Democratic Services Officer
Ruth Tudge	Democratic Services officer

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1/21 MINUTES

The Minutes of the meeting held on 12 October 2020 were confirmed as a correct record.

2/21 APOLOGIES

Apologies had been received from Councillors Clarke, Harvey, Richmond and Mr Ward.

3/21 CHAIRMAN'S ANNOUNCEMENTS

None.

4/21 URGENT BUSINESS

None.

5/21 DECLARATION OF INTERESTS

Action By

None.

6/21 ANCIENT HOUSE MUSEUM REPORT

Dr Robin Hanley, Assistant Head of Museums, Norfolk Museums Service (NMS), provided the Committee with an update on the effect of COVID-19, the current museum closures, and how it had affected the NMS and the impact experienced so far.

All Norfolk Museums had been closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic. The majority of NMS staff had been working remotely since that time. Following a phased COVID-secure reopening of the NMS museum sites at Norwich Castle, Gressenhall Farm & Workhouse and the Time & Tide Museum during July and August and at Lynn Museum in October, all sites had closed again from 5 November 2020 as part of the second national lockdown. He explained if an area fell into tier 3 or 4, current government restrictions meant that legally they could not reopen to the public until restrictions were released.

Dr Hanley further explained that many normal activities and services, including school visits had been severely impacted due to COVID-19. Many NMS staff had been involved in key duties relating to the Norfolk County Council's COVID-19 emergency work, including making telephone calls to vulnerable residents and managing the distribution of food and medicine to residents who needed that support. He added that during museum closures, staff had made regular checks to all buildings to ensure safeguarding of buildings and collections.

Museum staff had been very positive and creative and had adapted to new ways of working by exploring different ways to engage both existing and new audiences particularly through digital activity. He explained that following the Government announcement that museums could legally reopen from 4 July 20 with suitable COVID-19 security measures in place, Gressenhall Farm & Workhouse successfully reopened to visitors in the summer. This followed the implementation of strict COVID-19 safety procedures that were reviewed and signed off by the NCC Health & Safety and Wellbeing team. Re-opening had also been in accordance with sector-specific guidance issued by the National Museums Directors Council. Gressenhall reopened to Museums Pass holders and Friends on 20 July, prior to opening to the general public on 3 August. All visits had to be pre-booked using timed tickets available from the Art Tickets website and had to accommodate social distancing, site visitor capacity had been significantly reduced.

The Curator of Kings Lynn and Thetford Museums, Oliver Bone, presented the Ancient House Museum report that covered the period from September 2020 to December 2020.

He explained that the layout of Ancient House, with a number of smaller rooms over two floors made the re-opening more difficult during the COVID-19 pandemic due to the requirements for social

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distancing and confirmed that Ancient House had remained closed since March 2020. Extensive work had been carried out by staff to plan carefully controlled COVID-secure on-site activities for schools in liaison with the NCC Health, Safety & Wellbeing team with the first groups expected in December 2020 but those visits had to be cancelled due to the effect of building works at the property next door, the former King's Head Public House. The impact of the building works had caused disruption to the museum's plans to provide a safe return of school groups.

The Studio Ceramics exhibition, which was the last exhibition at the museum prior to lockdown, would now be deinstalled and packed up for storage to make room for a new exhibition of Thetford Treasure which had originally been planned for 2020. Staff were now hoping that this exhibition would be held in 2021 to provide added interest for the reopening of the museum, from 27 March to 4 December 2021, with exact dates to be confirmed with the British Museum.

The Ancient House was working with the Brecks River and Fen Edge Landscape project, with the focus being on Vikings, in partnership with Dr Richard Hoggett to curate the exhibitions. This would also involve members of the Teenage History Group who would work with the NMS Learning officer, Melissa Hawker to work together as community curators to choose artefacts and themes for the display.

The Ancient House continued to host a paid traineeship, provided through the NMS Teaching Museum programme, and the current trainee, Sami Yusuf provided Members with a short talk on his experience so far. He explained that his placement had started at the beginning of the pandemic with the vast majority of work being done remotely. He had some concerns at the beginning of how his traineeship would progress during lockdown but although the digital aspect had presented different challenges, it had also offered many opportunities. He had joined Melissa Hawker in providing some school deliveries on-line and had recently livestreamed to two primary schools to link in with their learning curriculum of Anglo Saxons and Vikings.

The Chairman enlightened the Committee that, the funders of the scheme, Arts Council England, had confirmed that due to the current pandemic, the current trainee scheme would be extended to 18 months.

7/21 GRESSENHALL FARM & WORKHOUSE REPORT

The Operations Manager for East and West, Andrew Smith, presented the report that covered the period from October 2020 to December 2020.

The effect of lockdown and procedures that had been put in place were reiterated. Members were informed that Gressenhall had reduced 'touchpoints' in the museum, covering these over where appropriate. He explained that new takeaway activity trails and packs for younger visitors and their families to use around the Gressenhall

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site had been introduced. All museum visits had to be pre-booked using timed tickets from the Art Tickets website and to accommodate social distancing, site visitor capacity had been significantly reduced.

Due to the pandemic, most of the events programme had to be cancelled. However, there had been a focus on digital delivery as an alternative means of engaging existing and new audiences. The school holiday programme for October half term 2020 was able to go ahead in an amended COVID-19 secure self-led format. The half term week theme was Awesome Autumn which ran from 22 October to 1 November and staff had been able to blend a combination of physical and digital engagement to support this theme. It had allowed visitors to explore nature more closely through autumn crafts, quiz trails, adventurous woodland games and a pumpkin obstacle course which had proved popular.

Since the reopening of the Gressenhall Farm and Workhouse on 20 July 20 a reintroduction of small-scale event activities had been instigated which had focussed on self-led, pencil free activities. The Events, Learning and Curatorial teams had focussed their efforts on digital resources and had uploaded information including an online murder mystery and children's craft activities along with creativity and wellbeing activities inspired by the Lorina Bulwer exhibitions.

With the events programme cancellations, particularly major events such as Apple Day, Gressenhall had presented the first virtual event day with Apple Day Online which delivered creative craft ideas, apple recipes, an apple variety quiz and regular on-line posts across the day for audiences to enjoy. The second virtual event was hosted on 21 and 22 December with Online Festive Activities. Visitors online were greeted with Christmas themed storytelling, craft activities, cooking sessions and a special virtual visit from Father Christmas.

Subject to COVID-19 restrictions, by mid-March it was hoped to have de-installed the 'Full Steam Ahead' exhibition which originally opened on 17 February 2020 for half term, and progress to 'More in Commons', the temporary exhibition for 2021. For this exhibition staff were working in partnership with the Norfolk Wildlife Trust. This would be a celebration of the wildlife, history and community of Norfolk's common land. Working together with natural history colleagues, community groups (including Gypsy and Romany Travellers) and volunteers, staff would be developing a COVID-19 secure but engaging exhibition.

Staff at Gressenhall had created several on-line versions of previous temporary exhibitions and tours during the lockdown period to allow online visitors to explore objects and images at their own pace. These included the Full Steam Ahead exhibition and the Behind-the-Scenes Collections Store Tour. This digital content would be uploaded to the Google Arts and Culture platform which would make it accessible to a much wider audience online.

Gressenhall continued to lead on the 'More than Oliver Twist' project. NMS had been granted a further extension to the project which would

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be completed by 31 March 2021. This was originally due to have been a physical exhibition which would have toured around the UK with the six regional partners. However, since lockdown this had been changed to a completely digital offer, now to be hosted on the Google Arts and Culture platform.

The Farmers Foundry Company - steam engine restoration project, funded through Arts Council England had another revised and approved timetable due to delays experienced with lockdown. The plan was to bring the steam engine back to Gressenhall in spring 2021, the engine was now ready to be returned to site, once restrictions had been lifted.

Andrew was pleased to inform the Committee that the new adventure playground at Gressenhall Farm and Workhouse did finally open on 25 October 2020, in time for the October half term week. He was also pleased to report that it had been extremely well received by family visitors during that week. The opening followed the implementation of strict COVID-19 safety procedures that were reviewed and signed off by the NCC Health & Safety and Wellbeing team. All visits had to be pre-booked using timed tickets available from the playground entrance once families had arrived at Gressenhall using their pre-booked museum entry tickets. The capacity of the playground was significantly reduced to maintain social distancing, with 25 children able to use the play equipment during a 40-minute play session with a 30-minute cleaning regime between each session.

The Gressenhall farm staff continued to ensure the daily feeding and care of the livestock had been maintained. One element of the farm operation which had been able to continue during lockdown, was the training of the youngest Suffolk Punch horse, Caspar. It was hoped he would be ready to join the rest of the team from the 2022 season onwards.

The Friends of Gressenhall remained supportive but had been unable to generate any new income from the second-hand bookshop which had been closed since the middle of March. Mr Bill Rhodes from the Friends of Gressenhall, explained that the income had dropped tremendously, both with Membership and the book shop, which meant they had not been able to meet every request for funding from Gressenhall that they would have hoped to. It was noted that funding had dropped to approximately £3,000, reduced from an average of £8,500, a considerable drop.

Councillor Kybird conveyed his thanks to the Friends of the Museums and stated that they were an essential part of engaging with the community and contributed towards the success of the museums.

The planned COVID-secure return of school visits had been delayed due to the second lockdown in November. This had been frustrating for staff and schools as there were 800 children from schools booked in which had been clear evidence there remained a strong demand for the service. There had been a small window where Gressenhall had been visited by five schools in total, each visit being from a single

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class group bubble. Preparations had been thorough; the visits went well, and it was felt that the experience of face-to-face delivery proved a useful learning tool for staff to be prepared and ready for when physical visits could recommence.

Learning staff had completed and piloted two sets of films to support classroom learning where schools could watch the films, think of questions they wished to ask and then talk to a costumed character or member of staff via livestream. Responses to both series of films had been very positive.

Dr Hanley updated the Committee on the Kick the Dust Project which had been funded through the National Lottery Heritage Fund. The Project Team had adapted their activities and continued to engage with young people to support existing groups across Norfolk using digital means. The project had been running since October 2018 and had been working with young people, outside of a school setting, in the age group 11 to 25 with most of the activity focussing on young people aged 16 and above. As part of the project, they had worked closely with key partners, YMCA Norfolk and Creative Collisions. He explained from the first lockdown in March to the 21 December 2020, there had been a total of 1,860 interventions, involving 704 individual young people taking part in 880 hours of digital activity. The Project Team had worked hard with YMCA partners to provide engaging activities during lockdown when young people were unable to leave their accommodation.

Dr Hanley reported that the summary of evaluation responses had confirmed that the Kick the Dust Project in Norfolk continued to be very successful and had engaged and developed sustainable relationships with young people who now considered museums to be more relevant. It had also increased staff skills and confidence in working effectively with young people and ensured digital content remained relevant and engaging.

Dr Hanley suggested, if Members wanted a more detailed update at a future point, he could arrange for the project co-ordinator to come along and speak to the Committee.

The Chairman felt that this would be very useful, particularly during the active lifetime of the project, as opposed to a summary afterwards.

Andrew Smith then provided Members with an update on the visitor figures, with an additional report on Social Media which has been attached for information.

8/21 NEXT MEETING

The arrangements for the next meeting on 17 May 2021 at 10am were noted.

The meeting closed at 11.30 am

CHAIRMAN

Briefing Note on Kings Head Public House, Whitehart Street, Thetford

At the end of November a complaint was received by Breckland Council that work was being carried out at the Kings Head and that there was rubble being placed to the rear of the property.

Officers of the Council attended the site following receipt of the complaint.

Following the site visit the Council took action to ensure the safety of the building.

The works on the Kings Head PH were completed on 22nd December 2020 and Whitehart Street was partially reopened.

Simon Wood

Director of Planning and Building Control

Breckland Headline social media report October – December 2020***Compiled January 2021*****Audiences**

Gressenhall Farm & Workhouse have gained over 400 new followers across the three platforms since the last report in September, with a total 13,902 across Facebook, Twitter and Instagram – a very healthy 3% increase in three months.

Ancient House Museum of Thetford Life have gained 170 new followers, representing an excellent 4% increase since September. They now have a total of 4482 followers across the two platforms (Facebook and Twitter).

Engagement & Reach

Tracking engagement and reach/impressions tells us how many people are seeing our content and engaging with it. Facebook and Twitter calculate the engagement rate slightly differently, but expressed as a percentage it's an indicator of how many of the people who saw our content (reach/impressions) went on to interact with it by liking, commenting, sharing, visiting our profile etc (engagements/engaged users). Generally speaking, an engagement rate of between 1% and 3% is considered good engagement from our followers.

Twitter:

Site	Impressions	Engagement Rate	Link Clicks	Retweets	Likes	Replies
Gressenhall	132.1k	1.1%	109	148	639	38
Ancient House	225.5k	1.8%	129	445	1700	103

Facebook:

Site	Engaged Users	Reach	Engagement Rate
Gressenhall	7462	132,809	5.6%
Ancient House	4857	77,657	6.3%

National and NMS-wide Social Media Campaigns**Black History Month:**

Ancient House shared on social media the stories of Black abolitionists who lectured in and around Thetford, as well as other famous figures such as Bamba Muller, Allan Noel Minns, and children born to British women and Black American GIs during and after the Second World War. They also delivered an online event 'A Glimpse of Thetford's Black History' on 28 October.

Gressenhall shared the exciting news of a decolonisation collaboration with the University of East Anglia, where three UEA History MA students will help the museum seek and tell new stories for 2021.

Remembrance Sunday and Armistice Day:

Gressenhall remembered those affected by war, including Sergeant Ernest William Freezer, who died on 10 April 1918, and the women involved in the Women's Land Army.

Ancient House shared items from their collection, including a large bronze plaque in memory of Frederick Ernest Crick of Thetford, who died in WW1, as well as retweeting a post from South Asian Heritage Month honouring the over 1.3 million Indian soldiers sent to fight for Britain during WW1.

November's #ThanksToYou campaign with the National Lottery Heritage Fund:

Gressenhall's Katy Sheard, a participant in the Kick the Dust project, thanked National Lottery players for the opportunities available to her through their support: *"Being part of this has been so valuable, I've gained so much confidence and acquired new skills for my CV"*.

Ancient House were delighted to thank National Lottery players for funding some of their amazing projects, including Flint Rocks, Forgotten Soldiers, Festival of Norfolk and Punjab and Teenage History Club's Pride Project.

#MerryNMSmas

In December NMS celebrated the festive season on our social media platforms using the hashtag #MerryNMSmas:

Ancient House, partnership with Lynn Museum, made their own advent calendar (an object a day) running up to Christmas itself, plus a 12 Days of Christmas theme to run from Christmas day until 12th Night with historic information about the 12 days and associated traditions.

Gressenhall posted daily festive content throughout December, ranging from craft activities, objects from the collections, quizzes, throwback images and Christmas jokes from Father Christmas.

Online Events & Activities

Gressenhall:

The 30th **Apple Day** event at Gressenhall Farm and Workhouse, a beloved event of both staff and visitors, was held online this year. 'Apple Day Online' was held Sunday 11 October, sharing videos, creative craft ideas, delicious apple recipes, an apple variety quiz and more to enable visitors to enjoy this event from home.

The **More Than Oliver Twist** project set out to discover the real stories of people in the workhouse system through the 1881 census returns. Researched and interpreted by volunteer researchers at six workhouse sites across The Workhouse Network, the stories have been used to create an amazing on-line exhibition. Working with artists, Morgan Tipping and Mel Rye, [a digital exhibition has been created](#) that explores 6 of these lives and the contemporary echoes of these historic experiences. Using recordings with researchers and people experiencing similar issues today, created during the first pandemic lockdown, the exhibitions encourage reflection on these universal issues and on how we support those in need today. The project has also created the largest database of poor individuals and

families yet constructed to shed light on the diverse experience of the poor. The project created over 325 biographies of these everyday people who experienced hardship and support under the very first system of national welfare. This is the [largest national database of biographies](#) of people known at the time as “paupers”.

For some time Gressenhall Farm and Workhouse has had a fruitful **research and digital collaboration with Carleton College, Minnesota, USA**. Recently an article entitled '[Reconsidering Poor Law Institutions](#)' was published by the Historical Journal, which grew out of the collaboration. The work is also featured in the Cambridge Core blog in the post '[Bringing the Past to \(Virtual\) Life](#)'. Gressenhall is acknowledged in both, with Susannah Ottaway, Professor of History at the College, kindly describing the partnership as a 'phenomenal experience'.

Unable to host our **Victorian Family Christmas** at Gressenhall this year, the team provided a host of festive activities to enjoy from the comfort of home. From printable colouring and craft activities to cookery videos, jokes and storytelling hosted by Scrooge himself, viewers could create their own Victorian Christmas at home.



Father Christmas with Bowler the Suffolk Punch at Gressenhall Farm & Workhouse

Ancient House Museum of Thetford Life:

Ancient House was chosen as a hub for **OUTing the Past 2021**: an International Festival of Lesbian Gay Bisexual & Trans History comprising events throughout the year and around the world, and a conference and gathering for academics and activists once a year in February. Ancient House joins other hubs across the UK and the world. The conference programme will be selected by Teenage History Club building on their Pride of the People work and will run on 19 February 2021. Due to the ongoing uncertainty over Covid-19 the conference will run digitally. Melissa Hawker, Learning Officer is working with LGBT+ History Month to run a teachers' CPD session and Primary Pupils Conference alongside OUTing the Past in February too.

A digital event, **A Glimpse of Thetford's Black History**, was held on 28 October as part of Black History Month, highlighting aspects of Thetford's Black history.

Ancient House has been 'beaming into classrooms', with opportunities for schools to **interact with costumed characters including a Roman soldier and a Stuart woman**. For Forest Academy, we talked to three classes about Garbology, the study of ancient rubbish, and with support from the curatorial team was able to help them identify the objects they had excavated from their Forest Schools site, including a crucible and a range of Victorian perfume and medicine bottles.

Ancient House and Lynn Museum took part in **UK Parliament Week** in November. Melissa Hawker, Learning Officer gave a talk on Votes for Women with a focus on Norfolk women's contributions to the fight for women's rights, including Helen Dexter (pictured above) and the Duleep Singh Princesses. The talk was delivered via a Zoom webinar and attendees came from across Norfolk, the Midlands and some from India. One of the participants emailed this feedback: *"Just to say how marvellous last night's Votes for Women presentation was. A most interesting talk (really enjoyed the "local" connections). I appreciated all the "graphics" too - they made the historical aspect so pertinent. Thank you again and I look forward to - hopefully - more events like this."*

An online talk '**Did the Victorians invent Christmas?**' was held via Zoom on 9 December, focusing on the many Christmas traditions which have their origin in the 1840s, including crackers and Christmas cards. The participants particular enjoyed the more unusual Christmas cards, for example one featuring children riding bats!



Great Yarmouth Area Museums Working Group

Minutes

Tuesday, 02 February 2021 at 14:00

PRESENT:-

Councillor Freeman (in the Chair); Councillors Cordiner-Achenbach, Jeal, Mogford, Scott-Greenard, Smith-Clare & Thompson.

County Councillors Thirtle & Ward.

Mrs M Burdett (Head of Inward Investment) & Mrs C Webb (Executive Services Officer).

Mr R Hanley, Mr A Smith & Mr C Stott (Norfolk Museums Service).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Lawn & Robinson-Payne.

2 DECLARATIONS OF INTEREST

There were no declarations of interest declared at the meeting.

3 MINUTES

The minutes of the meeting held on 4 March 2020 were confirmed by assent.

4 MATTERS ARISING

There were no matters arising from the above meeting which were not covered elsewhere on the agenda.

5 GREAT YARMOUTH AREA MUSEUMS WORKING GROUP REPORT

The Working Group received and considered the report which was jointly presented by Andrew Smith, Robin Hanley and Colin Stott as follows:-

Great Yarmouth Museums briefing for period: March 2020 – December 2020

1.1 Temporary Closure of Great Yarmouth Museums due to the COVID-19 pandemic

All Norfolk Museums Service (NMS) museums, including Time and Tide Museum, closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic. The majority of NMS non frontline staff have been working remotely from home since this time. Following a phased COVID-secure reopening of the NMS museum sites at Norwich Castle, Gressenhall Farm and Workhouse and Time and Tide during July and August and at Lynn Museum during October, all NMS sites closed again from 5 November as part of the second national lockdown. Following the announcement that Norfolk would be in Tier 2, three NMS sites reopened to the public on Thursday 3 December. These sites were Norwich Castle, Time & Tide Museum and Lynn Museum. The seasonal site at

Gressenhall remains closed until the start of the 2021 season. Following the announcement that Norfolk would be in Tier 4 from Boxing Day, all NMS sites closed again with effect from 24 December. Museums are legally required to close to visitors in both Tier 3 and Tier 4.

Many museum activities and services, including general visits and school visits, have been severely impacted due to COVID-19. NMS staff have been involved in supporting key work relating to the Norfolk County Council's (NCC) COVID-19 response, including helping to coordinate volunteer activities, managing the distribution of food and medicine to residents who needed this support, and making telephone calls to identified vulnerable residents.

Throughout the period of the pandemic, NMS staff have developed a broad range of digital resources to support audiences, including resources for children and families. Digital engagement included a significant expansion of social media activity. Resources continue to be made available for those in digital poverty or without ready access to digital content. The enormous range of NMS activity during lockdown is being captured in the weekly Museums Mardle staff e- newsletter. Members of the committee can be added to this distribution list on request.

1.2 Reopening of Time and Tide Museum

The reopening of museum sites during 2020, including Time and Tide Museum, followed the implementation of strict COVID-19 safety procedures that were reviewed and signed-off by the NCC Health & Safety and Wellbeing team.

Reopening was also in accordance with sector-specific guidance issued by the National Museums Directors Council. All visits were pre-booked using timed tickets available from the Art Tickets website. To accommodate social distancing, site visitor capacity was significantly reduced. For Time and Tide Museum up to 8 visitors could book in during each 15 minute period. Whilst visitors are requested to pre-book their visit via Art Tickets to ensure that visitor numbers can be carefully managed, if there is capacity within the museum, 'walk-in' non-booked visits were facilitated where possible.

Staff training took place at Time and Tide Museum in advance of reopening. Staff are provided with any identified PPE and protective screens have been installed at key points. Enhanced staffing levels ensure that visitors can be provided with the necessary support and advice. To reduce 'touchpoints' in the museum some of the interactive elements of the displays have been covered over. However, to help family groups enjoy the museum displays new 'takeaway' activity trails and packs were introduced for younger visitors and their families to use around the Time and Tide site.

2. Exhibitions at Time and Tide

2.1 May The Toys Be With You (28 March 2020 to late June 2021 TBC)

The temporary exhibitions change-over scheduled in March 2020 from Tattoo: British Tattoo Art Revealed to the May The Toys Be With You exhibition at Time and Tide was impacted by the national lockdown being introduced. Staff were able to get the Tattoo exhibition de-installed at the museum through the implementation of additional social distancing, enhanced hygiene and longer working patterns to allow for less staff in the building. May The Toys Be With You was due to open on Saturday 27 March – the week the national lockdown began. The exhibitions team was able to bring forward the delivery of the exhibition collections and undertake the necessary redecoration work the week prior to the full lockdown. This meant that when the museum was permitted to reopen the new exhibition was already on site ready for installation, minimising further disruption.

The exhibition is the product of one collector - Matt Fox, from the Engineering Development Trust. Matt has been an avid Star Wars fan from a young age and began collecting the toys in the late 1970's when the first film was released. From here a lifelong passion for the toys grew and he has amassed hundreds of figurines, playsets and rare collectables as a result of his passion and the success of the movie franchise. Collector Matt Fox says: 'May the Toys Be With You' is both a celebration of the now highly collectable vintage toy line and also of the iconic design work and art of the Star Wars movies.' From 1977 to 1985 an estimated 300 million action figures were sold.

To comply with new social distancing restrictions, staff rearranged some of the exhibits and modified the visitor route through the exhibition gallery. This has included bespoke social distancing signage (in addition to the more formal signage throughout the museum).

The exhibition opening was supported by a self-led activity pack and a trail suitable for families called Where's Wookie. The trail featured 10 Chewbacca toys which were hidden around the building for families to find. The exhibition attracted a wide range of visitors from Star Wars fans who had been collecting their own toys from childhood in the 1970's to younger visitors who have grown up with the new rebooted franchise. Some families have even arrived in Star Wars costumes.

An extension of the exhibition loan was negotiated with the lender beyond the original closure date of September 2020 to ensure that more visitors had a chance to visit the museum and enjoy it once Time and Tide re-opened in July. For those not able to view the exhibition in person, the team hosted online talks via Facebook with Matt Fox who owns the collection as part of the extended digital offer. Staff are currently in negotiations again to extend the exhibition until the end of June 2021 to reduce the risk of any further lockdown impacts and ensure there is a vibrant exhibition for all to enjoy when the museum reopens.

2.2 Forthcoming Exhibitions

As a result of the lockdowns, we have now moved the local interest Fisherwomen photography exhibition to the summer to ensure that this important story surrounding the herring industry and the Scottish Fisher Girls - as well as those working in the industry today - still features in the museum schedules. The exhibition has already attracted national interest, featuring on the front page of the BBC Who Do You Think You Are? magazine with a 3-page feature spread.

The exhibition has a focus on the forgotten story of women in the fishing industry but also some strong links to migration – featuring the images and stories of migrant workers who work throughout the fishing industry in the UK today, often unseen behind closed doors. The exhibition offers a snapshot of early 21st century fish processing and the women performing their key roles today, in the same way that the Scottish Fisher Lassies provided a snapshot of the early 20th century fishing industry.

Following site reopening, the exhibition schedule will be delivered as planned, with a minor extension of the Fisherwomen show into October 2021. This will be followed by a touring exhibition exploring the history of Ladybird Books and their artists, which will run until March 2022. This exhibition features a centrepiece “wall of books” similar to the “wall of 100 hands” featured in the Tattoo: British Tattoo Art Revealed exhibition, creating a visual impact for the new show. Staff will also add further relevant elements to the exhibition and include a section which will cover the topic of the representation of BAME groups in Ladybird Books. This will consist of rare Peter and Jane school literacy books which feature BAME representative illustrations.

3. Events

3.1 Digital events during the pandemic

One of the biggest changes during 2020 was adapting from face to face events to online digital content. Throughout the year staff have engaged with our visitors through multiple mediums as well as working with our creators and freelancers in new ways.

For #CreativityandWellbeingWeek we invited people to join us on Zoom with our Online Sketch-athon with artist and community worker Genevieve Rudd.

Genevieve talked through the basics of drawing a still life focusing on technique, framing and how to work independently from home. This online event was so popular, especially with families, that it was made into a series, the Saturday Sketch-along. During the series we explored some of our handing collections through themed still life drawing including subjects such as the Romans, Maritime History and World War Home Front. In total approximately 20 to 30 either individuals or families joined these sessions.

Comments from those who took part:

Helen and Mable “We had such a fun time drawing! Thank you for putting this together”

Amy “Me and my son enjoyed this session so much (even if he got a little distracted halfway) but so lovely to sit and draw together”

These sessions were conducted via Zoom and recorded; they were then released online again during the summer holidays as an additional activity for families to complete when they wished.

During the summer period the team introduced #TimeandTideKidsMakes, where each week was dedicated to a different period of history- using Facebook and the museum’s blog.

People could find craft activities and videos, puzzles and colouring sheets alongside a blog post.

Kids and Collections about the chosen theme.

Pictures and comments were subsequently posted by people who had tried these recipes and crafts at home. As live event days were not possible once Time and Tide reopened in July, takeaway activity bags were prepared for use by visitors. The bags included colouring and activity sheets, pencils/pens and an easy craft activity to do at home with an instruction sheet and materials for the crafting. The bags also contained the trail sheet for Where’s Wookie our Star Wars themed trail. This was a good way to engage our younger visitors as some of the more hands on interactive elements of our displays they would usually enjoy had to be removed or covered over due to Covid restrictions. For the trail 10 toy Chewbacca’s - a favourite character from the franchise - were hidden around the galleries for visitors to find.

Since July, over 400 activity bags have been produced around different themes. Alongside the Star Wars and space activity bags, there have been specific bags themed on the Maritime collection, Heritage Open Days (History of Great Yarmouth) and a Christmas themed activity bag produced during December.

The Christmas period saw the launch of Time & Tide's Twelve Days of Christmas Countdown, which was a series of themed object and photography posts, craft ideas, blog posts and festive history films produced by the Learning Team. These posts were well received, especially on Instagram, which is now one of our most prominent ways of engaging with our digital audience.

Over the last six months, Time and Tide events have featured on BBC Radio Norfolk several times with the Saturday Sketch- alongs, the Star Wars Trail and exhibition and the online talks all being promoted by museum staff on air. Events Officer, Emma Greenard also joined BBC Radio 3's Morning show for #MuseumPassion week on Wednesday 14 October. As one of six museums in the UK featured on the show, Emma described one of the maritime objects from our collection, the ships biscuit. The interview about the object was then followed by a maritime themed piece of classical music, Open Four Sea Interludes from Peter Grimes (Dawn) by Benjamin Britten.

3.2 Summer and Winter Talks programmes

Another Time and Tide event series to go online was the popular Winter Talks programme. Although it was not possible to remotely deliver the twenty or more talks usually on offer, staff were able to feature one each month via Facebook LIVE. The talks included one from Matt Fox, the owner and curator of the May the Toys be With You exhibition, Nicole Hudson from the Norfolk Record Office talking about the D-Day Landing Craft history and British Folk Sport.

Staff also introduced a Summer Talks series over the August holiday period covering content such as Gossip from a War Time Corner Shop, Life in Nelson's Navy, How to dig up a Tyrannosaurus by the NMS Natural History curator Dr. David Waterhouse as well as wonderful personal story of a Great Yarmouth couple entitled Memory Row by Sam Jinks from the Freshly Greated project team. This particular talk had the highest number of views with over 5,500 as it went viral through the Great Yarmouth Facebook pages. It also had 71 likes and 48 comments, the most ever received for a talk in recent years.

4. Other museum projects and developments

4.1 Volunteering

In response to the team of collections volunteers no longer having access to

the museum, staff were able to develop a number of remote volunteer opportunities that enabled people to continue working on documentation projects from the safety of their homes.

Examples of projects undertaken include:

- Documenting a collection of seaside postcards from digital scans.
- Undertaking basic edits to images from our archive.
- Researching and writing blogs for our Wordpress blog site.
- Transcribing handwritten letters and documents including a set of 69 letters sent between two sisters (one living on Gt Yarmouth the other South Africa) during World War Two.

One of the postcards documented by remote volunteers - Postcard, black and white, showing The Aquarium, Revolving Tower and Britannia Pier, Great Yarmouth, c. 1906

Staff have been able to recruit new volunteers to work on these projects, enabling the diversification of the volunteer base through the recruitment of a number of people who would not ordinarily be able to take advantage of a site-based volunteering opportunity. In addition, staff have been able to offer these opportunities to young people as work experience opportunities via the NMS youth engagement team.

4.2 Digital Engagement

With the news in March last year that the museum would be closing, and staff would be working from home, the team immediately channeled their energies into providing new creative digital content accessible to both existing and new audiences. Staff have been able to continue providing high quality digital content, resulting in a high level of engagement throughout 2020. Here are a few examples of the types of digital initiatives that have been undertaken:

Wordpress Blog

Within days of the initial lock-down we launched a brand new Wordpress blog for Time and Tide (<https://yarmouthmuseums.wordpress.com/>). We have to date published 98 blogs and were publishing a blog every weekday during the first lock-down. We have had over 4,000 unique visitors to the blog and our blogs have been viewed over 10,000 times in total.

Google Arts & Culture

In August we were excited to launch Time and Tide on the Google Arts and Culture platform. This enables us to build digital exhibitions and to also upload individual objects from our collections. To date we have six digital exhibitions including Pride of Yarmouth about LGBTQ+ history and the first pride celebration in Great Yarmouth, an exhibition focusing on the history of the Rows and another marking the 60th anniversary of the re-opening of the Tolhouse.

In addition, we have 400 objects listed with immersive images enabling the user to get a really close look at our collections. Finally, in November we were able to add Streetview footage of the museum to our page enabling our visitors to digitally visit Time and Tide Museum from the safety of their homes.

We already had many of our paintings uploaded to the Art UK website, but lock-down represented an opportunity to upload more. Another 64 artworks have now been added to the site, taking our total listed to 338.

Art UK have recently introduced an option for members of the public to purchase prints of selected artworks listed on their website, with a proportion of the proceeds coming directly to NMS.

4.3 New Acquisitions

Candid about Covid

Social history museums around the world have been getting to grips with how to record the impact of the coronavirus pandemic. At Time and Tide Museum staff set up an online survey which invited participants to record their experience of the pandemic and gave them an opportunity to offer us both physical and digital items that help to tell their story. The project was well received and was helped by promotion on both Radio Norfolk and in the Great Yarmouth Mercury. In total staff received 178 responses, and these have been archived and can be used by future generations to learn about how the communities of Great Yarmouth experienced the pandemic.

Here are a few examples of the items that have been added to the collections:

From left; Lacons stay at home brew, digital image of a rainbow made for Ward 16 at the James Paget

Hospital and a set of scrubs made in Great Yarmouth by a volunteer from the Norfolk Scrubs group (they made thousands of sets of scrubs for hospitals in Norfolk including the James Paget).

LGBTQ+

Our museum collection comprises the results of nearly 60 years of collecting and totals 35,000 objects, however we have not collected anything that specifically represents the LGBTQ+ community before 2020. The previous committee report highlighted a t-shirt from the first GY Pride. The team have now added a second object, a denim jacket created by Millie a member of our National Art & Design Saturday Club. The jacket is emblazoned with the slogan 'Kiss Whoever The Hell You Want' and in Millie's words:

'...is a powerful statement as it shouldn't be anyone else's opinion who you love: it should be yours. It's your right and will to express yourself in a way you feel most comfortable.'

Noel Spencer Drawings

Six drawings by the local artist Noel Spencer have been acquired, building on the strong pre-existing collection of his work.

5. Learning

5.1 Schools

The museum's learning team have been experiencing an interesting and challenging year since the last report to this committee in March 2020. When the museums first closed their doors in March staff swiftly adapted to new ways of working, seizing the opportunity to learn new skills and showcase previously hidden talents. With schools and youth engagement groups unable to visit us we made a rapid transition to the digital realm – moving our regular groups online to offer workshops via Zoom and Teams and producing a wealth of high-quality video and live streamed content to help us stay connected with our schools and under 5s audiences.

You can see our films here - Time and Tide schools videos - YouTube

In March 2020, with our museums shut and schools operating with very small numbers of students, we initially focused our efforts on creating engaging and original video content that children could view at home. Our first films were released in April and were based on our popular Romans event. These instantly went viral, reaching nearly 6,000 people via Facebook in the first week with a peak of 2,200 views in a 24-hour period as well as receiving 890 views on Twitter. This caught the attention of Kids in Museums who included the films in their top 10 list of home learning resources for May - Make May marvellous with these 10 museum activities - Kids in Museums.

When schools were able to welcome students back into the classroom, we were still unable to accommodate visits to our museums due to COVID-19 restrictions, so we switched our focus to creating on demand digital content for

teachers to use in the classroom. Staff have now developed a combination of video and live streamed content to cover the main topics in our schools' programme.

By the end of December this content had been viewed by 5,044 students from 53 schools.

As well as producing digital resources linked to our core offer, we have been able to support schools with bespoke live streamed sessions and one-off videos produced to tie in with key dates in the calendar. Our WW1 Remembrance Day film told the story of three local people; a soldier, a pilot and a nurse, based on extracts from letters, diaries and newspaper reports. Over 2,000 pupils watched the film and used the accompanying resources we sent out. The main audience were primary schools, but we also connected with three high schools, a Specialist Complex Needs school and two FE college post 16 groups. The feedback was very good. Around 50 % of schools completed evaluations and rated the film as good or excellent.

In December we also created a Time Traveller's Christmas film which offered an entertaining exploration of festive traditions through the ages. This was seen by over 1,800 students, plus a number of home educated children. Feedback was excellent and we were particularly pleased to receive this feedback from a local teacher: They loved it. We all loved it. Educational, interesting, humorous and really well presented. In what has been a very difficult time for us all, this was really lovely. Many thanks to you all for taking the time to produce such a great resource. We look forward to visiting soon. (Brundall Primary)

There has been a steady increase in schools engaging with us via use of video content and live Zoom sessions. Several local schools have made repeated use of different resources. Some have engaged with us in follow up activities. After our live streamed character-led workshops, pupils have been given writing tasks initiated by the characters. In one session, a Victorian lady recalled how she had enjoyed a day out at the Seaside in Great Yarmouth. Afterwards, the children wrote letters to her about the session and asked further questions which were then answered in a return letter. Here is some feedback demonstrating how pupils enjoyed the two-way extended interaction:

Clare has gone above and beyond to support pupils learning about the Victorian time period, developments in Great Yarmouth and about the Hippodrome Circus. The letter the children received back from the Victorian zoom in response to their writing was fantastic. The children thoroughly enjoyed both the zoom call and reading the letter received in response to their writing. Thank you again! (St George's Primary).

Through the Stories from the Sea project (funded by Arts Council England and Department for Education) we have continued to focus on ways to support literacy teaching in schools so have been particularly pleased to

receive comments like these from teachers:

The children absolutely loved the film. They were all extremely engaged at all times and took lots of inspiration and ideas to help with their adventure stories that they had to write afterwards. One child said, 'It was extremely fun to watch and I especially loved the part when we had to swab the decks.' (Pirates Film - Howard Junior School)

(The video) gave children lots of ideas and inspiration to help with their story writing about their own pirate adventure. It was very immersive and doing all of the different jobs on the pirate ship really helped the children be really engaged and feel like they were part of a pirate crew. They loved being involved in the video at all times. (Pirates Film – Dell Primary)

Pupils loved the 'virtual trip', they were excited to participate and enjoyed completing a writing task after the call. Some of the comments after included how fun it was and that they would love to be a nurse when they are older. It was a fantastic stimulus for further learning in our topic. (WWI - Ormiston Academy).

Although we have been unable to welcome schools back to our Great Yarmouth museums yet, we have been working closely with colleagues in the Norfolk County Council Health & Safety team to complete risk assessments and prepare the sites to enable us to safely COVID-safe support visits again, once conditions allow. Although it is hard to predict when this will be, we hope to see a gradual return of school visits during the spring & summer terms. From our regular contacts with local schools we know that teachers are keen to resume museum visits as soon as they can. However, we intend to continue offering digital resources as part of a blended offer to compliment visits when we return to normal operating conditions. In this way the pandemic has created an opportunity to create high quality digital content to compliment museum visits and support teachers to embed and extend learning from trips.

Early Years

Little Kippers during Lockdown - case study by Polly Ward (NMS Learning Assistant)

As soon as the first National Lockdown was announced back in March 2020, I began to think about how we could support those parents and children who regularly attended our monthly Little Kippers sessions at the museum. These are for children under five and their parents or carers to attend together and, at the time of lockdown, we had just reached the point where numbers meant we were having to expand and run an extra session in the afternoon. I decided to try a pre-recorded version of what we would normally do in the museum. The idea was to create a shortened version of the format the children were familiar with from the museum sessions that, although not able to be interactive between me and them, would encourage conversation between the children and the adults they watched with.

The Little Kippers films were all filmed from home in my front room. The first film was premiered on Facebook just after the Schools' Easter break and was really well received. It began with a mystery object for the children to explore, I posed questions including what it could be.... What is it made of? What shape is it? Does it smell? etc. Then, after an ice cream cone clue, I revealed that it was a penny lick for ice cream! Then I gave some ideas for craft activities that linked and could be done later and we finished with a story. Feedback suggested that the children loved seeing a familiar face on the screen, although some were cross that I wouldn't talk back to them. They enjoyed the familiar elements like the hello song and of course, seeing King Kipper. It gave some normality at a time when their daily lives had been completely turned upside down.

As the films were shown on Facebook, I was able to get real time comments in the chat about what the children thought the mystery object might be and it was good to be able to reply and have a level of interaction. The first Little Kippers video was very popular and had 1,300 views in 4 days. After the success of the first film, we decided to produce one every week for the rest of the term. This was a tall order but the viewing figures showed that it was appreciated and useful for that time. I created 11 films in total, all on a different theme and taking inspiration from a different object in our collection.

Some of the videos have now been deleted from Facebook to comply with publishers' permissions for the stories but the films that are still available now have an average viewing figure of 337 and the peak, for episode 3, is 585 views.

As we now find ourselves again in a national lockdown, I am exploring the possibility of offering Little Kippers sessions live on Zoom.

Below is some of the feedback we received from parents:

"I would just like to say my daughters are really enjoying the online little kippers videos on YouTube. Thank you for providing these videos. Out of five stars I would rate the videos a five. Keep up the great work.

"What a lovely thing to do!" "We are really enjoying the videos, we don't always get to watch them live but they are included in our weekly routine"

"I just wanted to say thank you for doing all the King Kipper videos online. We have been watching them every week and doing the activities. Jemima's favourite was the one with the cow horn! afterwards we found a very large cardboard tube to blow down and make funny noises !!"

5.2 Youth Engagement

Saturday Art Club

Despite lockdown restrictions preventing in-person art activities, Time and Tide's Saturday Club has continued to provide stimulating and social art-based experiences to young people online. Throughout 2020, Amy Stock delivered Saturday Club activities to 10 participants, most recently tackling the theme of identity using typography, photography and discussion. Now on maternity leave, Amy Stock has been replaced by Alex Day, who will lead our Saturday Club for the next year liaising where possible for East Coast College, East Norfolk Sixth Form College and Norwich University of the Arts.

Autumn Term (2020)

Last year, young people explored their own identities through photography, self- portraits, tattoo design (exhibition related), painting, and typography. The two- hour sessions involved objects in the museum's collection, like the herring barrel stencil, and a national virtual event with 'masterclass' guest speakers. All took place via Zoom.

Spring Term (2021)

Continuing our enquiry into personal identity and recording it using art, in the first session we investigated the objects in our home and, using the art of persuasion, gave reasons for Time & Tide to acquire our objects. After introductions, we shared objects that we use every day and objects that remind us of home. Using spider diagrams, we looked at how they came to be and imagined unconventional uses for them. We drew each other holding the objects to the camera.

Participants then competed for the museum to acquire their object– telling stories and sharing ideas for how audiences could benefit. They were shown Millie's denim jacket (see picture) and the work of South African photographer Zanele Muholi to inspire their homework, to dress up as their object.

The following five sessions will involve more museum- related art and discussion, using the technology and materials (fashion and fabrics) we have at home to celebrate our identities and the places we live. A masterclass with external partners, Instagram takeover and a virtual exhibition (Google Arts and Culture) will also feature along the way.

Creative Minds

Creative Minds is a self-directed group that devises its own projects and events, often to address live briefs or issues that its members care about. The group works alongside museum professionals to bring about change in museums, including how they relate to young people and the local community. Members learn work related skills, find out about job roles in the heritage

sector and develop a unique pathway which meets their own needs and interests. We undertook a new round of recruitment for Creative Minds (Formerly Young Comms) in October 2020. Eight Young People attended a taster session and of those seven made an application and have begun attending monthly zoom sessions. (five from East Coast College and two from East Norfolk Sixth Form). The sessions have been heavily supported by college staff and mostly delivered in college time. We are hopeful that we can also successfully connect with the group independently via Zoom while colleges are closed

due to the current lockdown. The group are in the early stages of developing an 'Museum Art Box' resource that can be loaned to schools for remote learning. They are also using our Migration Heritage and Belonging project handling collection box and resource to inspire individual creative projects.

Make Yarmouth

Make Yarmouth online workshops have continued to be delivered weekly in term times. These engage with vulnerable 11 – 17 year olds who have been referred by Prospects youth service. The sessions are also attended by a Prospects youth worker. We have a strong core group of five young people who take part in creative activities to find out more about local heritage. The core group has grown in confidence and engage fully in dialogue and activities, contributing their ideas and helping to shape the programme. They have completed a Bronze Arts Award. Two other young people have begun to attend more regularly as well. New people are welcome to attend without video and audio in the hope that they will gain in confidence and join in more actively. The group have been exploring the Art Collections at Time and Tide as well the history of Christmas festivities. This term they will help to 'shape' a Mental Health & Heritage project for Foundation Learners at East Coast College. Prospects have told us that there is a great demand from other young people wanting to attend workshops when they resume face to face at Time and Tide. The Prospects team have also requested an additional online session for school students who cannot make the 4.30pm start time.

YMCA

The YMCA group have adapted well to the changing style of engagement via Zoom. For most of the initial lockdown clients chose to work on an innovative boardgame, called Ring of Rats, based around the bubonic plague. As part of this they met virtually with game designers; conducted research on the local area; and directed a short video to run alongside the game. In addition, they successfully applied for funds from the Kick the Dust: Norfolk project delegated budget, so that the game can be printed and shared with a wider audience.

Clients also continued with projects that started before lockdown. They successfully created two time capsules (one COVID-19 related, one more personal) – the COVID-capsule has successfully been accepted into the NMS collections. The personal time-capsule will be going on our Google Arts platform. As part of the first time capsule project one of the group wrote a

COVID-19 rap which they released via You Tube and performed live on Radio Norfolk.

Moving forward the clients have identified that they would like to take part in the Great Yarmouth Maritime Festival in 2021 (safety restrictions allowing). They want to showcase the great work that they have, and will, produce. They identified different areas they are interested in: creating a heritage walk; the World Wars; Mental Health; Retro Toys; Recycling. Having the ideas come from the clients themselves is great as it demonstrates their growing confidence and engagement with their local heritage.

Work Experience

Our work experience programme is operating virtually at present, with young people from local colleges. Great Yarmouth Museums Curator Wayne Kett has been particularly good at offering a range of activities (from blog writing to transcribing letters) which young people can choose to develop their skills. The work they have done has actively helped developed our collections research, as well as supporting the creation of blog posts to share with the public.

Some of the Creative Minds group also took part in work experience. Lorna and Hollie (now at University) took part in research and digitisation projects, as well as researching Greek Myths for the schools' team to help develop future content. Luke also helped with the Greek Myths research and was working on a blog post relating to our Natural History collections.

5.3 Kick the Dust: Norfolk – project update

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund, has continued to engage with young people aged 11-25 throughout the COVID-19 lockdown period. The project team have adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.

From the start of the first national lockdown in March to 21 December 2020 there were a total of 1,860 interventions, involving 704 individual young people taking part in 880 hours of quality digital activity. 19 Kick the Dust groups have been taking part in 371 different digital activities across the county, with a further 11 YMCA groups involved in 109 heritage related activities plus an additional number engaging in activities left at their residences to complete independently during lockdown.

Total engagement numbers for the project from October 2018 to 21 December 2020 are 7,932 interventions, involving 2,419 individual young people, taking part in 4,015 hours of quality activity. Of these interventions, 186 volunteering opportunities have been provided to 93 individual young people.

Of this activity 28% has been categorised at 'Player' level, 46% at 'Shaper'

level and 20% at 'Leader' level. Of these activities, 53% involve young people in leading and designing projects as well as acting as mentors to staff and other young people. Three young people currently sit on the Project Steering Group.

Breakdown of participants:

This has changed considerably since lockdown due to the high number of YMCA clients project staff have been engaging with through the enhanced digital offer. 7% aged 11-13 years.

12% aged 14-16 years

32% aged 17-19 years

24% aged 20-22 years

25% aged 23-25 years

Engagement by target audiences (some young people fall into more than one category):

YMCA clients – 41% Secondary schools – 30% FE/HE – 24%

Young people with mental health issues – 15% Outside of mainstream education – 8%

Young Offenders at those at risk of offending – 5% Looked after children and adopted living at home
- 7% SEND – 6%

NEET – 4%

Care Leavers – 2%

New arrivals and refugees – 2%

Pregnant young mums and teenage parents – 1% Young Carers – 2%

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people. 72% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 92% felt that museums were a space they could use and would use in the future.

Evaluation responses from the Kick the Dust: Norfolk project can be compared with those from the other eleven Kick the Dust projects currently running across the UK. This programme- wide evaluation has been commissioned by

the National Lottery Heritage Fund from the evaluation specialists Renaisi. Following their engagement with our project:

93% of young people said they had learnt new and interesting things about heritage (Renaisi survey 90%);

85% of young people felt that heritage reflected them (Renaisi 70%); 90% felt heritage would engage other young people (Renaisi 89%);

82% of young people said they were more likely to become a volunteer as a result of their involvement in KTD and this option was the most popular with work experience for all those who took part. (Renaisi 61%);

100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement;

84% of young people stated they now had a better understanding of heritage having taken part in the programme with 16% stating they weren't sure and needed more engagement. (Renaisi 78%);

70% of young people felt they had the opportunity to influence decisions. (Renaisi 66%);

88% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaisi 72%);

65% of young people felt that heritage had helped them understand more about their own lives – it had given them context;

81% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaisi 77%);

96% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them. (Renaisi 92%).

5.4 Migration Heritage & Belonging

Funded by the Esmée Fairbairn Collections Fund, the Migration, Heritage and Belonging project explores the migration-related collections of the three partner museums - Bristol Culture, Royal Museums Greenwich and Time and Tide - that are working together to represent the diversity of migrant experiences through collections research, community consultations, skills sharing and the collecting of oral histories.

Our project has two main strands; collecting the stories of people who have migrated to Great Yarmouth from other countries and researching our

collections of artefacts that were originally acquired from First Nations people by missionaries from Great Yarmouth, who lived and worked along the North West Coast of British Columbia in the 1860s. For our collections research we are now working in partnership with organisations in the UK and Canada to improve our knowledge and records of these artefacts and build links with their communities of origin.

The bulk of our collections came from Great Yarmouth clergyman, Robert J Dundas, who acquired a large collection of carved items while working to establish a new Christian settlement at Old Metlakatla, British Columbia, near present-day Prince Rupert in 1863. Other textile works were collected by missionaries and sisters Anne and Catherine Penrice between 1860 and 1865 when they worked as teachers at Angela College and the Reserve School in Victoria. 55 items were later donated to the museum at the Shipwrecked Sailors Home on Marine Parade and subsequently became part of the collections at Time and Tide.

Our initial research led to connections with other UK museums with Northwest Coast holdings including the Sainsbury Centre for Visual Art and the Museum for Archaeology and Anthropology in Cambridge, to discuss their Northwest Coast holdings and to gain advice about our approaches to display and interpretation and possible contacts in Canada. This led to connection with Sean Young (Collections Manager), Haida Gwaii Museum, Skidegate who agreed to carry out collections research for us. This report has significantly expanded our knowledge of these important collections and enabled us to correct some historical inaccuracies and inappropriate language in our records. Sean is also supporting our work to provide updated interpretation of these objects for a re- display which will provide a more appropriate context for the collection.

As a further development from our connection with the Haida Gwaii Museum we are now in contact with one of the descendants of Robert J Duncan who has alerted us to the existence of a substantial archive contain diaries and other records relating to his time in British Columbia. These are held at the National Library of Scotland and we are now in contact with them to arrange access to the archives when it is safe to do so.

In anticipation of any requests that might come in as a consequence of contacting North West Coast source communities, our Curator and Project Researcher have drafted a Restitution and Repatriation Policy for Norfolk Museums Service. This draft document draws upon the policies of the Glasgow Museums and Pitt Rivers Museum Oxford, both of which have returned heritage objects to source communities in recent years. The draft policy will now be reviewed by the collections committee & curator's forum before being submitted for approval by the Senior Management Team and Joint Museums Committee.

In terms of the oral history part of the project, when lockdown began our Project Researcher, (Dr Sarah Lowndes) had already carried out 24 interviews

with Great Yarmouth residents originally from: Cape Verde, Cyprus, France, Germany, Mozambique, Ivory Coast, China, Lithuania, Portugal, Romania, East Timor, Afghanistan, Latvia and Russia. She has subsequently managed to transcribe these recordings as well as carrying out additional phone interviews with other residents from Bulgaria, Poland, Portugal, Mozambique, Italy, Turkey, Mexico, Madeira, South Asia and East Asia. We plan to produce a publication at the end of the project in summer 2021 which will include edited versions of the interview transcripts, a migration map, community recipes and a timeline of migration in Norfolk and Suffolk. This will also include the findings from our Collections research.

As an additional outcome from the project we have also formed a partnership with Historic England to develop a digital resource for schools relating to our Migration, Heritage and Belonging project. The resource consists of PDF activities linked to the curriculum, specifically Social, Moral, Spiritual, Cultural aspects, Geography and to Storytelling (Literacy). The resource comes with a handling collection of 5 replica Northwest Coast objects including a transformation mask, whale amulet, beaver bowl, carved feasting spoon and a loon rattle. This loan box is available for schools to use in the classroom and will also support activities at the Museum.

5.5 Unlocking our Sound Heritage

Time and Tide museum is working with colleagues from the British Library and Norfolk Sound Archive on this national project. The entire collection of oral history recordings in the Great Yarmouth Voices archive is being digitised and incorporated into the archives of both partner organisations, significantly improving access to this rich collection of local people's memories of life in the town. The archive now contains over 300 interviews covering a wide range of topics dating back to the 1930s.

5.6 Enjoy- Great Yarmouth CEP

NMS Learning Manager Colin Stott continues to lead the Enjoy-Great Yarmouth Cultural Education Partnership (CEP) and we host bi-monthly partnership meetings throughout the year. We are participating in regular eastern region CEP chairs meetings and have supported the development and distribution of creative activity packs for families in need. Two staff members are taking part in the national CEP Leadership programme and our Learning Manager was part of the consultative group which helped to develop this training course.

We are in regular contact with Festival Bridge through our leading role with the Enjoy-Great Yarmouth CEP. With Partnership Investment funding for ACE / Festival Bridge, we have been able to continue the Cultural Capacity Development post that

was set up as part of the Making Waves Together project. This will provide vital capacity to support the continued development of the Enjoy and Lowestoft Rising CEPs.

Through consultation with teachers we identified that there was a key role for the CEPs to provide online teacher training CPD workshops during COVID-19 restrictions. Teachers from both LCEPs were invited to attend and the session was also open to teachers from across Norfolk and Suffolk. In the autumn term we ran a series of workshops exploring different ways to use art therapy techniques to support student (and teacher) well-being. Over the three month programme we hosted six CPDs covering four subjects, training 60 teachers in total. Here is a selection of feedback:

- ‘Really enjoyed the Art therapy course. I will be able to deliver what I've learnt straight into the classroom. I think all the activities/techniques could easily be adapted for different age groups. I enjoyed taking part to!’
- ‘The CPD was not only relevant - particularly with the links to blended learning but the thought and consideration to staff well-being and it being an enjoyable, relaxing session was really lovely. I can't wait for the next one!’
- ‘I really enjoyed it and think there were some great ideas to take straight into the classroom. I feel as though the things I learnt will support our children very inclusively.’

We are going to be hosting two upcoming series of teacher CPDs in Spring 2021:

- History workshops with Historic England and the Historical Association which will focus providing local context to help students relate to national stories and will give targeted support for curriculum planning. These will launch after the February half term and will be available to teachers in Lowestoft as well.
- Dance sessions with Dance East, for both secondary and primary teachers, exploring ways to use dance in school to support different curriculum subjects.

Let's Create Art Packs

We helped to assemble and distribute these physical art packs which were created to combat digital poverty of young people and families in the area. They also aimed to help encourage and support creativity during the lockdowns and COVID-19 restrictions which limited the ability to take part in creative activities outside the home. The packs were distributed through the ENJOY LCEP networks, local schools and youth engagement groups, as well as drawing on contacts through the wider NCC, local foodbanks,

local Voluntary Norfolk leads reaching the traveller communities, Great Yarmouth Young Cares, and other local organisations who working with families and young people. Three packs were sent out between March and December 2020. Pack one reached 1,335 local families, Pack two – 1,962 and Pack three - which was sent out in time for Christmas - was delivered to 5,939 homes. The packs were made possible by funding from Arts Council England and our NLHF funded Kick the Dust programme, as well as through generous donations from a crowd-funding campaign run by the Festival Bridge.

6. Participation numbers

A summary of participation numbers including via social media will be circulated after the meeting.

RESOLVED:-

That the Area Museums Working group notes the report.

6 PRESENTATION BY COLIN STOTT - LEARNING MANAGER

Colin Stott gave a presentation to the Working Group.

The Executive Services Officer would send a copy of the presentation slides to Members with the minutes.

The Chairman thanked Colin Stott for his informative presentation.

RESOLVED:-

That the Area Museums Working Group note the contents of the presentation.

7 ANY OTHER BUSINESS

The Chairman reported that there was no other business being of sufficient urgency to warrant consideration at the meeting.

8 EXCLUSION OF PUBLIC

The meeting ended at: 16:00



Norwich area museums committee

Date: **Tuesday, 02 March 2021**
Time: **14:00**
Venue: **Remote**

For further information please contact:

Committee members:

Norwich City Council:

Councillors Huntley (chair), Maxwell,
McCartney-Gray, Price, Schmierer and
Wright

Norfolk County Council:

Councillors Brociek-Coulton (vice chair),
Barnard, Clipsham, Nobbs, Ward and
Watkins

Committee officer: Jackie Rodger

t: (01603) 989547

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Democratic services

City Hall

Norwich

NR2 1NH

Co-opted non-voting members:

Amanda Geitner (East Anglia Arts Fund) and
Felicity Devonshire (Friends of the Norwich
Museums), Councillor King (Broadland District
Council) and Councillor Easter (South Norfolk
Council) and 1 vacancy (Norfolk
Contemporary Art Society)

www.norwich.gov.uk

Information for members of the public

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website.



If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

Agenda

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1 Apologies and changes to the committee membership

To receive apologies for absence and note changes to the committee membership

2 Public questions/petitions

To receive questions / petitions from the public.

Please note that all questions must be received by the committee officer detailed on the front of the agenda by **10am on Thursday, 25 February 2021..**

Petitions must be received by the committee officer detailed on the front of the agenda by **10am on Monday, 1 March 2021.**

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.

3 Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)

4 Minutes

5 - 10

To approve the accuracy of the minutes of the meeting held on 8 December 2020

5 Norwich Museums Update - December 2020 to January 2021

11 - 28

To receive a report on the activities of the Norwich Museums for the period December 2020 to January 2021

6 Reports from Representatives of the Voluntary Organisations

To receive reports from the representatives of the voluntary organisations that support the Norwich Museums

7 Schedule of Meetings 2021 to 2022

To approve a schedule of meetings, subject to approval at the Norwich City Council's annual council, as follows (all meetings to be held on Tuesdays, at 14:00):

8 June 2021

7 September 2021

7 December 2021

1 March 2022

Date of publication: **Monday, 22 February 2021**



Norwich Area Museums Committee

14:00 to 15:20

8 December 2020

Present:

City Councillors:
Huntley (chair)
Maxwell
Schmierer

County Councillors:

Brociek-Coulton (vice chair)
Clipsham,
Ward

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Brenda Ferris (Norfolk Contemporary Art Society), Amanda Geitner (East Anglia Arts Fund) and Councillor Easter (South Norfolk Council) and Councillor King (Broadland District Council)

Apologies:

City Councillors McCartney-Gray, Price and Wright
County Councillors Nobbs and Watkins

(The committee noted that at its November meeting, Norfolk County Council had appointed Council Barnard to this committee to take up a vacancy following the resignation of Councillor Brenda Jones. The committee officer apologised to the committee as agendas had been sent to the members listed on the front of the agenda for this meeting and therefore Councillor Barnard would not have received notification of the meeting and an agenda had been sent to Councillor Jones, who was no longer a member of the committee, in error.)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 8 September 2020.

4. Norwich Museums Briefing – September to November 2020

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

The assistant head of museums presented section 1 of the report, praising the museums staff for their resilience and response to the ever changing situation. Norwich Castle, Time & Tide Museum and Lynn Museum had all reopened following the second lock down on 3 December (Gressenhall was now closed for the winter season). The museums service and activities had been impacted by the pandemic. Norfolk Museums Service (NMS) staff had been involved in supporting key services, in relation to the county council's wider Covid-19 response, including the registrars and trading standards. NMS staff have developed digital resources and this had led to an expansion in social media activity and engagement, whilst also providing resources for those in digital poverty or without access to digital content. There have been regular site checks of collections in the museums. NMS staff were also preparing to welcome limited numbers of school parties, when it was safe to do so.

The operations manager explained the Covid-19 safety procedures that had been implemented to enable the reopening of Norwich Castle to visitors, including one way routes through the museum, the wearing of face masks and social distancing, signage and barring access to interactives. Hand sanitisers were available at strategic points. Visitor contact information was being recorded through the NHS Test & Trace scheme. In January 2021, visitors would be able to visit the Royal Norfolk Regimental galleries, following the completion of works in the rotunda, and there would be a new costume exhibition, *Textile Treasures*. Wedding ceremonies had ceased during the second lock down but had recommenced on 3 December with a flurry of bookings and as many as four to five ceremonies a day. In reply to a question from the chair, the operations manager said that he would be meeting with the coordinators of the costume exhibition before Christmas and confirmed that the exhibition would open on 4 January 2021.

The learning manager for Norwich museums presented the section on the learning team activity. She said that arrangements were in place to welcome school visits in January 2021. A virtual programme had been developed which was available to support the schools programme, whilst there was a limited in person offer, and members were asked to share this information with teachers. As an update to the report, members were advised that bookings for the 'Christmas in the Past' live-streamed sessions had increased to 700 pupils since the publication of the agenda papers. Also news had been received of a successful bid for funding from Festival Bridge for a digital programme to support secondary schools which would be progressed in the spring. The learning team had developed ways that groups could engage with collections subject to Covid-19 security measures being in place. An important part of the recovery was to welcome young people back into the museums as part of the youth engagement programme, where there had been resistance or lack of engagement to the digital offer.

During discussion the chair congratulated the NMS staff for the successful bid for Festival Bridge funding. In reply to a question, the learning manager provided details of how schools were notified of the virtual programme. The 30 minute live streaming events had been well received. Uptake of the virtual schools' programme had been

relatively slow and the team was actively promoting the offer. School visits were valued and this was just a different way of providing this service. She would check to see if all schools in Norfolk had received the e-bulletins promoting the offer.

The assistant head of museums presented section 4 of the report, which updated members on the activities of the *Kick the Dust* programme. The project had adapted its delivery during the pandemic and continued to engage young people, particularly with residents of the YMCA and strengthening the partnership arrangement. Members were advised of an extended offer, in partnership with Festival Bridge, to provide 1800 board games "Trail of Trials" to young people aged 14 to 25. The game had been developed by the Time Turners group in King's Lynn and would be delivered before Christmas. Paragraph 4.3 included data on evaluation of the project and showed how the Norfolk *Kick the Dust* programme compared with other programmes across the UK. The chair confirmed that the committee would appreciate evaluation feedback at future meetings. In reply to a question from the chair, the assistant head of museums confirmed that there was no concern about the programme meeting its targets and that in fact it was likely to exceed them.

The assistant head of museums presented section 5 of the report which updated members on the progress of the Norwich Castle: Royal Palace Reborn project. Construction works had been permitted during the second lockdown and the works had focused in the rotunda which should be completed in January 2021. Archaeologists had observed the works which had been carried out in consultation with the city council's planning and conservation and design officers. The basement flagstones had been carefully removed and stored safely off site. The contract for the main fit-out of the exhibition had recently been put out for tender.

The learning manager reported on the *Keep Project* activity plan. The partnership with Archant Press had moved to its second phase (section 3.5 of the report) raising the profile of the project by showcasing the main themes of the British Museum Medieval Gallery in the *Eastern Daily Press*, *Eastern Evening News* and via its online platforms, and had engaged a wide audience. Andy Peters had been commissioned to provide cartoon style graphics for the hoardings to promote the collections in Norwich Castle. The project's learning and engagement officer was working on a project to create historical figures with youth groups that would inform the second phase of the hoardings. The focus was on digital engagement. A series of five minute long recordings promoting the museum's objects, *Talking Objects*, had been launched on the Norwich Castle YouTube channel.

The assistant head of museums commented that the hoardings were important to let people know that Norwich Castle was open during the construction works.

Felicity Devonshire asked whether the Friends of the Norwich Museums tapestry would feature on the hoardings or whether a big reveal was planned. Several panels had been completed. The learning manager said that there were ongoing discussions about the promotion of the *Keep Project* through the tapestry but it was not proposed as part of the graphics on the hoardings. The assistant head of museums commented on the outstanding work of the volunteers to continue working on the tapestry throughout the lockdowns.

The assistant head of museums presented section 6 of the report. The Freeman of Norwich had provided a grant for a series of films shared on Facebook to engage a

wider audience with the Museum of Norwich. As part of Black History month, the recent acquisition of a scarf, marking Justin Fashanu's 1980 goal of the season against Liverpool, was highlighted. During discussion, the vice chair commented that the Owen Mathers' design for the *Picturing the Pandemic* logo was excellent and asked whether it could be used again. The assistant head of museums said that he would check on whether this was possible. Members also noted the digital activity at Strangers' Hall, including the virtual tour for the Heritage Open Days this year.

Brenda Ferris said that this would be the last meeting that she was attending as she was stepping down from the committee. She hoped that there would be a place for the Norfolk Contemporary Arts Society when the project had been completed but the society was in limbo at the moment due to the pandemic. The chair thanked Brenda Ferris for her contribution to the committee and the cultural life of the city.

Amanda Geitner, also had to leave the meeting at this point, but said that the East Anglia Arts Fund was looking forward to supporting the Open Art Show *Somewhere Unexpected*.

(Brenda Ferris and Amanda Geitner left the meeting at this point.)

The senior curator of Norwich museums and keeper of fine and decorative art presented section 7 of the report and updated members on the curatorial activities. This included the *Textile Treasures* exhibition (4 January to 28 March); the major exhibition to mark the bicentenary of the death of John Crome, *A Passion for Landscape: Rediscovering John Crome* (23 April to 5 September). The Open Art Show would include landscapes with older images superimposed or "ghosted" over them. The Arts Fund had awarded a grant to Keep project curator, Andrew Ferrara, as part of a programme to support young curators. He would be working on an exhibition as part of the *Keep Project*. The success of this award was partly attributed to the lessons learnt from an unsuccessful bid 4 years ago. She also reported that Turner's *Walton Bridges* was on loan to Colchester Castle until March 2021.

The chair congratulated Andrew Ferrara on being awarded an Arts Fund award.

During discussion a member commented that a high quality copy of *Walton Bridges* was on display in Norwich Castle. The senior curator confirmed that the original would be returned in time for the Crome bicentenary exhibition next year. The chair thanked the senior curator and her team for their work on the planned exhibitions for 2021 in the context of the particular challenges of this year.

The operations manager presented the visitor figures for the period covered by the report. Further information about social media engagement would be circulated with the minutes of the meeting. It was reassuring that when Norwich Castle reopened to general visitors on 16 October, visitor numbers increased to up to 160 per day, which was encouraging for the planned reopening of the main temporary exhibition galleries and the Norfolk Regimental Museum in the New Year.

During discussion the operations manager explained that the visitor capacity at Norwich Castle had been reduced to a maximum of 420 during the building works and this had been reduced further to 120, to comply with Covid-19 security

measures. There was a reduced a loss of income but some of this had been planned for during the construction works. Pre-booked admissions had worked well in October, with a number of days fully booked. With regard to museum pass holders, the assistant head of museums said that pass holders had been given three months free to cover the period when the museums were closed. Financial information about the service was kept under review and was a function of the Norfolk Joint Museums committee.

RESOLVED to:

- (1) note the report;
- (2) record the committee's gratitude to County Councillor Brenda Jones and Brenda Ferris for their contribution to the work of this committee;
- (3) ask the assistant head of museums to:
 - (a) in relation to *Kick the Dust* continue to include comparative performance data with other Kick the Dust projects in the UK;
 - (b) provide a summary of the social media data, to circulate to members of the committee with the minutes of the meeting.

CHAIR

Norwich Area Museums Committee 2 March 2021

Norwich Museums Update: December 2020 to January 2021

1. COVID-19 Service update

- 1.1 All Norfolk Museums Service (NMS) museums closed to visitors on 19 March 2020 as a result of the Coronavirus pandemic. The majority of NMS non frontline staff have been working remotely from home since this time. Following a phased COVID-secure reopening of four NMS museum sites including Norwich Castle during July and August, all NMS closed again from 5 November as part of the second national lockdown. Following the announcement that Norfolk would be in Tier 2, three NMS sites reopened to the public on Thursday 3 December. These sites were Norwich Castle, Time & Tide Museum and Lynn Museum, with the seasonal site at Gressenhall remaining closed until the start of the 2021 season. Following the announcement that Norfolk would be in Tier 4 from Boxing Day, all NMS sites closed again with effect from 24 December. Museums are legally required to close to visitors in both Tier 3 and Tier 4. All NMS sites remain closed to the public during the current third national lockdown.
- 1.2 Many museum activities and services, including general visits and school visits, have been severely impacted due to COVID-19. NMS staff have been involved in supporting key work relating to the Norfolk County Council's (NCC) COVID-19 response, including helping to coordinate volunteer activities, managing the distribution of food and medicine to residents who needed this support, and making telephone calls to identified vulnerable residents. NMS staff have recently been helping with other COVID response work including supporting the work of the NHS and the NCC Trading Standards team.
- 1.3 Throughout the period of the pandemic, NMS staff have developed a broad range of digital resources to support audiences, including resources for children and families. Digital engagement included a significant expansion of social media activity. Resources continue to be made available for those in digital poverty or without ready access to digital content.
- 1.4 The enormous range of NMS activity during the period of COVID-19 disruption continues to be captured in the weekly *Museums Mardle* staff e-newsletter. A reminder that members of the committee can be added to this distribution list on request.
- 1.5 The reopening of museum sites during 2020 followed the implementation of strict COVID-19 safety procedures that were reviewed and signed-off by the NCC Health & Safety and Wellbeing team. Reopening was also in accordance with sector-specific guidance issued by the National Museums Directors Council. All visits were pre-booked using timed tickets available from the Art Tickets website. To accommodate social distancing, site visitor capacity was significantly reduced.

- 1.6 Staff training has taken place at all NMS sites in advance of reopening. Staff are provided with any identified PPE and protective screens have been installed at key points. Enhanced staffing levels ensure that visitors can be provided with the necessary support and advice. Refresher training will take place in advance of the reopening of museum sites.
- 1.7 Planning work is underway to safely reopen NMS sites when this is permissible. It is intended that all NMS sites will reopen, either for general visitors or for pre-booked use by schools. This planning work includes the development of individual reopening plans for Norwich Castle, the Museum of Norwich and Strangers' Hall.
- 1.8 During periods of site closure, all NMS sites have been the subject of regular premises, security and collections condition checks. Statutory maintenance has continued, as have essential construction and maintenance works, with strict COVID management procedures in place.

2. Reopening at Norwich Museums

2.1 Norwich Castle reopening arrangements

Work is currently underway in preparation for Norwich Museums sites to reopen to the public once the current lockdown ends. Norwich/Norfolk would need to be either Tier 1 or Tier 2 of current Tier restrictions in order for museums to reopen.

When Norwich Castle reopens, visitors will continue using the entrance door E8 as the temporary COVID-19 entrance (please see the Castle plan below). Visitors using wheelchairs or with pushchairs can enter via door E9. The temporary visitor exit is via door E6. Visitors tour the building by following a recommended one-way route. Visitors are also able to access toilets. Visitors and staff are required to wear a face covering in areas accessible to the public and to adhere to a 2 metre safe social distance. To aid this, clear and distinctive COVID signage and floor markings have been installed to guide visitors through the one-way systems, as well as to the toilets and the exit.

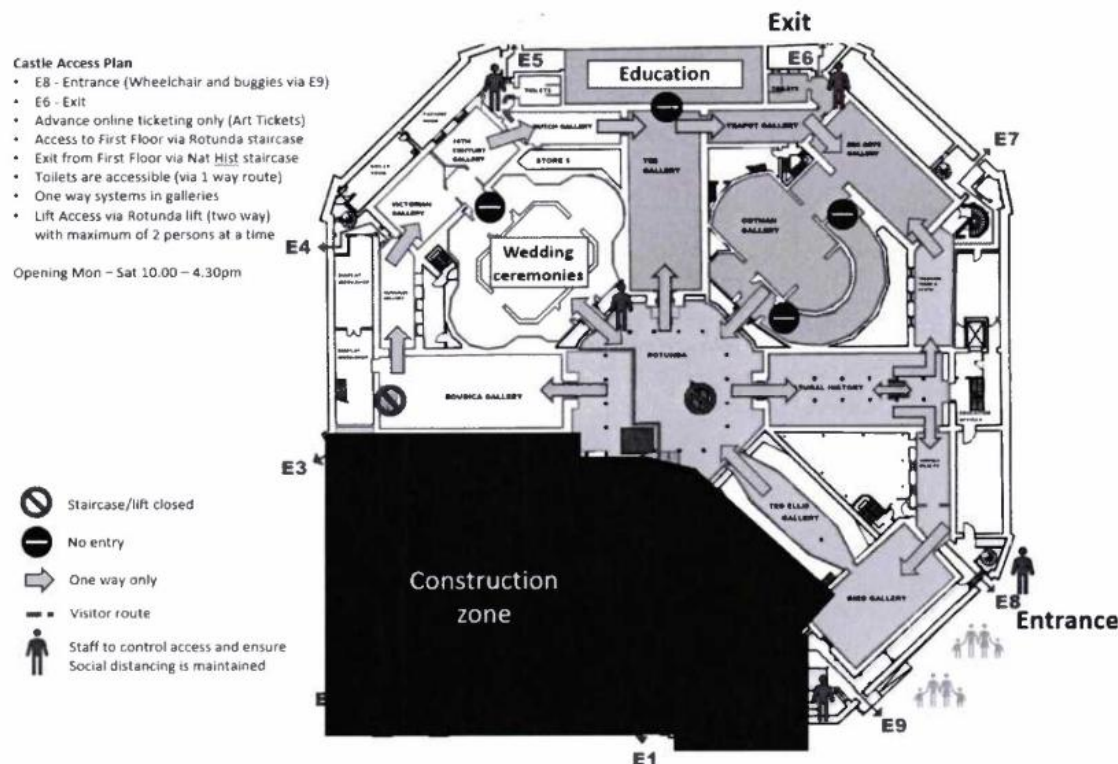


Samples of the COVID signage and floor markings in use at all NMS sites

Interactives have been covered or barriered off to reduce the possibility of cross-contamination. The numbers of tables and chairs have also been significantly reduced to further limit touch points and to help reduce the volume of cleaning required. There are also stickers placed on case fronts requesting that visitors do not touch the glass.

Hand sanitiser dispensers has been placed at strategic points throughout the museum. All visitors are requested to sanitise their hands upon entry, after visiting the toilet and prior to exiting the museum. Additional hand sanitiser units have also been installed at points in the museum where there are increased risks of visitors touching door handles or push plates. Visitor contact information is being recorded for the NHS Test & Trace scheme, including via the NHS COVID-19 app. Visitors are legally required to wear face coverings at all times whilst inside the museum, unless exempt.

When Norwich Castle reopens, visitors will now also be able to access the Timothy Gurney Gallery, the Rotunda balcony including the Norfolk Regimental collections and the Rotunda lift. The opening up of these additional areas follows the completion of essential drainage alterations within the Rotunda that form part of the Keep project. This returns all of the Rotunda area to public use, representing an enhancement of the visitor experience.

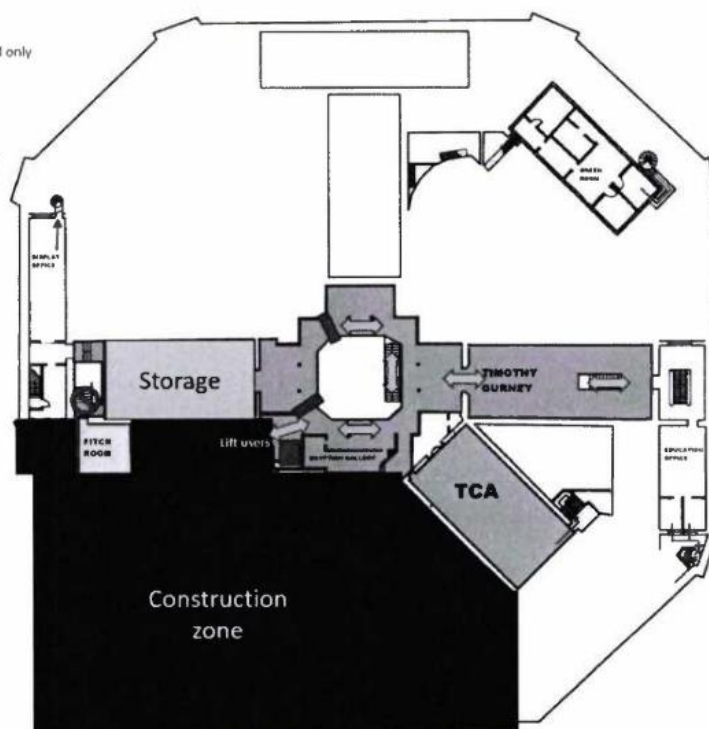


Ground Floor Plan of COVID-19 visitor routes at Norwich Castle

Access Plan – FIRST FLOOR

- Access to Timothy Gurney and Regimental only
- Two-way access via Rotunda staircase
- Free roam of TGG collections
- Two way from TGG to Rotunda balcony
- Free roam of Regimental collections
- Two-way exit via TGG staircase
- No Entry signage beyond Regi collections
- Regi trench diorama case to be excluded.
- Lowestoft porcelain to be excluded.
- Lift Access via Rotunda lift (two way) with maximum of 2 persons at a time.

- ⊘ Staircase/lift closed
- No entry
- ➡ One way only



First Floor Plan of COVID-19 visitor routes at Norwich Castle

2.2. Other Norwich site reopening plans

Staff are also currently working on plans to reopen both of the branch museums in Norwich. It is intended that the Museum of Norwich will open to the public at the same point as Norwich Castle. The Museum of Norwich will use a one-way system with all gallery spaces being accessible.

At this stage it is intended that Strangers' Hall will reopen for school and pre-booked group bookings only. This is due to the fact that as a complicated Tudor building with many items including furniture on open display, Strangers' Hall represents a significant challenge in terms of ensuring a COVID-secure visit. The site will therefore initially reopen to schools and other groups operating in bubbles to attend scheduled learning activities.

2.3. Norwich Castle wedding ceremonies arrangements

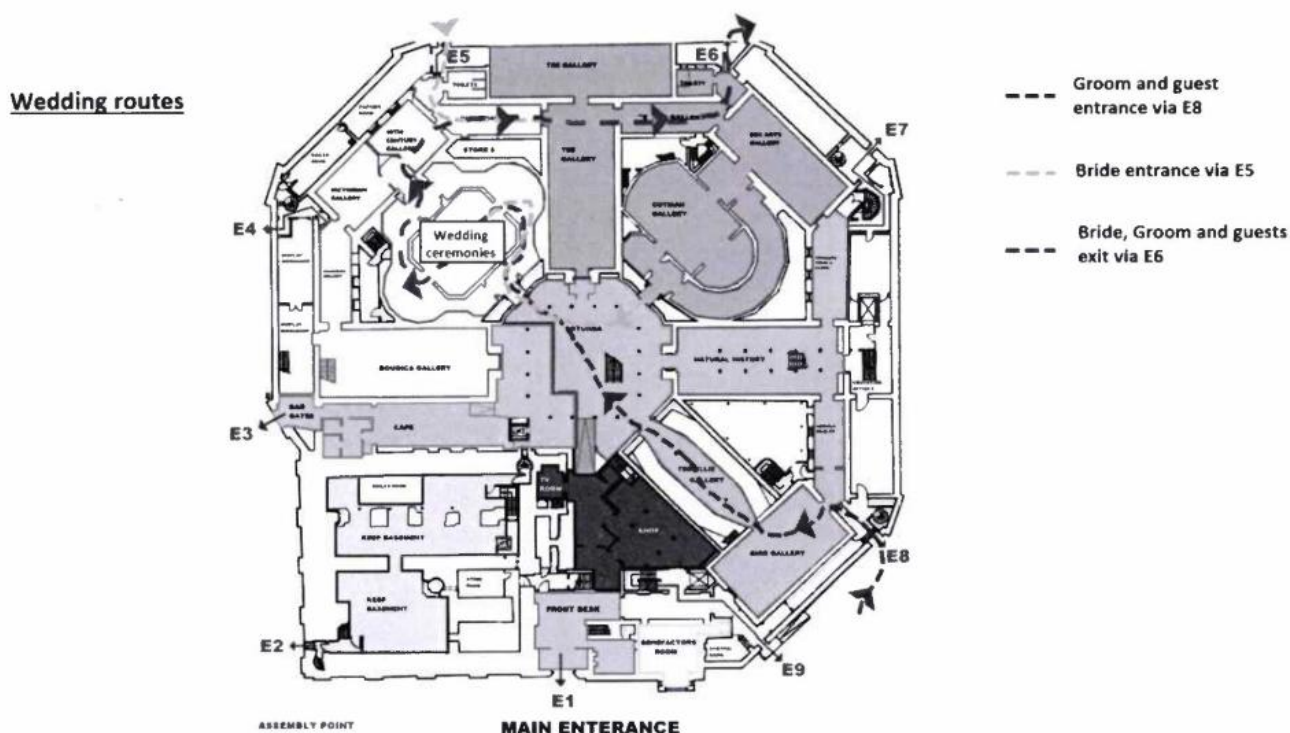
The provision of wedding ceremonies ceased as part of the third national lockdown, with the exception of certain ceremonies that fall under very specific legal exceptions. One ceremony has taken place during the current lockdown that qualified under these exceptions.

It is anticipated that weddings which needed to be cancelled as part of the current national lockdown will be rebooked at a later date. The spring and summer months are normally very busy for weddings at Norwich Castle, so it is anticipated that these months will be even busier with the addition of rearranged ceremonies.

Once ceremonies are permitted again, couples will continue to use the alternative COVID-secure arrangements provided in the Colman Galleries, with NMS staff working closely with colleagues from the NCC Registrars' team.

In order to ensure the safety of staff, visitors and wedding parties, the groom and wedding guests enter the Castle via door E8 along with general visitors where they make their way to the Ceremony Room (Colman Gallery). The bride arrives by vehicle and enters the Castle via door E5. The bride is then interviewed prior to being taken (via the one-way system) through the Colman Gallery into the Rotunda and then the Ceremony Room. Once the ceremony is complete, the entire wedding party vacate the Castle via the 18th Century Gallery, Dutch Gallery and via door E6.

Only one wedding party is permitted on site at any one time. This enables staff to control the numbers of visitors and wedding guests and help reduce the possibility of queueing or congestion.



Plan of COVID-19 wedding routes at Norwich Castle

3. Norwich Learning Team activity – highlights report

The Norwich Museums Learning Team have continued to develop and deliver programmes for established priority and target audiences through new modes of engagement. Staff have had to continue to develop new skills in order to reach audiences in new ways. To explore the programmes in more detail and get involved, please visit the *What's On* and *Learning at Home* pages of the Norwich Castle website: <https://www.museums.norfolk.gov.uk/norwich-castle>

3.1 Staff updates

In December the Learning team welcomed Emma Clarke in the role of Learning Officer for Early Years and SEND Children. Emma previously worked at The Clare School and Norwich Puppet Theatre. Her post is part funded by the *Norwich Castle: Royal Palace Reborn* project. Emma will be leading on the development of learning programmes for 0-5 years children and their adults, including the design of the new Early Years space in the redeveloped Keep and also building a creative learning programme specifically tailored for children with additional and special needs.

In January the team said farewell to Danie Hadley, Events and Visitor Programme Officer, who has left to take up a new role. Danie has delivered many events whilst at the museum, including those organised in conjunction with the hugely successful *Viking!* exhibition in 2019, the new collaboration with Adult Learning *Connect/Create* and the *SuperStitchers* art parcel sent to 400 Norfolk families in 2020.



In December and January, despite the return to national lockdown and museum closures, the Norwich Museums Learning Team have continued to deliver programmes remotely for established priority and target audiences. Staff have continued to develop new skills so the team can reach audiences in new ways. To explore the programmes in more detail, please visit the *What's On* and *Learning at Home* pages of

the Norwich Castle website: <https://www.museums.norfolk.gov.uk/norwich-castle>

3.2 On-site Schools Recovery

Staff have worked closely with the NCC Health, Safety and Wellbeing team to ensure that 'face-to-face' schools programmes could be planned to be COVID-secure and restart at the three Norwich Museums. Approval to recommence the schools programme was achieved just days before the announcement that England would return to a national lockdown. All of the school bookings in the diary were due to take place during the lockdown period and regrettably had to be cancelled. The hard work of the learning team preparing for the return of schools will not be wasted. The team is ready to recommence the recovery process and restart the schools programme as soon as possible after the current national lockdown ends.

3.3 Schools Digital and Virtual programmes

Virtual outreach delivered direct to classrooms through digital platforms has now become part of the formal Norwich Museums learning offer. The team have launched a 'Virtual Schools' programme starting with three of the most popular primary level events – *Anglo-Saxons and Vikings*, *Ancient Egyptians*, and *Life in a Castle*. The Virtual

programme provides the high-quality curriculum links, learning outcomes, and engagement opportunities that underpin the historic success of the Norwich Museums schools programme. Teachers are provided with pre-recorded films, an associated pack of resources and lesson plans, and the opportunity for a live-streamed *Ask an Expert* session with learning staff (or alternatively questions answered by email for schools not wishing to participate in a live-streamed event).

In total for December and January the Learning team directly engaged with almost 1,200 school children through the livestream element of the new digital programme. Feedback has been extremely encouraging that we're continuing to positively contribute to children's learning. Some recent comments include:

'What a wonderful experience! The children loved it and parents had commented that it was great so thank you!'

'The videos were brilliant - the children really enjoyed them. The lesson plans were detailed and useful too.'

'The children ... deepened their understanding and started to empathise more with different people from history and by the end of the topic were giving reasoned answers for their opinions.'

3.4. Children and Family Activities

On site at Norwich Castle



To support children (ages 7-11) and their adult companions visiting Norwich Castle, Teaching Museum Learning Trainee Alex Day continued the successful and COVID-secure 'zine' offer by creating a 'Festive Zine' activity. Alex encouraged on-site visitors to celebrate the season inclusively by making their own zine focusing on gifts, light and feasting.

This was accompanied by a 'winter' creative writing postcard. All visitors were encouraged to be inspired by works in the collections and a 'sentence starter' prompt to inspire the imagination.

Norwich Castle Digital Winter

Winter is a traditional time to gather together and tell stories. Norwich Castle converted the in-person *Green Man* event which was previously successful with family audiences at the museum. Learning team



member Susie Childerhouse created an atmospheric and beautiful audio story of Maud, a knight and a green man. The story is available to listen to here: [Special Events at Norwich Castle - Norfolk Museums](#)

Strangers' Hall Christmas

This year's Strangers' Hall Christmas offer was a digital Advent Calendar #StrangersAdventofXmas. Each day the museum's social media audiences were treated to information and inspiration drawn from NMS collections and wider Christmas stories. The offer also included a unique recording of the Ashwellthorpe Ballad and the Boar's Head Carol: [Strangers' Hall - The Boar's Head Carol | Facebook](#)

Museum of Norwich

The *Norwich Knowledge* Festive Quiz was launched by Museum of Norwich, with local businesses and city Lanes organisations contributing the various rounds. A fun and engaging activity for families and friends to enjoy together online the quiz celebrated the history of the city, its buildings and people. To date the quiz has been played 227 times.

4. Kick the Dust: Norfolk – lockdown project activity update

The *Kick the Dust: Norfolk* project, funded through the National Lottery Heritage Fund, has continued to engage with young people throughout the COVID-19 lockdown period. The project team have adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.

From the start of the first national lockdown to 31 January 2021 there were a total of 2,089 interventions, involving 813 individual young people taking part in 987 hours of quality digital activity. 21 Kick the Dust groups have been taking part in 412 different digital activities across the county, with a further 11 YMCA groups involved in 117 heritage related activities plus an additional number engaging in activities left at their residences to complete independently during lockdown.

Total engagement numbers for the project from October 2018 to 31 January 2021 are 8,161 interventions, involving 2,528 individual young people taking part in 4,122 hours of quality activity. Of these interventions, 197 volunteering opportunities have been provided to 93 individual young people.

Of this activity 26% has been at 'Player' level, 47% at 'Shaper' level and 20% at 'Leader' level. Of these activities, 54% involve young people in leading and designing projects as well as acting as mentors to staff and other young people. Three young people currently sit on the Project Steering Group.

Please note that the *Kick the Dust: Norfolk* Project Coordinator Christine Marsden will give a verbal update on the project at this meeting.

4.1 Breakdown of participants

This has changed considerably since lockdown due to the high number of YMCA clients project staff have been engaging with through the enhanced digital offer.

- 7% aged 11-13 years
- 12% aged 14-16 years
- 32% aged 17-19 years
- 24% aged 20-22 years
- 25% aged 23-25 years

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

- YMCA clients – 41%
- Secondary schools – 30%
- FE/HE – 24%
- Young people with mental health issues – 15%
- Outside of mainstream education – 8%
- Young Offenders at those at risk of offending – 5%
- Looked after children and adopted living at home - 7%
- SEND – 6%
- NEET – 4%
- Care Leavers – 2%
- New arrivals and refugees – 2%
- Pregnant young mums and teenage parents – 1%
- Young Carers – 2%

4.3 Evaluation

As part of the feedback, young people are asked how aware they are of the range of job roles available within NMS and the heritage sector and how they perceived museums in terms of being spaces for young people. 72% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector before taking part and 92% felt that museums were a space they could use and would use in the future.

Evaluation responses from this Kick the Dust project can be compared with those from the other eleven Kick the Dust projects currently running across the UK. This programme- wide evaluation has been commissioned by the National Lottery Heritage Fund from the evaluation specialists Renaisi.

Following their engagement with our project:

- 93% of young people said they had learnt new and interesting things about heritage (Renaisi survey 90%);

- 85% of young people felt that heritage reflected them (Renaissi 70%)
- 90% felt heritage would engage other young people (Renaissi 89%).
- 82% of young people said they were more likely to become a volunteer as a result of their involvement in KTD and this option was the most popular with work experience for all those who took part. (Renaissi 61%)
- 100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement.
- 84% of young people stated they now had a better understanding of heritage having taken part in the programme with 16% stating they weren't sure and needed more engagement. (Renaissi 78%)
- 70% of young people felt they had the opportunity to influence decisions. (Renaissi 66%)
- 88% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaissi 72%).
- 65% of young people felt that heritage had helped them understand more about their own lives – it had given them context
- 81% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaissi 77%).
- 96% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them. (Renaissi 92%).

5. Norwich Castle: Royal Palace Reborn – project update

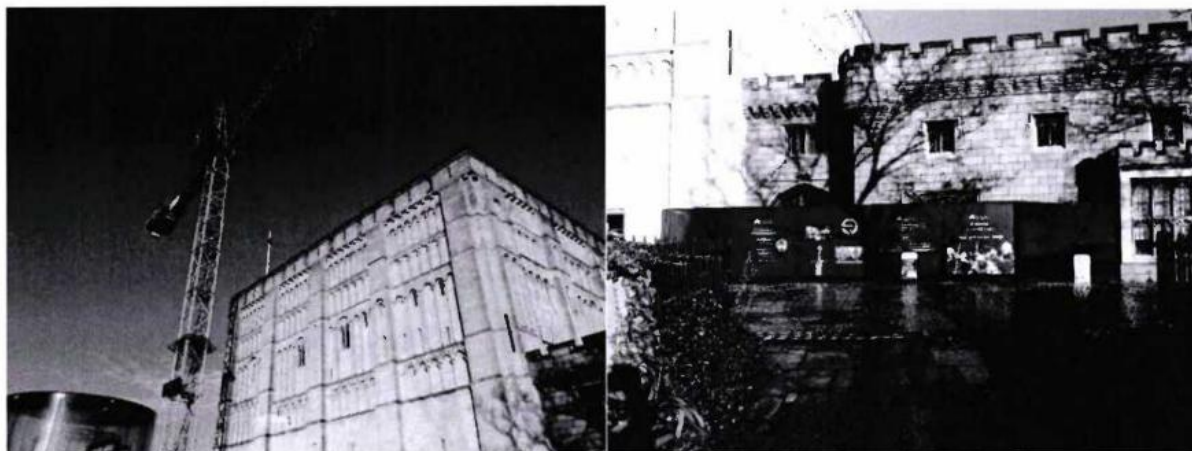
5.1 Impact of COVID-19

Whilst the award of the main construction contract was delayed due to COVID-19, project progress was maintained during the first national lockdown, with both the internal and external project teams working remotely to develop detailed designs for the construction works and to discharge pre-commencement planning conditions. The principal contractor has robust COVID-secure health & safety procedures in place for all staff and sub-contractors.

5.2 Main construction works

On 10 August, the Keep and surrounding site areas were formally handed over to the Principal Contractor, Morgan Sindall Construction following Contract Award for the main build. Internal and external secure hoardings are in place to demarcate the construction site and delineate the contractor compound on the mound. There is an additional contractor compound and deliveries access point in the Lower Castle Gardens. A tower crane has been installed on the mound. The internal hoarding line runs across the entrance to the Rotunda, separating the construction zone from the areas of the museum that will remain open to visitors throughout the project.

Recent construction works have included the completion of major new drainage connections in the Rotunda area and the reinstatement of the wooden floor. The Victorian flagstones from the Keep basement have been temporarily removed to facilitate contractor access. A verbal update on progress will be provided at the meeting.



The tower crane and entrance hoardings

6. Other activity

6.1 Museum of Norwich:

Celebrating community cohesion in the city

The Museum of Norwich has partnered with the UEA, Norwich City Council and Good Gym Norwich to celebrate and encourage neighbourliness. The result is the website - <https://finecityneighbours.com/> which aims to keep alive the spirit of togetherness fostered in the first national lockdown. The website is full of ideas of how to support your neighbours safely and also acts as a portal for ideas of things to do in lockdown. Dr Ben Little from the UEA who led the project said: *We know from research conducted in the first lockdown that community-based support has been indispensable in our response to the pandemic.* The project was launched in January, with over fifty thousand postcards being delivered by Good Gym volunteers across the city centre. The project has cemented the good work the museum did at the beginning of last year, to collect stories, objects and photographs to reflect peoples' lives during the pandemic. It has also built on existing partnerships with the UEA and Norwich City Council.



Norwich-themed Christmas Quiz

For the Museum of Norwich Christmas digital event, staff capitalised on the appetite for quizzes and devised a *Festive Fun* quiz which could be downloaded and shared with families and friends. Neighbours of the Museum of Norwich including Jarrold's, Visit Norwich, Norwich Cathedral and the Theatre Royal all stepped forward to write a round each, and the end result was very successful. The quiz reached over 17,000 people on Facebook, with 150 people sharing it, making it amongst the highest of the museum's posts for 2020. It was downloaded over 500 times from the museum webpages.



Preparing to reopen

The Museum is preparing to reopen its doors to the public once national guidelines allow, and much work has been done behind the scenes to make the building COVID-secure and ready for visitors. The museum's one-way round system means that radical changes to the way visitors experience the displays have not had to be made. Currently, the museum plans to initially open Wednesdays to schools and groups and Thursdays, Fridays and Saturdays to the public. Over the next few weeks, staff will be on site, carrying out conservation cleaning and preparing for reopening.

6.2 Strangers' Hall

Christmas events

With December usually being one of the busiest month's at Strangers' Hall, it was important to find alternative ways to mark the festive season. A series of daily collections-based Advent Calendar posts celebrating Christmas traditions and telling the story of the evolution of the festival was offered across all social media outlets. These included a new arrangement of a little-known Christmas Carol *The Boar's Head*, arranged and performed by Teaching Museum Communications Trainee Natascha Allen-Smith, and a reading of *The Ballad of Ashwellthorpe*, a local tale of lordly hospitality performed by Susie Childerhouse from the Norwich Learning team. Strangers' Hall also participated in and promoted Norwich City Councils' 'Selfie with an Elfie' scheme to provide a COVID-secure city trail around Norwich arts venues. The Norwich Museums Learning team was able to deliver virtual sessions on Christmas Past usually offered at Strangers' Hall to over 600 schoolchildren in early December. The traditional volunteer Christmas celebration also moved online, with a fun and festive Christmas Quiz /Zoom party attracting most of the regular team.

Digital activity

January's YouTube offer from Strangers' Hall was occasioned by the discovery of original lecture notes from a lecture given in 1931 by former Curator of the Norwich

Museums, Frank Leney, an early exponent of period room settings and diorama in museum display. His notes were matched to a series of archive images of Strangers' Hall to recreate the original lecture, with commentary read by Jan Pitman, Western Area Learning Officer. As part of the promotion, 'Then and Now' archive photographs of period room displays proved particularly popular on social media. Additional social media activity over the period has included a regular *Saturday Selfie*, a series of Unusual Objects, participation in LGBTQ+ month, and support for NMS-wide media initiatives including #Padalong and #MuseumSnowballFight.

Curatorial activity

Curatorial work focused on support for the forthcoming Crome exhibition, documentation of the *Picturing the Pandemic* project and participation in NMS decolonisation working groups and webinars. Bethan Holdridge, Assistant Curator, is leading on the method to ensure that the annual Strangers' Hall Deep Clean of the collections, vital in ensuring collections audit and preventing pest and pollution damage, can be carried out in a COVID-secure manner. Cathy Terry, Senior Curator, participated in a series of focus groups as part of the UEA Medical School/ NCC study of the role of research within Norfolk County Council, reporting to the National Institute for Health Research, in connection with the recent social history team's research project *Picturing the Pandemic*. Tracey Mavor, Building Services supervisor, has supervised work on site to keep the building in good order, including repairs to guttering and downpipes. All members of the team are in the process of completing risk assessments, cleaning SSOWs, signage and display reorganisation to ensure that the museum is ready for the first school groups when lockdown restrictions ease, and working with the Norwich Learning team to adapt sessions to the changed situation. Strangers' Hall staff, inspired by the work of the Marmlade Trust in beating loneliness this lockdown, are setting up a new creative project making themed bunting, aimed at providing volunteers with a continuing involvement with the museum in isolation. As things progress this will be offered to museum volunteers elsewhere, Friends, and other organisations. Staff are also exploring the holding of a regular 'History Club' on the Meet Up platform, which will be open to anyone who would like to talk about the past with like-minded individuals.

7. Norwich Curatorial update

The Norwich specialist curators are continuing their work on exhibitions whilst facing the challenges of working remotely, with very limited physical access to collections.

Dr Tim Pestell, Senior Curator of Archaeology, is primarily focusing on the Keep redevelopment project. He is spending most of his time on practical aspects of the project at present but, along with other members of the curatorial team, has also been making regular videos for the NMS Youtube channel which offer viewers close-ups of some of the choice medieval objects planned for the new displays. Creating videos of this kind has of course been an important new development, for many different purposes, during the pandemic for several members of the curatorial team. Here are links to two of the most recent *Talking Objects* videos presented by Dr Tim Pestell:

<https://www.youtube.com/watch?v=oULIho29IVI>
https://www.youtube.com/watch?v=uKrHpPd_aH4

Dr Giorgia Bottinelli, Curator of Historic Art, continues to work on the important bi-centenary exhibition on Norwich School artist John Crome, entitled *A Passion for Landscape: Reimagining John Crome*. This exhibition is being supported by the Friends of Norwich Museums as part of their 2021 centenary celebrations.

Despite all the difficulties posed by continued lockdowns, the show is planned to open on 23 April 2021, as originally scheduled. To take the place of some loans now not available due to the impact of COVID, imaginative virtual interpretations will be utilised. For this show Dr Bottinelli is also working on a publication which will include much new research about this most enigmatic of artists. This publication, for which she won Paul Mellon funding recently, will form a lasting legacy of the exhibition, and will, unusually, include extensive conservation studies undertaken in collaboration with Tate Britain. To coincide with this exhibition at the Castle, to compare how Norwich looked in 1821 in Crome's time, with how it appears today, there will also be an exhibition of photographs, *Crome's Norwich*, at the Museum of Norwich, produced by photographer Nick Stone. His work superimposes images of Norwich past and present. By juxtaposing Crome's views of Norwich with contemporary photographs he creates evocative 'ghost images' with the past and present merged as one. This show will be accompanied by maps showing the many sites in Norwich where Crome painted.

Dr Rosy Gray, Curator of Modern and Contemporary Art, is working on the East Anglia Art Fund's Open Art Show which is due to be displayed in the Timothy Gurney Gallery from 8 May 2021. To complement the themes of the John Crome exhibition, the topic this year is landscape, and the title *Somewhere Unexpected*. The topical aim is also to acknowledge the significance of our immediate environments in the shifting context of a global pandemic. The call-out to artists is open at present, due to close on 5 March and has already attracted over 100 submissions. For the first time, entries in the form of new media and performance are being invited for the exhibition. For more information see: www.eastangliaartfund.org.uk/somewhere-unexpected

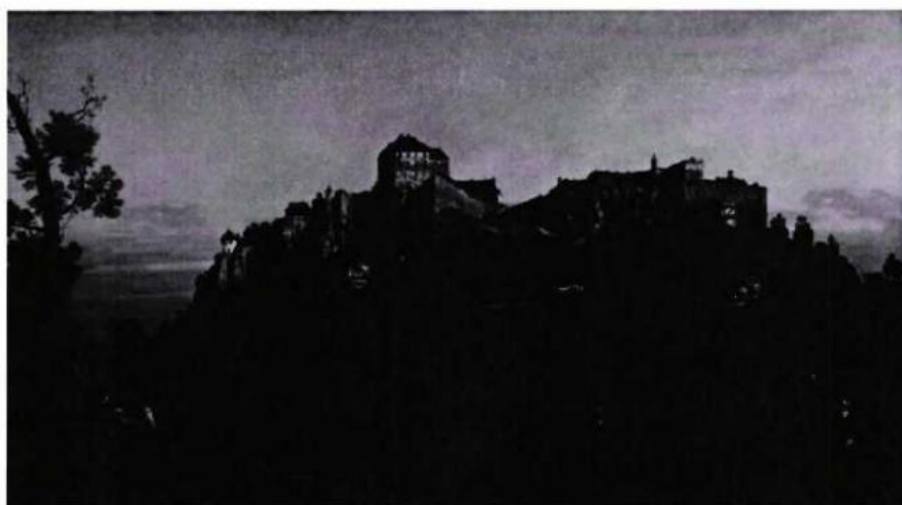


Dr Gray also continues her work on other exhibition projects, including *Slaves of Fashion*, an exhibition with the Singh Twins planned for autumn 2022. This will include combining works from NMS art and social history collections with the Twins' large-scale paintings, and if fundraising is successful will also include a commission for our permanent collection. Dr Gray is also working with artist Yelena Popova on a new exhibition for the Timothy Gurney Gallery, planned for spring 2022. This exhibition focuses on Popova's exploration of the landscape, geology and nuclear histories. Popova has visited Sizewell on the Suffolk coast, as well as other nuclear sites across the UK, gathering stones and soil samples from each locality.

Dr David Waterhouse, Senior Curator of Natural History, has been working on aspects of the Deep History Coast project, including a funding bid in partnership with the NMS Learning team based at Cromer Museum. He has also recently undertaken a CPD session about the Deep History Coast via Zoom for teachers in both Cromer and Great Yarmouth. Dr Waterhouse is also continuing to work on the *More in Commons* exhibition at Gressenhall with Curator Dr Megan Dennis. He has also written a blog post entitled *Queer Nature*, for LGBTQ+ History Month

In terms of media activity, Dr Waterhouse has appeared on Radio Norfolk for their new 'Object of the Week' spot - in which other Norwich and NMS staff are also being featured - discussing fossils. He also appeared on the TV programme *Escape to the Country* to discuss responsible fossil collecting on the Norfolk coast. He is in the process of writing a script for a geology Youtube video for NMS Museums Pass holders.

Dr Francesca Vanke, Senior Curator and Keeper of Fine and Decorative Art, has been finalising preparations for the loan of *The Fortress of Königstein from the North* by Bernardo Bellotto from the National Gallery. *Castles*, the loan exhibition of which it was to have formed a key part, was unable to take place due to lockdown, but this painting is available and will be displayed as a single spotlight loan in the Colman Project Space from 22 March (provisional) – 4 July 2021.



Bernardo Bellotto (1722 - 1780)
The Fortress of Königstein from the North, 1756-8
 National Gallery, London

This display will be accompanied by an online version of the cancelled *Castles* exhibition, incorporating some of the original loans. To mount an online exhibition including loans is a new departure for the tea, who are at present researching the most appropriate forum to accommodate this. It is anticipated that the Art UK website may be able to host a version of the exhibition. Staff are also planning an online events programme to accompany this prestigious loan, and Dr Vanke is at present writing a script for a short film about the painting, and a Zoom talk about the exhibition as a whole.

In addition, Dr Vanke has put together a mini online exhibition for the blog website to celebrate LGBTQ+ History Month. This takes the form of an LGBTQ+ history of the twentieth century, through the work of ten artists in the collection dating from 1902-2018. The full blog can be found here -

<https://norwichcastle.wordpress.com/2021/02/09/art-identity-lgbtq/>

Also to celebrate LGBTQ+ History Month, Dr Vanke recently appeared on Radio Norfolk's 'Object of the Week' slot, talking about a stoneware jug in the collection by gay ceramic artist Emmanuel Cooper.



Emmanuel Cooper (1938-2012)
Jug, stoneware, 1990s
Norfolk Museums

Dr Vanke has completed the texts for 45 decorative arts objects as part of Norwich Castle's entry for the Google Arts website, and separate entries based around the Paston *pietre dure* table-top and the *Paston Treasure* painting. These entries are all expected to go live shortly.

Ruth Battersby Tooke, Senior Curator of Costume and Textiles, curated the *Textile Treasures* exhibition in the Norwich Union gallery, featuring spectacular large-scale works from the NMS collections in time for its projected opening date of 3 January. However, due to the third national lockdown, the exhibition needed to be deinstalled, with plans to re-mount it, potentially in the Timothy Gurney Gallery during 2021. She has also devised a selection of linked events which can be undertaken online.

Kate Thaxton, Curator of the Regimental Collections, continues to work towards a major store re-organisation. She is also still working on the update of the Regimental Museum's website and responding to an increased number of enquiries, with more

people researching their family histories during lockdown. The recent digitisation of the World War One records has helped greatly with this process.

8. Participation numbers

An update on physical visitor numbers and digital participation will be provided at the meeting.

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Joint Museums Committee

Item No 11

Report title:	Norfolk Museums Service – Finance Monitoring Report for 2021/22
Date of meeting:	23 July 2021
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Chief Officer:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Strategic impact This report covers the forecast position for Norfolk Museums Service (NMS) in 2021/22 as at 31 May 2021.	

Executive summary

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

The main issues for consideration by this Committee are:

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

Recommendations:

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

1. Background and Purpose

1.1 Revenue Budget 2021/22

1.1.1 The 2020/21 financial year was a very difficult year financially, with the Service facing significant pressures due to the Government-imposed restrictions in place throughout the financial year due to Covid-19. The Service actively managed the situation throughout the year and were able to manage costs where appropriate and after a number of mitigations were overspent by £0.303m. As part of the mitigations we were able to make use of the MHCLG loss of income scheme and Government furlough programme that significantly offset the main service pressures without the need to utilise the specific Museum's income reserve. The residual overspend was managed as part of the wider CES budget position.

1.1.2 Due to the ongoing impacts of the Covid-19 pandemic the Service is continuing to face significant uncertainty in relation to its financial position. As a result of the last lockdown all Museums were closed to the public until 12 April when Gressenhall Farm & Workhouse could re-open its outdoor facilities as part of Stage 2 of the Lockdown easing. This was followed by other key sites re-opening their doors from 17 May when Stage 3 of Lockdown easing commenced, in accordance with the new Government guidelines and restrictions. However, restrictions around visitor numbers and many elements of the operation, including catering, remain in place. It is hoped that the remaining smaller NMS sites will re-open during July 2021.

1.1.3 The table below sets out the net revenue Service budget for 2021/22 and forecast out-turn for NMS before any mitigations.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.289	3.086	+0.797	+34.81%
NMS Total	2.289	3.086	+0.797	+34.81%

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

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

- 1.1.6** The Government has extended funding for local authorities, specifically in relation to the loss of income for sales, fees and charges. The next claim will be calculated at the end of June and has not yet been included in the forecast outturn. The Government has not yet confirmed if there will be any further claims after this date.
- 1.1.7** We are expecting to mitigate the forecast overspend throughout the year by managing costs wherever possible and the use of the loss of income scheme highlighted in paragraph 1.1.6. and if required the use of the income reserve. Due to the unprecedented nature of the pressures that the Service is facing this is an issue that is being managed at a wider CES departmental level and would be supported by the CES business risk reserve and therefore deliver a balanced position.
- 1.1.8** On 29 March NMS received confirmation that they were successful in their grant bid from the Culture Recovery Fund (second round), administered by the Department for Digital, Culture, Media and Sport (DCMS) totalling £0.228m which will support NMS in continuing to deliver a strong county wide service and critical projects over the short and medium-term.

1.2 Capital programme

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

Capital Programme 2021/22 – Norfolk Museums Service

Scheme or programme of work	Approved 2021/22 Capital Budget £m	2021/22 Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 21/22
Seahenge	0.007	0.007	0	Ongoing conservation
Norwich Castle Critical M&E Services	0.667	0.667	0	Project estimated to be completed in 21/22
NLHF Keep Delivery Phase	7.607	7.607	0	Project will be ongoing over the next 2 years
Gressenhall Playground Improvements	0.041	0.041	0	Project estimated to be completed in 2021/22
Gateway to Medieval England Project Management	0.039	0.039	0	Project estimated to be completed in 2021/22
Gressenhall Building Improvements	0.010	0.010	0	Project estimated to be completed in 2021/22
NMS Replacement Tills	0.039	0.039	0	Project estimated to be completed in 2021/22
Support for Key Care of Buildings & Collections	0.295	0.295	0	Project ongoing until 2023/24
Develop Gressenhall Farm & Workhouse as an Environmental Hub	0.169	0.169	0	Project ongoing until 2023/24
Total	3.456	3.456	0	

Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development

funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. Following the submission of a successful Round 2 funding application, the National Lottery Heritage Fund awarded a further £8.757m funding towards a total project cost of £13.344m. Additional match funding included £1.950m NCC capital funding and funding from a number of external trusts and other organisations. Additional capital funding was approved by Full Council in February 2020, with a revised total project budget of £15.844m, 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 2022. The learning, skills and engagement programme which is a key part of the overall project funding and delivery, is ongoing.

- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become dated and the key structures and equipment have reached the end of their lifespan. The new development is expected to give a substantial return on investment in terms of additional visitors in this financial year and beyond.
- Policy & Resources Committee have approved the funding of £0.247m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.
- Policy & Resources Committee have approved the funding of £0.039m to replace the Museum Service tills. The old tills were at the end of their useful life and the operating software could no longer be upgraded and it was therefore essential to have them replaced.
- Policy & Resources Committee have approved the funding of £0.695m to support the key care of buildings and collections over the next three years. This involves the capitalisation of staff costs previously funded by revenue.
- Policy & Resources Committee have approved the funding of £0.507m to develop Gressenhall Farm & Workhouse as an Environmental Hub for Norfolk over the next three years.

1.3 Reserves and Provisions

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

- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.

- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm and superstore equipment.
- The Unspent Grants and Contributions Reserve includes earmarked non- conditional project balances at year end.

Reserves and Provisions 2021/22	Balances at 01 Apr 21	Balances at 31 Mar 22	Change
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.513	0.513	0.000
Museums Repairs and Renewals Reserve	0.154	0.154	0.000
Unspent Grants and Contributions Reserve	0.924	1.003	+0.079
Service Total	1.591	1.670	+0.079

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, eg equality impact assessment, please get in touch with:

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

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Norfolk Joint Museums Committee

Item No. 12

Decision making report title:	Risk Management
Date of meeting:	23rd July 2021
Responsible Cabinet Member:	Cllr. Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller - Director, Culture and Heritage
Is this a key decision?	No
<p>Introduction from Cabinet Member</p> <p>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.</p> <p>Executive Summary</p> <p>Since last reporting in January 2021, the Norfolk Museums Service has re-opened the majority of museums following the change in government guidance. There are plans in place to re-open those that remain temporarily closed.</p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at July 2021. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in January 2021, and following review in July 2021, there is one change to the target dates to report to the risks presented, detailed in the proposals section of this report below.</p> <p>Recommendations</p> <p>To consider and agree:</p> <ul style="list-style-type: none"> • The active and dormant risks as per appendices A and B, noting latest updates associated with the COVID-19 pandemic. 	

1. Background and Purpose

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

2. Proposals

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

Risk RM14381 - Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales includes an update relating to the internal audit that was carried out in March 2021 for the project, with a green rated acceptable audit outcome (no key issues to be addressed) in the audit report.

The timescales of risk **RM14162 - Failure to generate additional income streams for 2021/22 in accordance with service plan** have been updated to reflect this financial year 2021/22 since last reporting in January 2021.

3. Impact of the Proposal

- 3.1. The current risks are those identified against departmental objectives for 2020/21 and are included in Appendices A and B.

The risk register currently contains seven risks. Of these, five risks are actively being managed, as presented in Appendix A, with the remaining two risks maintained on the risk register as low and continuous risks in their nature, as dormant risks shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk

- Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

4. Evidence and Reasons for Decision

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

5. Alternative Options

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

6. Financial Implications

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

7. Resource Implications

- 7.1. **Staff:** Some museums staff continue working with the online museums offer where sites are temporarily closed. Since last reporting, we have seen more Museums staff returning to Museums where they have re-opened.
- 7.2. **Property:** Those museum sites that remain currently closed continue to be staffed on-site by security teams to protect collections. Precautions have been taken to protect the external and internal environment of closed museum sites and the collections that they house from any effects of prolonged exposure to natural elements.
- 7.3. **IT:** There are no IT implications to report and the online offer for museums continues.

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

8.5. **Sustainability implications** (where appropriate)
There are no sustainability implications to report.

8.6. **Any other implications**
Developments regarding COVID-19 continue to be closely monitored and acted upon across the Council including the Norfolk Museums Service, and implications to the Service continue to be assessed.

9. Risk Implications/Assessment

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

10. Select Committee comments

10.1. There are no Select Committee comments to report.

11. Recommendations

11.1. **To consider and agree:**

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

12. Background Papers

12.1. Not applicable.

Officer Contact

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

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Risk Number	RM14381					Date of update		30 June 2021		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Sep-21	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.										

Risk Number	RM14286					Date of update			30 June 2021	
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Sep-21	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.										

Risk Number	RM14364		Date of update		30 June 2021					
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury		Risk Owner		Steve Miller					
Risk Description			Date entered on risk register		03 October 2018					
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Sep-21	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.										

Risk Number	RM14162					Date of update		30 June 2021		
Risk Name	Failure to generate additional income streams for 2021/22 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	3	15	5	3	15	4	3	12	Sep-21	Red
Tasks to mitigate the risk										
Establish and implement a phased re-opening plan for post COVID-19 lockdown. Continue to review additional income levels generated.										
Progress update										
Phased re-opening plan in place and being implemented for the re-opening of services. This looks at how we can safely re-open services, including those where additional income can be generated. Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score remains 5 and the impact score 3.										

Risk Number		RM14027		Date of update		30 June 2021				
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			23 June 2020				
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	1	3	3	Sep-21	Green
Tasks to mitigate the risk										
Review of display case security undertaken Review of security staffing and systems completed, factoring in those museums that currently remain closed due to COVID-19. Additional CCTV coverage provided. Upgrade of case locks where necessary completed. Installation of additional case alarms where necessary completed. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given that some museums remain currently closed due to COVID-19, with staff normally based at museum sites working offsite (except for security staff who continue to work onsite), the likelihood has been maintained at 2 to reflect this. The impact remains scored at 3.										
As this is an ongoing low level risk, the target date has been amended to end of September 2021.										

Risk Number		RM13947				Date of update		30 June 2021		
Risk Name		Failure to maintain historic buildings								
Portfolio lead		Cllr. Margaret Dewsbury				Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partners that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	2	3	6	2	3	6	Mar-22	Met
Tasks to mitigate the risk										
Close liaison with our partners going forward to identify priorities in building maintenance. Ensure we include investment in buildings maintenance in all capital projects. Ensure we foster a good personal and professional relationship between our staff and our partners. Ensure that our building staff are continuously monitoring our buildings to supplement the security provided by contracted partners. Ensure we have appropriate emergency response procedure in place in all premises.										
Progress update										
Constructive discussions with partners have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring this site up to required standard.										
As this is an ongoing low level risk, the target date has been amended to end of March 2022.										

Risk Number	RM13948					Date of update		30 June 2021		
Risk Name	Significant flooding at any of the Museum sites.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			23 June 2020		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	2	2	1	2	2	1	2	2	Mar-22	Met
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is an ongoing low level risk, the target date is set for the end of March 2022. There is no material change to this risk following COVID-19.										

Norfolk Joint Museums Committee

Item No. 13

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	23 July 2021
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture & Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To receive an update on the 2021/22 position 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project. 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2021/22 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2021/22, including the Service's award-winning learning programmes and the Service's work with key identified groups including Looked After Children, carers and foster families, and vulnerable older residents across the County. The report also provides an update on all major projects, including the *Norwich Castle: Gateway to Medieval England* project and the National Lottery Heritage Fund supported youth development programme, *Kick the Dust Norfolk*. Committee Members will note that many normal Museums Service activities, including site visits and school visits, continue to be severely impacted by Covid-19. Overall, and despite the significant challenges, staff and volunteers across the Service continue to deliver strongly against the Service's key objectives.

2. Performance Summary

- 2.1. The following details the performance summary for the first three quarters, 1 April 2021 – 30 June 2021.
- 2.2. Due to the Government restrictions linked to Covid-19, NMS was only able to operate Gressenhall Farm & Workhouse from Stage 2 of the Lockdown easing (12 April), but has been able to operate an abridged service across most of its 10 museums since Stage 3 of the Lockdown easing (17 May onwards). Timed visitor tickets and capped numbers to manage social distancing remain in place and visits for the year to date (up to 28 June) are 18,923.
- 2.3. Whilst physical school visits for the first quarter of the year have been modest (1,629), the Museums Learning Team continue to be very busy in terms of online provision and have developed a strong 'hybrid model', blending physical visits with high-quality digital resources for pre- and post-visit. This high demand for services is expected to remain in place for the foreseeable future.

3. Digital engagement and Learning Team Highlights

3.1. Contents:

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

1. Headline Social Media Statistics January – June 2021

NMS continues to see an increase in followers across our key social media platforms, with YouTube overtaking Instagram as the fastest growing, thanks to the addition of the new Norwich Castle channel at the end of 2020. Follower rates have, however, slowed across the board in the past couple of months as life begins to return to normal and people are spending less time online.

From March 2021 onwards, Facebook's system for tracking followers was updated meaning that the system we have traditionally used (page Likes) has been replaced by page Followers. The two metrics had existed side-by-side until the announcement that Likes would be retired in early 2021. This change means a direct comparison from January to June isn't possible, but the Follower increase for our sites has been strong from March to June 2021, with most sites seeing a lift of between 1% and 3%.

The Followers figure has historically been slightly higher than Likes (for comparison, in March 2021 Norwich Castle had 11,174 Likes but 12,367 Followers), hence the jump in the Jan-June figures below.

Facebook			
Account	Total Page Likes January 2021	Total Page Followers June 2021	% Increase
Norwich Castle	10,965	12,531	n/a
Gressenhall	6,186	6,954	n/a
Time & Tide	3,734	4,181	n/a
Twitter			
Account Name	Total Followers January 2021	Total Followers as June 2021	% Follower Increase
Norwich Castle	14,017	14,298	2%
Gressenhall	6063	6112	0.8%
Time & Tide	5412	5452	0.8%
Instagram			
Account	Total Followers January 2021	Total Followers as June 2021	% Follower Increase
Norwich Castle	5044	6214	23%
Gressenhall	1653	1879	14%
Time and Tide	1482	1621	9%
YouTube			
Account	Total Subscribers January 2021	Total Subscribers June 2021	% Increase
Norfolk Museums	429	567	32%
Norwich Castle	91	245	169%

In total, Norfolk Museums Service now has a combined **130,812** followers across these four key social media platforms.

2. YouTube Highlights

On the Norwich Castle channel, video highlights have included:

- Series two of *Talking Objects* with the Royal Palace Reborn team, taking a closer look at medieval objects in our collection
- *Castles in Reality, History & Myth* and an introduction to Bellotto's *The Fortress of Königstein from the North* with Senior Curator Dr. Francesca Vanke
- A new episode of our #MedievalMonday series on Medieval Bucklers

On the NMS channel, highlights include:

- A series of videos called 'Pictures in Perspective' which looked at artworks from the Yarmouth collection in more detail

- *Single Women of Bad Character*, a short film by UEA MA students on inmates at Gressenhall Workhouse
- A short lecture on Strangers' Hall, written in 1931 by Frank Leney, Curator of Norwich Castle Museum from 1910 to 1937, read by Learning Officer Jan Pitman and illustrated with archive images.

3. Blog Highlights

[The Norwich Castle blog](#), featuring posts from Museum of Norwich and Strangers' Hall, has published 20 posts since January 2021. The blog has had over 6,000 views between January and June 2021.

[Great Yarmouth Museums' blog](#) has published 10 posts since January 2021, and the blog has had over 5000 views. Popular posts have looked into the history of the Rows, the seaside and the Percy Trett photographic archive.

An article by Lara Lourie, Learning and Engagement Trainee was published in February's Museums Journal. Lara's article, titled 'Five things I've learned working for a museum from home', shares her experiences of working at Time and Tide (whilst only visiting the museum a handful of times). Her article originally featured on the [NMS Teaching Museum blog](#) before being picked up by the Museums Association. Our Trainees continue to deliver excellent blog posts via the Teaching Museum blog and Norwich Castle and Time and Tide blogs.

4. NMS-wide Social Media Campaigns

A new collaboration with BBC Radio Norfolk began in 2021 for a weekly '**Object of the Week**' feature. Each week 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.

January saw the sombre passing of **Holocaust Memorial Day** as the Service remembered the millions of people who suffered under Nazi persecution and in other terrible genocides across the World. This year, 27 January marked 75 years since the liberation of Auschwitz-Birkenau, the largest death camp during the Holocaust. Our museums used this day to remember all victims and survivors of genocide across our social media platform. The Norwich Museums reflected on the moving story of [Esther Rosenfeld Starobin](#), who escaped the persecution of Jewish families in Germany. Esther was rescued by the *Kindertransport*, and came to live with a family in Thorpe.

Throughout February, NMS celebrated **LGBT+ History Month** and, as we do all year round, we continued to raise the visibility of LGBT+ people, their histories, lives and experiences through our collections.

We also released:

- Curator-written articles on LGBT+ history on the

- **Time and Tide** released a brilliant new online exhibition, [Pride of Great Yarmouth: an exploration and celebration by Yarmouth's young of the town's recent and not-so-recent LGBTQ+ history](#), delivered in partnership with young communicators from Kick the Dust.

In February, NMS' social media channels celebrated Valentine's Day:

- **Norwich Castle** shared their own love stories through 3 couples immortalised through the Castle's history, [in a brand-new blog post](#).
- **The Museum of Norwich** reminded us that Jack Valentine was out and about, and gave us another opportunity to enjoy their fantastic performance of his story from #LoveLightNorwich in 2020
- **Time and Tide** released a new blog post on the – occasionally not so dreamy - [origins of Valentine's Day](#) and shared stories of real-life romance with the hashtag #GreatYarmouthLoveStories
- **Gressenhall Farm and Workhouse** shared a heartfelt message and celebrated 17 years together for their Suffolk punch horses Trojan and Bowler.
- **Lynn Museum** decided to celebrate their love for their home-town with the hashtag #LoveWestNorfolk

The month of March was dedicated to Women's History Month, celebrating the achievements of women throughout history, and NMS was proud to contribute. As with LGBT+ History Month, our museums shared stories of women linked to our collections, particularly International Women's Day on 8 March.

- A 'History at Home' feature on BBC Radio Norfolk's Saturday breakfast show highlights the inspiring life of Florence Ada Coxon, the first woman mayor for King's Lynn and her remarkable achievement in becoming mayor in 1925, just seven years after women were given the vote.
- **Norwich Castle** highlighted the many famous women from Norfolk, whilst also remembering those whose story is less well-known. **With** the delightful 'Rosie's Plaques', they co-delivered content on some of Norwich's amazing women, particularly those whose story is not often told. They also delivered two new blog posts on [Margaret Paston](#) and [Boudica](#), and popular social media posts such as those to Edith Cavell and Margaret Fountaine.
- **Strangers' Hall** also delivered brilliant blog posts, including those on [Sarah Glover](#) (inventor of the Norwich Sol-Fa System) and 'fine accomplish'd lady' [Margaret Wake Tryon](#).
- **Time and Tide** shared two excellent blogs giving us a sneak peek into upcoming exhibition '[Fisherwomen](#)' and a powerful discussion on the [Salem Witch Trials](#), which included many people born in Great Yarmouth and the surrounding area.
- **Gressenhall** shared a post from The Workhouse Network, focusing on #WomenInWelfare

- **Ancient House Museum** began #IWD21 with a virtual Quiz a Character for schools all about the Votes for Women Campaign, celebrating Thetford heroes like Princess Sophie Duleep Singh.

On Tuesday 23 March, people across the UK came together to reflect on a challenging year, the tragic loss of life we've all felt, and to support those who are grieving. Marie Curie's National #DayOfReflection helped us to take a pause and mark this important milestone. Our museums took part in the minute's silence at midday, alongside hundreds of organisations and millions of people, and shared some appropriately reflective works from their collections. In the evening, Norwich Castle was a shining light to all those bereaved, with a special projection brightening the night sky.

In May, NMS social media and digital platforms supported #CreativityAndWellbeingWeek through promoting Learning activities and engagement delivered around this important awareness week.

June saw NMS taking part in the annual #MuseumWeek on social media.

5. Social Media Highlights from our museums

Norwich Castle

Norwich Castle's Instagram page reached an incredible 5000+ followers in January.

The Paston Treasure – one of the most remarkable paintings in our collection – [was selected as a featured artwork for The Guardian's Great British Art Tour series](#). This set of articles is the result of a partnership between The Guardian and Art UK to celebrate art in public ownership while the doors to museums and galleries remain closed.

A new digital exhibition called [Castles in Reality, History and Myth](#) is now live to enjoy on the Art UK website. Curated by Dr Francesca Vanke, the exhibition anticipated the arrival at Norwich Castle of the magnificent painting *The Fortress of Königstein from the North* by Bernardo Bellotto, on loan from the National Gallery. This digital exhibition explores the theme of castles in more detail, taking a look at how artists throughout history have depicted castles in a variety of ways, from fairy tale retreats and romantic ruins to sites of bloodshed, oppression and struggle. This is the second Norwich Castle digital exhibition on the Art UK site, alongside *Where Land and Water Meet* which explores watercolours depicting Norfolk's many and varied waterways.

Norwich Castle is now on the list of top 9 attractions in Norfolk according to the influential TripAdvisor site. With a consistent score of 4.5 out of 5, the Castle sits alongside other iconic Norfolk sites such as the Broads, Norwich Cathedral and Felbrigg Hall.

With the opening of the museum and our major exhibition *A Passion For Landscape: Rediscovering John Crome*, our social media channels have been sharing images, facts and stories from the exhibition using the hashtags #Crome200 and #CromesNorwich, to link with the exhibition at Museum of Norwich.

Great Yarmouth Museums

A digital tour of Time and Tide is now available on the Google Arts + Culture platform, accessible from the museum's homepage on the Google site. This includes a StreetView option enabling people to walk around the museum and [explore the wonderful galleries from the safety of home](#). Time and Tide joins the Museum of Norwich, Lynn Museum and Norwich Castle in offering this kind of tour have been incredibly popular with audiences during lockdown.

A key aim of the *Migration, Heritage and Belonging* project was to engage with First Nations source communities in British Columbia in order that we could learn more about our Northwest Coast collections and build links with their communities of origin. Over the past few months we have been working with Sean Young who is the Curator at the Haida Gwaii Museum and among other things he has written us an overview of our collection which [we have just published as a blog](#). The fruits of some of the research from the project are also [available as a fascinating online exhibition](#) on the Google Arts + Culture site, curated by Project Officer, Sarah Lowndes.

Gressenhall Farm & Workhouse

Social media posts have focused on 'Farm Fridays', with short film clips of the animals on the farm proving very popular, especially one of the resident pigs enjoying a bath in the recent warm weather.

Ancient House Museum

Ancient House Museum's Teenage History Club were delighted to be joined by Hannah Hethmon in May to learn all about museum podcasting. The teenagers were able to quiz her on all things podcasting including the best way to construct a sound proofed recording studio (pillow fort!), the best platforms for gaining a good audience and how to handle tricky topics sensitively. Teenage History Club will be putting this advice into action for their first series of podcasts exploring common myths about the Vikings.

Lynn Museum

The Google StreetView tour of Lynn Museum was featured in January's BBC History Revealed magazine, another online resource picked up and promoted during the winter lockdown. As well as highlighting the tour,

[Ancient Egyptian online exhibition](#) curated by young people from the Time Turners Kick the Dust group.

Cromer Museum

A journalist from high-end Swiss fashion magazine, *Encore*, got in touch having discovered images of Olive Edis's wonderful photographs of North Norfolk fishermen through their social media channels. The resulting article has been published with 'Buck' Craske taking pride of place at the top of the article. As well as bringing Olive's wonderful work to the attention of a wider audience, the fee paid by *Encore* as a commercial publication also generates income for the Service.

The legendary 'Museum Mardle' from Cromer Museum continued to inspire audiences on Facebook in 2021. Under normal circumstances the monthly 'Mardle at the Museum' would bring people together over a cup of coffee to chat about Cromer's past and present through memories and memorabilia. In these digital times, the Mardle is now shared through a series of Facebook posts via Cromer Museum's page.

Museum of Norwich

With the reopening of the museum, followers of Museum of Norwich's social media feeds enjoyed seeing local artist Owen Mathers at work creating a wonderful illustration in the windows at the front of the museum. Owen also created some social media graphics to promote the reopening.

Working with artist Nick Stone who has a large social media following himself, the museum has been promoting the exhibition 'Crome's Norwich' using #CromesNorwich, including an exclusive blog from Stone on his process of recreating scenes from Crome's paintings. This will go live on the blog later this summer.

Strangers' Hall

As well as blog posts and social media as part of International Women's Month, the social media team at Strangers' Hall have started a new campaign called #SelfieSaturday where they share photos of the building each week. These have proved popular with followers who enjoy reminiscing about happy visits to the museum.

Kick the Dust

Communications team members continued to support the excellent work of the Kick the Dust project through participating in digital work experience sessions held over Zoom. Staff delivered training talking through their roles and the skills/qualifications required, boosting participant confidence.

The [Kick the Dust webpages have gone live](#), just in time for summer. To ensure that Norfolk's young people aged 11-25 have the best possible access to creative and fun activities this summer and beyond, these webpages will be a central

location for advertising activity groups and work experience programmes, all currently available online.

6. Central Norfolk Museums Digital Comms

In the weekly digital newsletter the *Museums Mardle*, staff came together to share things that made them happy through lockdown. The *Mardle* also continues to promote content from the NMS Anti-Racism Network Teams channel, sharing links and reading recommendations from staff on the subject.

NMS social media and digital platforms continued to promote a significant number of Learning activities, digital events and talks which will be covered in separate reports.

Beginning in April, the Communications and Marketing teams came together to deliver a series of exclusive Zoom webinars for Museums Pass holders. We wanted to do something to thank Pass holders for their support and loyalty during a difficult year when they haven't been able to access our museums for periods. Each webinar is run twice, on a Tuesday lunchtime and Thursday evening, to offer Pass holders a choice of attendance times. To date, three different talks have been enjoyed by 363 participants, with comments including:

- *"I have so missed the opportunities to visit the museums and much appreciate this webinar today."*
- *"I found the lecture extremely interesting + informative. I have noted down a lot of the facts to relay to my Grandsons (Aged 4+9.) We all love The Castle Museum, visiting frequently, also spend many hours on the beach at Cromer fossil hunting. 2 future archaeologists in the making. Many thanks."*
- *The team also supported the delivery of exclusive talks on the current Crome exhibition at Norwich Castle for the benefit of the Friends of the Norwich Museums and East Anglia Art Fund members.*

4. Teaching Museum, Kick the Dust & Skills

4.1. Teaching Museum update

The relaxation of some of the social distancing rules has meant that our team of 10 trainees have been able to go into their museums enabling them to get some hands-on experience. Working closely with curators and conservators Trainees have learnt when they can and cannot handle objects and under what circumstances it's appropriate to do so without wearing protective gloves. This is the perfect example of why the trainee programme is so special. Trainees imagine that they'll rarely be given real responsibility in the course of their traineeship but colleagues are now so used to working with trainees that they seek out opportunities to share skills and offer new experiences to them as a matter of course.

Amber, our Kick the Dust trainee based with the Design and Technical team in Norwich has been deployed across the County to ensure that long-planned, then temporarily stalled, exhibitions are ready to open their doors. Amber had special responsibility for the install of Crome's Norwich at the Museum of Norwich, sister show to 'Rediscovering John Crome' at the Castle.

With the slow but sure resumption of school visits, our learning trainees have also had opportunities for 'in person' delivery. Alex Day, based in the Learning Team at Norwich Castle, finally had the chance to don the Roman armour and bellow at a group of bewildered year 4s from Hethersett.

The dates of the first Lockdown coincided perfectly with the start of the current trainee programme which has meant that not all trainees even made it to Norfolk and have been working remotely ever since. While it isn't going to be viable for them to make a longer-term move to Norwich, next month they will all spend time here to participate in the annual deep clean at the Collections Centre at Gressenhall. The deep clean is a regular fixture on the trainee calendar and the collections team is delighted that they'll have extra pairs of hands available for condition checking and conservation cleaning all objects in the store.

Natascha who has been very busy in the communications team this year is extending her deep clean experience and staying on for a month to work with Hemali (collections trainee) and the curator of the Royal Norfolk Regimental Museum on a stores move. This is very welcome collections management and object handling experience for both trainees.

Meanwhile, recruitment for the next round of trainees is well underway. A scaled-down programme has been devised for 3, 6 month traineeships to start in September. A team of colleagues is busy reviewing forms to narrow nearly 200 applications to a shortlist of around 20 candidates whom we hope to interview in person in late July.

Current trainees are looking to what comes after their Covid traineeship. Most have found jobs they can apply for and many have had or are looking forward to interviews in the forthcoming weeks.

4.2. **Kick the Dust update:**

The Kick the Dust: Norfolk project, funded through the National Lottery Heritage Fund, has continued to engage with young people throughout the COVID-19 lockdown period. The project team have adapted their activities to support existing groups across Norfolk, in particular YMCA groups, using digital means.

The Kick the Dust team continues to support existing groups across Norfolk, in particular the YMCA groups, using digital means as well as the development of a 'blended' offer from May 2021. As the team move towards inviting groups back into the museums and in meeting in outdoor settings from the 17 May, this report will

highlight the impact on delivery and engagement of the blended offer and the learning from this.

Current number of interventions with young people:

From the start of lockdown to the 18 May 2021 there were a total of **3,070 interventions, involving 1,273 individual young people** taking part in **1,330 hours** of quality digital activity.

Total numbers from October 2018 are 9,143 interventions, involving 2,988 individual young people taking part in 4,465 hours of quality activity, taking us to 114% of our target of 8000 interventions. Of this activity 6% has been at Pre-Player level (YMCA), 27% has been at Player level, 43% at Shaper level and 24% at Leader level. Of these activities, 66% involve young people in leading and designing projects as well as acting as mentors to staff and other young people through our Digital Buddies and Peer Mentoring programmes.

Since October 2018, the breakdown of activity taking place in each area: 46% in the West (covering Kings Lynn, Thetford and Gressenhall), 32% in the East (covering Great Yarmouth, Cromer and Sheringham) and 22% in Norwich. Of these interventions, 233 volunteering opportunities have been provided to 105 individual young people.

Since March 2020 the breakdown changed as more activity has taken place online and additional groups have been established: West 28%; East 32% and Norwich 40%.

Throughout lockdown we have continued to develop and deliver an online training offer for all staff and volunteers who support youth engagement in NMS. In total 206 staff have taken part in training since October 2018, with 112 of these opportunities having taken part in lockdown.

Training allows our young volunteers and staff to work together and share best practice, something that will continue post lockdown. Key areas which staff and volunteers have identified for future training have been incorporated into this years' training plan and include: May/June 'Voice of the Past: An Introduction to Oral History'; May 'Mental Health First Aid' accredited training with the YMCA; June/July 'Freelancer' training with Museums Freelance and May 'Young Peer Evaluator' training with the Audience Agency, our external project evaluators; June 'SEND' training with GEM. Planning is in place with the YMCA to develop and deliver a series of 'Interview Preparation' sessions for young people who may wish to progress onto the next cohort of the Bursary traineeship programme or into other employment.

Our Digital Buddy programme continues to expand with 6 young people supporting 5 Norwich based curators and our Events and Visitor Programme Manager for Norwich Castle with social media.

NMS and NCC continue to work together through the 'Making Creative Futures' group; its sub-group the 'Norfolk Creative Collective' and the recently formed 'All 4 One': Adults and Creativity', the latter focusing on equipping parents and carers with the skills and confidence to use creativity as a way to engage with their children.

Members continue to support the distribution of digital content and physical packs such as the 'Explore and Draw' pack developed by one of the Teaching Museum trainees which went out to 1,000 young people and their families during Creativity and Wellbeing Week (17-23 May). The group plays a key part in the delivery of activity as part of the DfE funded Holiday Activities and Food (HAF) project.

Breakdown of respondents

The age ranges reflect the way the team is currently working due to lockdown and having access to young people through partners. We are engaging with a higher number of older young people as we have worked with the YMCA clients more closely through our digital offer who are aged 17-25 years of age. Whilst we have engaged with fewer young people aged 11-16 directly, we have engaged indirectly through the Art Parcels and other resources which they have received through our partner networks. As we move out of lockdown, we anticipate that this will change.

- 7% aged 11-13 years
- 12% aged 14-16 years
- 32% aged 17-19 years
- 24% aged 20-22 years
- 25% aged 23-25 years

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

- YMCA clients – 36%
- FE/HE – 32%
- Secondary schools – 28%
- Young people with mental health issues – 16%
- SEND – 10%
- Outside of mainstream education – 6%
- Looked after children and adopted living those at home - 6%
- Young Offenders and those at risk of offending – 5%

- Young Carers – 4%
- NEET – 3%
- Care Leavers – 2%
- New arrivals and refugees – 1%
- Pregnant young mums and teenage parents – 1%

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

- Before taking part in a KTD programme, 82% of young people stated they had little or no knowledge of job roles in NMS or the heritage sector. After their engagement this was reversed with 84% of young people stating they had a good understanding of the different job roles available, showing that Kick the Dust enables young people to gain a greater understanding of the opportunities within NMS and the sector in general.
- Following their engagement, 86% felt that museums were a space they could use and would use in the future having taken part.

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

Following their engagement:

- 92% of young people said they had learnt new and interesting things about heritage (Renaisi 90%); 91% of young people felt that heritage reflected them (Renaisi 70%) and 92% felt heritage delivered in this way would engage other young people (Renaisi 89%).
- 84% of young people said they were more likely to become a volunteer as a result of their involvement in KTD with this option being the most popular along with work experience for those who took part. (Renaisi 61%)
- 100% of young people stated they felt welcomed and respected by staff and 100% felt a sense of achievement.
- 76% of young people stated they now had a better understanding of heritage having taken part in the programme with 24% stating they weren't sure and needed more engagement. (Renaisi 78%)
- 90% of young people felt they had the opportunity to influence decisions. (Renaisi 66%)
- 84% of young people felt that there were jobs for young people like themselves to work in heritage. (Renaisi 72%).

- 57% of young people felt that heritage had helped them understand more about their own lives – it had given them context with 36% not feeling sure; 79% said they had found heritage more relevant than they had before embarking on their Kick the Dust journey (Renaissi 77%).
- 95% of young people felt that the programme was easy and affordable to get involved in but had concerns that they may not be able to do this in the future if there was a significant cost to them with 52% of this number stating financial concerns as a barrier. (Renaissi 92%).

Summary

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

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

Take up continues to expand through the establishment of new partnerships with schools, colleges, Children's Services and other cultural organisations. The launch of the new Kick the Dust web pages on the NMS site will support this growth and solidify the way NMS approaches youth engagement going forward.

5. Partnerships

- 5.1. NMS continues to work closely with Broadland and with South Norfolk, with a new agreement signed in 2021 to enable the Museums Service to support a range of new work, including supporting development programmes linked to Market Towns, and a digital learning programme around Robert Kett.
- 5.2. Despite the impact of Covid-19, Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership. A new collaborative marketing project, *Celebrating Culture 2021*, was launched on 26/27 June and made a very positive impact locally and nationally.
- 5.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations

project and the Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.

- 5.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity. The Steering Group continues to look at options in light of the impact of Covid-19.
- 5.5. NMS continues to support the Friends of the Norwich Museums as they celebrate their centenary year in 2021.

6. Exhibitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Conclusion

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

7. Strategic Developments

7.1. Norwich Castle: Gateway to Medieval England project

Despite the impact of Covid-19, progress on the Norwich Castle: Gateway to Medieval England project has been very positive with construction beginning on site in August 2020 and continuing to progress well over the last 10 months.



The Norwich Castle Project Board, including Cllr John Ward, Chair of the Joint Museums Committee last met on 14 April and a full report on progress was given to the Board, including updates on Planning and the development of the British Museum Partnership Gallery of the Medieval Period.

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

7.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

- 7.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues, although the negative impact of Covid-19 is being felt by all charities. The website for the Foundation is: <http://nmdf.org.uk/>
- 7.2.2. Current focus for the Foundation remains the Keep development project. Applications to grant-giving trusts and foundations continue to be developed and submitted.
- 7.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched again for Christmas 2020 and performed very well with many new adoptions.

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

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

7.3. **Norfolk Museums Service – 5 Year Strategic Framework**

- 7.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020 and was approved. The Strategy is currently being delivered, though some elements are currently on hold due to Covid-19.

7.4. **Arts Council England**

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

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

A further update will be given at the meeting on the current situation in terms of delivery of both our NPO programme and SHARE Museums East.

- 7.4.2. The Museums Service received feedback in September 2020 on its work around the Creative Case for Diversity, a key focus for Arts Council England and for the Museums Service.

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

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

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

7.5. **Deep History Coast Project**

- 7.5.1. NMS curatorial staff continue to progress the Deep History Coast Project initiative which moved into full delivery mode during 2019.
- 7.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of a range of Deep History Coast projects, with a good degree of overlap with the €23m EU-funded EXPERIENCE project, run by the County Council's Environment Service with additional support from NMS and Norfolk Arts Service.
- 7.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the 2020/1 programme of activities and a major academic event is currently being explored, although the impact of Covid-19 is necessitating a review of the existing plans.

7.6. **National Lottery Heritage Fund**

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

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

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

7.7. **Health & Wellbeing**

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

- 7.7.2. Norfolk Creativity and Wellbeing Week, 17 – 24 May 2021

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

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

- 7.7.3. Sir Nicholas Serota, Chairman of Arts Council England, provided the following quote for inclusion in Norfolk's Health & Wellbeing Strategy: "There is growing evidence that engagement in activities like dance, music, drama, painting and reading help ease our minds and heal our bodies. The national Creative Health Inquiry has set a clear mandate and policy framework for the cultural sector to continue its impressive work in improving people's health and wellbeing. It is most encouraging to see just how much potential and ambition there is for joined-up action on this vital work in Norfolk".

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

7.8. **Volunteering**

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

Michelle Gaskin, NMS' Volunteer Coordinator, has returned from maternity leave.

8. **Museum Development across Norfolk**

- 8.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from

Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support is delivered by SHARE Museums East.

- 8.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.
- 8.3. The SHARE Museums East team has been focused on supporting museums across the East of England in dealing with the Covid-19 crisis, including distributing a range of grants and providing essential business support and advice. In addition to this emergency work, the team have moved many activities online and were able to deliver the biannual SHARE Museums Volunteers Award virtually.
- 8.4. The Arts Council England supported annual SHARE Museums East Conference took place virtually between 17-24 November 2020. The Conference was entitled 'All Shook Up'. The delivery of the 2021 programme is ongoing.

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

9. Issues, Risks & Innovation

9.1. Issues

The major new issue relates to the continuing impact of Covid-19.

9.2. Risks

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

9.3. Innovation

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

10. Conclusion

- 10.1. Normal operations in terms of museums visits, school visits and work on site continue to be restricted by Covid-19, although reopening plans across the Service are going well, with the expectation that further stages of the Government Roadmap will continue to be reached later in the summer. New work, especially relating to digital output, learning programmes and work with vulnerable individuals, continues to be delivered.
- 10.2. Despite the impact of Covid-19, the Norwich Castle Gateway to Medieval England project continues to progress positively with construction work beginning on site in August 2020 and progressing positively over the last 10 months.
- 10.3. Delivery of the Arts Council England business plan for 2018-22 has been temporarily paused due to the impact of Covid-19, although the majority of mainstream delivery programmes are now being 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.

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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.