

Norfolk Joint Museums Committee

Date: **Thursday, 7 January 2016**

Time: **2.00 pm**

Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Norfolk County Council

Mrs J Brociek-Coulton
Mr P Gilmour
Mr H Humphrey
Mr J Joyce
Mr M Kiddle-Morris
Ms E Morgan
Mr M Storey
Mr J Ward
Mrs M Wilkinson

Breckland District Council

Mr P J Duigan

South Norfolk District Council

Mr B Stone

North Norfolk District Council

Miss B Palmer

Co-opted Members (Non-Voting)

Arts Council

Ms K Fawcett

Norwich City Council

Ms B Arthur
Mrs V Thomas
Mr B Price

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck

Great Yarmouth Borough Council

Mrs K S Robinson-Payne

Museum Friends

Mr J Knight

**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

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A g e n d a

1. **To receive the minutes of the previous meeting held on 30 October 2015** (Page 5)

2. **To receive apologies and details of any substitute members attending**

3. **Members to Declare any Interests**

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a Disclosable Pecuniary Interest in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter.

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an Other Interest in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare an interest but can speak and vote on the matter.

4. **To receive any items of business which the Chairman decides should be considered as a matter of urgency**

5. **To receive the Reports of the Area Museums Committees**

- 5.1 **Kings Lynn and West Norfolk** (Page 11)

- 5.2 **Norwich Area** (Page 21)

- 6 **Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16** (Page 24)

Report by Head of Museums

7. **Norfolk Museums Service – Performance & Strategic Update Report** (Page 32)

Report by Head of Museums

NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 30 October 2015 at
2.00pm

Present:

Norfolk County Council

Mrs J Brociek-Coulton
Mr H Humphrey
Mr M Kiddle-Morris
Ms E Morgan
Mr R Parkinson-Hare
Mr M Storey
Mr J Ward (Chairman)

Norwich City Council

Ms B Arthur
Mrs V Thomas
Mr B Price

Broadland District Council

Mr D Buck

South Norfolk District Council

Mr B Stone

Breckland District Council

Mr P J Duigan

Co-opted Member (Non-Voting)

Museum Friends

Mr R Quinn (substitute)

1 Apologies for Absence and Welcome to Mr Barry Stone and Mr Rory Quinn

- 1.1 Apologies for absence were received from Mr P Gilmour, Mr J Joyce, Mr J Knight, Mrs E Nockolds, Miss B Palmer, Mrs K Robinson-Payne and Mrs M Wilkinson.
- 1.2 Apologies were also received from Mr S Miller, Head of Museums (with Dr R Hanley, the NMS Head of Operations and Learning attending as his substitute).
- 1.3 The Chairman welcomed Mr B. Stone from South Norfolk District Council back on the Committee.
- 1.4 The Chairman also welcomed to this meeting Mr R Quinn, an ex-Vice-Chairman of the Committee, who was attending as a substitute for Mr J Knight from the Friends of Museums.

2 Minutes

The minutes of the previous meeting held on 19 June 2015 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

There were no declarations of interest

4 Matters of Urgent Business

There were no matters of urgent business.

5 Reports of Area Museums Committees

(a) Breckland

The annexed report of the Breckland Area Museums Committee meeting held on 30 September 2015 was presented by Mr P J Duigan.

The Joint Committee heard that the proposed opening date for the new workhouse galleries at Gressenhall Farm and Workhouse was Spring 2016 and that four operational event models were used to plan for forthcoming events at Gressenhall which continued to offer a broad programme of events and activities.

Mr Duigan asked for further details about the new Munzee Trail for Thetford.

Note by Dr Robin Hanley, the NMS Head of Operations and Learning: the new Munzee Trail for Thetford related to an initiative at the Ancient House Museum. These trails were essentially digital scavenger hunts that were promoted by the Norfolk County Council Trails Team. More information could be found at:

http://www.norfolk.gov.uk/Leisure_and_culture/Norfolk_Trails/Families_and_activities/Munzee/index.htm

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

(b) Great Yarmouth

The annexed report of the Great Yarmouth Area Museums Committee meeting held on 25 September 2015 was presented by Dr R Hanley, the NMS Head of Operations and Learning.

It was noted that, with the support of the Natural History Museum, the summer exhibition at Time and Tide, "Humans in Ancient Britain", had showcased some of the most important artefacts relating to the early human occupation of Britain. The exhibition had included many important objects from the NMS collections, including parts of the West Runton Mammoth. The highlights of the exhibition included a 3D print of one of the Happisburgh Footprints (that Members of the Joint Committee would have an opportunity to see at the end of this meeting) and accurate reconstructions of the heads of four different human species that lived in Norfolk. The Chairman placed on record the Joint Committee's thanks to Dr David Waterhouse, NMS's Curator of Natural History, for the hard work that he had put into the success of this exhibition.

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

(c) King's Lynn and West Norfolk

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 14 September 2015 was presented by Mr H Humphrey.

In introducing the report, Mr H Humphrey referred to the exterior signage that had been installed on the front of the Lynn Museum, following the completion of the bus station improvements. He also referred to the Lynn Museum featuring in a forthcoming edition of the TV programme "Antiques Roadshow" and to the successful launch of the Junior Friends of King's Lynn Museum scheme.

The Joint Committee heard that the King's Lynn and West Norfolk Area Committee received regular reports from the Borough Council's Tourism Manager. It was suggested that other Area Committees should also receive regular progress reports from tourism managers about marketing and development opportunities where they did not already do so.

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

(d) Norwich

The annexed report of the Norwich Area Museums Committee meeting held on 15 September 2015 was presented by Ms B Arthur.

In introducing the report, Ms B Arthur referred to the strong programme of NMS school events and the activities that were associated with the Jeff Koons exhibition that had helped to sustain the record breaking visitor figures for Norwich Museums. She also referred to the importance of good signage to all the City's tourist sites and of the strong links between the NMS and the work of the City Council and other organisations, such as the Historic Churches Trust, in promoting and sustaining tourism in Norwich.

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

6 Norfolk Joint Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16

The annexed report (6) by the Head of Museums was received.

Members received a report that covered progress with the NMS revenue budget for 2015/16, reserves and provisions and the capital programme, and savings applied to the revenue budget for 2016/17. The report also provided the Committee with an update on progress with the management of risk within the NMS.

In the course of discussion, the following key points were noted:

- It was noted that the total projected delivery costs for the Voices from the Workhouse project were £1.86m (and not as set out in the report at page 36 of the agenda) with funding from the Heritage Lottery Fund of £1.47m. Further details of the breakdown figures for this project could be found on page 52 of the agenda.
- It was agreed to let Mr Humphrey know the level of projected shortfall from

NMS admissions income when expressed as a percentage of admissions income.

Note by Executive Director of Finance: the shortfall of admissions income, £0.214m, is 15% of the total budgeted admissions income, which is £1.392m.

- With reference to paragraph 2.2 of the report, it was pointed out that the risk register contained eight rather than nine key risks which were summarised in Appendix A of the report.
- All risks within the NMS had been carefully assessed and were well managed.
- Progress with NMS Revenue budgets and Reserves and Provisions indicated that the Service should achieve a break-even position at the year end.

The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16.
- (b) Progress with the management of risk within the NMS.
- (c) The proposed savings for 2016/17 and beyond.

7 Norfolk Museums Service – Performance & Strategic Update Report

The annexed report (7) by the Head of Museums was received.

The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2015/16, details as to museum education and learning programmes, marketing and PR, commercial developments, Norwich Castle Keep and other capital developments, the renewal of the Joint Museums Agreement, NMS fundraising, the HLF Olive Edis project, NMS restructuring and the Accreditation of NMS museum sites by Arts Council England.

During discussion, the following key points were noted:

- Museum visits across all 10 NMS sites for the period 1st April 2015 – 31st August 2015 had shown a slight decrease of 2% when compared to the equivalent period in the preceding year. Given that an all-time record number of visits to NMS sites were achieved in the previous financial year, this represented a very successful summer in 2015 driven by a strong marketing performance and a successful exhibitions and events programme that included the Jeff Koons exhibition at Norwich Castle and the Humans in Ancient Britain exhibition at Time and Tide Museum of Great Yarmouth.
- It was pointed out that the Jeff Koons exhibition had acted as a catalyst for a wide range of other exhibitions and events in Norwich such as the young person-led *Koons Collaborative* that had organised the Museums at Night programme for Norwich Castle.
- The Joint Committee heard that the NMS was on target to meet or exceed all of the goals that were included in its Arts Council England Major Partner Museum plan 2012/15. The completion of the work included in this plan was essential in ensuring that the NMS met its financial targets.
- The Joint Committee heard that as well as completing their placements and projects the new Teaching Museum trainees had helped with key fund raising events and in giving presentations to the public. It was pointed out that six Teaching Museum trainees had been appointed to placements at museums

throughout the NMS for next year.

- At Gressenhall, the “Voices from the Workhouse” project which was supported by the Heritage Lottery Fund and other supporters was progressing very well. A detailed update about the project could be found at Appendix 2 to the report.
- It was pointed out that the Olive Edis project had received HLF funding of £81,000 (out of a total project value of £85,000). This project had received local and national media coverage and was planned to tour venues in north Norfolk and Norwich.
- Another new initiative was the work of the NMS in promoting the County Council’s strategic plan to increase ‘civil wedding tourism’ in Norfolk: an agreement was reached with the County Council’s Registrar Service to offer civil ceremonies at Norwich Castle from April 2016. Elsewhere, a growing number of bookings for civil ceremonies were secured for Strangers’ Hall and Gressenhall and both the Tolhouse Gaol and Elizabethan House were licenced to hold weddings.
- The Joint Committee was pleased to hear of the good progress that had been made with the initial planning phase of the Norwich Castle Keep project and the excellent level of response from key stakeholder groups to the major consultation programme for the project that had taken place during the summer. The results of the consultation had shown very strong support for the project and this view was shared by all Members of the Joint Committee who were fully supportive of the NMS submitting a Stage 1 application to the Heritage Lottery Fund.
- In reply to questions, the NMS Head of Operations and Learning said that he would provide Members with details of the ACE goal leadership roles being undertaken by other ACE-funded Major Partner Museums. Note by Dr Robin Hanley, the NMS Head of Operations and Learning in answer to this question:
Goal 1 - Excellence (ie. collections management, conservation, development) - Museum of London
Goal 2 - Audiences - Royal Pavilion & Museums, Brighton & Hove
Goal 3 - Resilience - Ironbridge
Goal 4 - Leadership & Workforce - Norfolk Museums
Goal 5 - Children & Young People - Tyne & Wear Archives and Museums
- In reply to further questions, the NMS Head of Operations and Learning said the temporary exhibition “Build Your Own: Tools for Sharing” that was on view at the Castle Museum from 3 October 2015 to 3 January 2016 and featured the use of 3D printers was proving to be very popular. The publicity for this educational and innovative exhibition was part of a targeted marketing campaign. He added that the NMS recognised the importance of hand held devices and audio guides as learning tools for leading exhibitions of this kind and would review the use of such devices as part of the development work for the Castle Keep project.

The Joint Committee **resolved**:

1. That, following previous endorsement of the project, the NMS should be given formal permission to submit a Stage 1 application to the Heritage Lottery Fund (by the end of November 2015) to develop the Keep at Norwich Castle Museum and Art Gallery.
2. That regular update reports on the development and re-display of the medieval keep at Norwich Castle Keep and on the Voices from the Workhouse capital development at Gressenhall Farm and Workhouse should be presented to the

- Joint Committee at its next meeting.
3. That progress on all other museums matters should be reported back to the Joint Committee as part of the Head of Museums' periodic Performance and Strategic Update Report.
 4. To note the performance for the financial year to date and the delivery of the 2015/16 budget.

The Joint Committee also **resolved:**

To ask the NMS Head of Operations and Learning to express Members thanks and appreciation to all NMS staff for their hard work at a time of reduced funding for museums in maintaining the very high standard of service that the public had come to expect of the NMS.

8 To receive a presentation about the Deep History Coast Project

The Joint Committee received a presentation by Dr John Davies, Chief Curator, about the Deep History Coast Project. The Joint Committee heard that this was a concept that Dr John Davies and Dr David Waterhouse, NMS's Curator of Natural History, had developed, subsequently with the involvement of regional tourism experts and County Council staff responsible for Norfolk trails. The project provided a unique archaeology and natural history proposition and an opportunity to boost tourism for an otherwise under-developed part of the Norfolk coast. The project was now being progressed as a joint endeavour with North Norfolk District Council and Visit Norfolk and had featured prominently in the EDP and on local TV and radio.

The Joint Committee heard that Norfolk was the only county in Britain where evidence of four different human species had been discovered. The 850,000-year-old human footprints, the oldest found anywhere outside Africa, were discovered in sediment at Happisburgh after they had been exposed by a storm. A 3D print of one of these footprints was shown to Members at the end of the meeting.

It was noted that further work by the NMS on this unique project would be led by Dr John Davies and Dr David Waterhouse who, together, will compile a guide book on the subject sometime in the new year.

The meeting concluded at 3.25 pm.

Chairman

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BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE****Minutes from the Meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday, 9th November, 2015 at 2.15 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn**

PRESENT: Councillor Mrs E A Nockolds (Chairman)
Councillors H Humphrey, T Smith, A Tyler and T Wing-Pentelow

Dr R Hanley	-	Norfolk Museums Service
Ms H Jackson	-	Norfolk Museums Service
Susan Thompson	-	Friends of King's Lynn Museums
Rebecca Rees	-	Trues Yard

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mrs Avril Wright, County Councillor Chenery of Horsbrugh, Mr Steve Miller and Mr John Ward.

2 MINUTES

The notes of the meeting held on 14th September 2015 were agreed as a correct record, subject to the following amendment:

Page 16, paragraph 10, be amended to read:

Councillor Tyler made reference to the issue of leaflets at the train station and following a meeting with the Regional Manager, enquiries would be made to try and get the leaflets back into the foyer.

3 MATTERS ARISING

There were none.

4 DECLARATIONS OF INTEREST

There were none.

5 REPORT OF THE HEAD OF OPERATIONS AND LEARNING**King's Lynn Museums Report – September 2015 to October 2015**

The Head of Operations and Learning and Western Area Operations Manager jointly presented the report which provided Members with information on King's Lynn Museums for the period September 2015 to October 2015 as set out below:

(i) Temporary exhibitions and events at Lynn Museum

The current major exhibition at Lynn Museum explored the life and work of Frederick Savage and was entitled *Art of the Mart: Savage's - the famous fairground makers of Lynn*. It told the story of King's Lynn's iconic creator of merry-go-rounds – including a close look at the art, craft and design of the fairground. The exhibition included a number of products from the St Nicholas Ironworks that had not been on public display before including watercolour designs, accessories from the costume collections, taxidermy, a finely carved canopy, wooden patterns and a large chalk drawing of a racing cockerel, conserved and framed with support from the Friends of King's Lynn Museums. The exhibition included the modern 'Mart' horse, and the bell used in the Opening Ceremony in February, on loan from the Town Hall collections. The painted decorative frieze in the display was a gift from Harry Overton, local sign-writer and member of the Showmen's Guild. The exhibition will run until 2 July 2016.

A programme of illustrated talks continued to be offered at Lynn Museum on Wednesday afternoons. Recent topics included *the Archaeology of Tattooing* by Ken Hamilton and a talk by Dayna Woolbright on the *Art of the Mart exhibition*. Attendances averaged 15-25 and most talks were delivered by NMS staff.

An enhanced programme of informal family learning events continued to be offered at the Lynn Museum for the school holiday periods. 'Drop-in' format events this year included: *Big Draw* and *Halloween* themed events during the October Half Term. Both events had very positive feedback with 89 people attending the Big Draw and 58 attending the Halloween events.

During the school holidays the Lynn Museum continued to offer a popular programme of themed gallery discovery trails, with a new trail available for each week of the school holidays. Participants who completed a number of trails over the summer holidays were invited to a celebratory tea party at the Museum on Saturday 19 September. Overall about 4 – 5 families attended the tea party.

The Lynn Museum continued to host monthly *Coffee, Cake and Collections* "coffee morning" style events for adults, with each session exploring a different aspect of the collections. One of the topics included a Mystery Object quiz. The September morning was held as part of the national charity Macmillan Coffee fundraising events. The event was well attended and featured in the Lynn News. In total they raised £40.00.

The reception case at Lynn Museum had seen a display featuring historic roller skates and currently displayed drawings by the Artist in Residence Rosie Redzia alongside objects from the museum collections she had illustrated.

Museum staff delivered a workshop about the story of whaling in King's Lynn on the 8 October, commissioned as part of the activity plan of the Narborough Bone Mill conservation project, a Heritage Lottery Fund-funded project. Participants were able to learn about the King's Lynn whaling ships, see whaling related specimens and artefacts and visit the Greenland Fishery building, once a meeting place for the whalers. Collection items featured included an 18th century dress and stays stiffened with whalebone, scrimshaw carvings on sperm whale teeth, a pilot whale skull and a bottle nose whale skull, a model of the Fountain, one of the town's whaling ships and a mug featuring the Baleana of Lynn.

The Lynn Museum played its part in the town's successful Heritage Open Day on 13 September, with 441 participants attending.

The Museum had loaned three oil paintings for an exhibition at the King's Lynn Arts Centre *the Bigger Picture 3* which ran until 31 October. The paintings lent were *The Purfleet* by Unknown Artist c.1800, *Too Late for the Ferry* by Robert Walker Macbeth (1848 – 1910), and *Red Mount, King's Lynn* by Thomas Baines (1820 – 18875). Local artists had been given a small square of the image to paint, then for a big reveal all the squares were put together to create a large reproduction of the original painting displayed alongside.

Councillor Tyler was interested how popular the whaling workshop was and asked whether there was any mileage in future activities regarding whaling. In response to Councillor Tyler's question, the Head of Operations and Learning explained that it did not naturally fit with the curriculum for education; however they would always look to incorporate it into events going forward.

Sue Thompson from the friends of Kings Lynn museum suggested inviting Dave Andrews, the author of a whaling book to give an afternoon talk at one of the museums. The Western Area Operations Manager thought it was a good suggestion and agreed to look into it.

In response to a question from Councillor Smith, the Head of Operations and Learning explained that during the Christmas period there would be at least a gallery trail. In recent years the attendance had been quite patchy for the workshops during Christmas, but the trails had proved to be quite popular. He informed those present that in previous years they had run wreath making workshops and Decoupage

events during Christmas; however the trails had always been most popular.

Councillor Humphrey asked whether the local artists who painted the small square images were asked to copy the paintings or interpret their own. The Western Area Operations Manager explained that the paintings took place at the Arts Centre not the museum, so they had not had chance to see them but agreed to find out and provide Councillor Humphrey with further information and images.

(ii) Other Museum Developments

The Lynn Museum continued to develop its social media presence, with Twitter and Facebook accounts being maintained by staff. The Lynn Museum Twitter account had 1969 tweets and 1283 followers while the Facebook account had 213 likes.

A team of collections volunteers continued to meet on a weekly basis in the NMS offices at Queen Street. Volunteers had continued with a programme of work involving the scanning and cataloguing of the drawing collections. The team had now scanned around 2,000 items from the Museum's prints and drawings collection helping to make them much more accessible.

In addition to the scanning project, a small team of volunteers had worked with Curatorial Assistant Dayna Woolbright on a weekly basis, undertaking an audit of collections at the museum stores at Aickmans Yard. They had been joined by a local artist who had been creating drawings of different objects which currently formed part of an exhibition in the reception display case.

The museum had been successful in obtaining grant funding of £1,160 from the Woodmansterne Conservation Awards, supporting the Conservation of two newly acquired portraits in poor condition. The portraits were of John Langley and his wife Elizabeth. The Friends of Kings Lynn Museums and two private donors also contributed to the costs. The paintings were currently being conserved by Julie Crick, Fine Art Conservator.

The Museum's fortnightly History of King's Lynn in 100 objects series with the Lynn News generated significant interest. Members of the public had visited the museum with additional information for the museums records. They were currently up to item number 26 with the most recent artefact featuring a slightly macabre object for Halloween, relating to the infamous murderer James Rush. Other recent artefacts featured included a product of LinCan canneries, the historic roller skates recently displayed in the reception case, and a papier-mache model of an Indian temple.

In response to a question from Councillor Tyler the Western Area Operations Manager explained that the museum monitored their tweets

carefully to make sure they updated the public on a regular basis. She also explained that they looked closely at the other 10 museums in the service to see what types of things proved popular to help inform future planning. They were currently aiming to increase by 100 followers each year.

The Chairman was queried whether staff encouraged visitors to tweet about their experiences within the museums. The Western Area Operations Manager informed those present that they currently had #martart on twitter which people were using to share their pictures of the Art of the Mart Exhibition. The Head of Operations and Learning commented that as part of their funding they had a digital officer to review and promote social media and the NMS website. He also explained that the officer would benchmark their performance and activity and compare it with others in local areas.

In response to a question from the Chairman, the Head of Operations and Learning explained to those present that NMS had relatively recently launched an online collections database with a search facility. The Chairman asked whether the entire catalogue would eventually be digitalised. The Head of Operations and Learning explained that so far 50,000 had been digitalised and scanned. It was suggested that Jamie Everitt came to speak at the next meeting to give a tutorial on the digitalised catalogue.

(iii) Friends of King's Lynn Museums

The new Chairman of the Friends of Kings Lynn Museums, Susan Thompson was invited to give an update.

The Friends continued to offer a varied programme for members including lunchtime talks, trips and an annual lecture. The annual lecture this year was well attended by Friends and other interested individuals. Roughly around 45 people attended. It was held on the 24th September at Marriott's Warehouse on the Goldsmiths of the Early Anglian Kings and given by Angela Care Evans former Keeper of Anglo Saxon collection at the British Museum. The Annual Lecture will run again next year but there isn't a topic as of yet. The Friends had continued to support the afternoon talk's programme being offered at the Lynn Museum during 2015.

The Friends had continued to fund a programme of fine art conservation, most recently the cockerel drawing for the Art of the Mart exhibition and support for the Conservation of the portraits of John and Elizabeth Langley. Eventually when the full restoration of the portraits was complete, the Friends will organise a talk to explain who they are and why they helped to restore them.

A Junior Friends of Kings Lynn Museum scheme had been launched and members of the Friends Committee had been attending the summer family events to invite children and young people to join. 37

Junior Friends had joined up. As well as the Junior Friends scheme they had also launched a life membership scheme. So far they had 4 people sign up and hoped for more interest in the future.

The new Chairman of the Friends informed those present of the possible plans they had for the future. These included:

- Starting a project to find pictures of old buildings and working environments and comparing them with the new modern versions. When this was complete it would be uploaded onto the modes system and following up from that a talk may be organised about the pictures.
- Undertake a list of artefacts the Friends had helped to purchase and publish it onto the website.
- Arrange to meet with the Regional Co-ordinator of BAFM and other local area museums to discuss the good working practice, self-promotions and memberships.
- Continue to create a newsletter to promote the Friends of King's Lynn Museums and the on-going events.

Councillor Humphrey asked in what ways the juniors could be more active to promote the museums. The Chairman of the Friends explained that it was currently quite early days but in the future they hoped that this could be a group who would become more involved in helping shape the activity programme at the museum. The activities and exhibitions would be looked at closely by the Learning Officer to make sure that they would fit in with the school curriculum.

(iv) Partnerships

The Lynn Museum free admission period ran from October to the end of March. This free admission period was provided under the terms of the Service Level Agreement (SLA) between the Borough Council and NMS.

NMS continued to support the Borough Council with the delivery of HLF-funded Stories of Lynn project focussed on Kings Lynn Town Hall. As well as being part of the project steering group and Project Board, NMS continued to lead on the development and delivery of the project Activity Plan and the development of exhibition designs and site interpretation.

NMS continued to host the two stories of Lynn project funded posts, the Project Curator, Andy Mills and the Learning & Engagement Officer, Ruth Farnan. Both post holders continued to work closely with colleagues from the Borough Council and the Norfolk record office, alongside the external designers responsible for developing the new exhibitions at the Town Hall. NMS staff had recently supported the Borough Council's procurement process for the main exhibition fit-out contractors and the provisions of an App-based tour of the Town Hall and wider town.

Following the success of the 2015 town centre events delivered in partnership with the Borough Council including Magna Carta 800 and Forties Lynn: Life on the home front, NMS staff liaised with Borough colleagues to explore opportunities for future events in 2016. Gressenhall had spoken to the Borough Council and it was hoped that a repeat of the wartime event can happen again next year.

The delivery of NMS services in King's Lynn & West Norfolk continued to operate under the terms of the 2015-16 Service Level Agreement with the Borough Council. Under an extension to this agreement, NMS continued to provide curatorial advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia.

Councillor Nockolds informed those present about the positive feedback received by the Joint meeting of the Regeneration & Development and Environment & Community Panel and also commented how well she thought the 1940's event turned out.

In response to a question from Councillor Tyler, the Head of Operations and Learning explained that both the library and the museums were part of the same County Council department and they both shared a good working relationship.

(v) Learning & Outreach

During 2015 the Lynn Museum had been hosting a 12 month Teaching Museum traineeship provided through the NMS Teaching Museum programme, funded by ACE as part of the 2015-18 Major Partner Museum ACE business plan. Trainee Morgan Bell was working as Curatorial Trainee for King's Lynn and Thetford. Amongst a range of other activities, she helped coordinate the summer trails programme, supervised collections volunteers and scheduled displays in the museum reception area. Across the previous years this particular Traineeship was the only one which had rolled on each year and they already had made plans to carry it on next year as well.

Lynn Museum had continued to work with local schools to deliver a broad range of formal learning sessions. Learning programmes had been adapted following recent changes to the history National Curriculum. The Seahenge and early history displays and themes proved popular with schools. They were currently focussing on Key Stage 1 & 2 and looked to incorporate a Town Hall school programme at some point in the future.

(vi) Visitor numbers

The visitor figures were circulated at the meeting.

In response to a question from Councillor Tyler the Head of Operations and Learning informed those present that the most important factor regarding attendance at the museums was the quality of the exhibitions. He added that visitor expectations had continued to rise. He commented that social media and websites were also very helpful as they advertised the museums and encouraged people to attend. He explained that they currently had a database which sent out emails specifically to people in certain criteria. For example if there was a family event coming up it would specifically send out an email to families. As well as quality, the Head of Operations and Learning also explained that facilities such as ease of parking and availability of toilets were important to visitors.

Councillor Humphrey asked whether the museum had considered providing adult courses in which adults could progress into volunteers if they wished. The Head of Operations and Learning explained that previously they had run 8 – 10 week courses in which they had about 20 – 30 people attend and that provision for similar styles of sessions were part of the activity planning for the Stories of Lynn project.

6 **TRUE'S YARD MUSEUM ACTIVITY REPORT**

The Assistant Manager from True's Yard Museum presented the report which provided Members with information on True's Yard Museum as set out below:

(i) Temporary exhibitions and events at True's Yard Fisherfolk Museum

The next major exhibition at True's Yard would be Lynn Regis: King's Lynn and the Royals. This exhibition would be primarily a photographic one using items from their own collection as well as those loaned from other institutions. There would also be objects and a small number of informative panels.

The True's Talks still provided very popular on Thursday Afternoons with attendances of up to 34 people. Recent topics had included Ralph Vaughan Williams, Bamberg Cathedral and one particularly evocative title Kings Lynn Glorious Past, Blighted Future. The last talk took place on Thursday; however there were plans to continue the talks again next year.

True's Yard once again took part in the Heritage open Day and welcomed a total of 961 visitors during the day.

(ii) Other Museum Developments

True's Yard Silver Jubilee Appeal

Launched on 15th September the purpose of the Silver Jubilee Appeal was to consolidate what had been achieved over the last 25 years, develop key educational projects for schools and maintain True's Yard for future generations. Following a recent survey, essential roofing repairs and replacement of windows had been highlighted. The 1904 fishing smack activity dry docked in their yard also required major conservation work. Their IT equipment was very old and needed to be replaced as well. So far they had raised £11,965 for these projects.

(iii) Partnerships

Hanse 2015

True's Yard played a role in an informal partnership called History & Archaeology Symposium (HAS) alongside Marriott's Warehouse Trust, The Town Guides and the King's Lynn Hanseatic Club. They organised the History and Archaeology Symposium at Marriott's Warehouse and the Community Breakfast, which took place over the Hanse weekend in May. Other activities included the Children's book King's Lynn and the Hanseatic League, written by two members of staff at True's Yard which would be distributed to all year 5 children in the local schools on Friday 13th November 2015. There were also plans to liaise with the Lynn Museums to create a School book for children.

In response to a question from Councillor Tyler, the Assistant Manager of Trues Yard agreed to find out how far back the Kings Lynn and the Royals exhibition would go. Councillor Humphrey asked whether or not they had been in contact with Sandringham regarding this exhibition. The Assistant Manager agreed to find this out.

Councillor Tyler asked which outlets would be selling the books in King's Lynn. The Assistant Manager advised that they would be selling for £9.99 in the True's Yard Museum and possibly the Tourist Information Centre. Copies would also be given to the Kings Lynn, Gaywood and Mobile Libraries.

7 SCHEDULE OF MEETINGS 2016

The following schedule of meetings were agreed and noted.

- Monday 14th March 2016, 2.15pm, Committee Suite, King's Court
- Monday 13th June 2016, 2.15pm, Committee Suite, King's Court
- Monday 26th September 2016, 2.15pm, Committee Suite, King's Court

8 DATE OF NEXT MEETING

The date of the next meeting was Monday 14th March 2016, 2.15pm,
Committee Suite, King's Court, Chapel Street, King's Lynn.

The meeting closed at 3.30 pm



MINUTES

NORWICH AREA MUSEUMS COMMITTEE

14:00 – 15:30

8 December 2015

Present:

City Councillors:

Arthur (chair)
Blunt
Maxwell
Price
Wright

County Councillors:

Morgan (vice chair)
Dearnley
Hannah
Sands (M)

Co-opted Non-voting members:

Brenda Ferris (Norfolk Contemporary Art Society)
Ceri Lamb (Friends of Norwich Museums)
Amanda Geitner (East Anglia Arts Fund)
Councillor Buck (Broadland District Council)

Apologies:

Councillor Thomas (Vi) (Norwich City Council)
Councillor Bremner (Norfolk County Council)
Councillor Hardy (South Norfolk District Council)

1. Declarations of interest

Councillor Hannah declared an 'other' interest in that he was a Friend of Norwich Museums.

2. Minutes

RESOLVED to approve the accuracy of the minutes of the meeting held on 15 September 2015 subject to adding the following under item 3:

"The chair asked that if members of the committee would like presentations on a specific subject, to approach her. A request had been received from a member for information on medieval projects and how these could link in with partner working."

3. Norwich museums briefing for period September to October 2015

The head of operations and learning presented the report. He reminded members that if they would like anything specific in the briefing report to contact him and he would ensure that it would be included.

He reported that the Turner prize had been awarded to Assemble, a collective based in Liverpool, which had been involved in the 'Build your Own' exhibition. This would be used in publicity going forward. The 3D printers had been a particular draw for this exhibition, along with the sprout device on loan from Hewlett Packard. The chair

paid tribute to this particular exhibition as it showcased the work into prosthetic limbs which would make a real difference to people's lives.

The Viking's guide to deadly dragons would open on 6 February 2016 and run until 30 May 2016. The head of operations and learning said that this was a busy period in terms of volume of paying visitors. This would be a high quality exhibition and would allow the museums service to build on creative writing links with schools.

An application had been made to a new fund created by the Arts Council. A programme had been initiated in which three regional partners would work with the Arts Council to showcase exhibitions. Norfolk Museums Service (NMS) has a proven record of high quality, contemporary art shows and a successful bid for this funding of £600,000 would transform the way NMS could showcase contemporary art. The funding would cover 2016 – 2019 and NMS would be required to put on a number of shows drawing on the Arts Council collections. The success of the bid would be announced in January 2016 and the head of operations and learning would inform members of the outcome.

A craft fair had been hosted in the rotunda which had led to increased sales in the restaurant and similar events would be looked at for 2016.

In response to a member's question, the head of learning and operations said that NMS was always trying to widen the range of volunteering opportunities within the service and these opportunities would be advertised in the most appropriate way.

School visit figures remained high, although these had dropped slightly at Strangers Hall due to the Tudors being removed from the key stage 2 curriculum. This was the same picture around the country. Colly Mudie, learning manger, would attend the next meeting to update members on changes to the curriculum.

A budget savings plan was in place for 2016-17 but savings targets for 2017-18 and 2018-19 were awaited. Options were being reviewed around lone working but this would have less of an impact in Norwich as it would around the county. Individual risk assessments had been undertaken for each site and infrastructure for staff safety had been reviewed.

The operations manager said that WiFi had been installed in parts of the castle with a view to extending the coverage throughout the building in the future. A survey had been undertaken of the entire building so the access points could be purchased in the future with relative ease.

Brenda Ferris gave members an update on the activities of the Norwich Contemporary Art Society (NCAS). Sculpture for Norwich, a collaborative project between NCAS and the Norwich Society was intended to progress a piece of public art celebrating the work of the Norwich School, possibly being installed outside of Cotman's house. Various concepts had been explored with the final idea being glass panes with Norwich School inspired landscapes reflected in them. Unfortunately this concept could not be progressed as the glass panes proved to not be sustainable and the project was not viable. Sculpture for Norwich continued to look for other projects and would be collaborating with other organisations to develop a public art policy.

RESOLVED to:-

- a) note the Norwich museums briefing for period September to October 2015,
- b) ask the head of operations and learning to bring an report to the next meeting on Medieval projects and how these link with partner working,
- c) ask the head of operations and learning to invite Colly Mudie, learning manger, to the next meeting to update members on changes to the curriculum,
- d) ask the chair to write to Dr John Davies to thank him and his team on the work on the keep funding bid; and
- e) ask the chair to write to Steve Miller, head of Norfolk Museum Service, to congratulate him on the Ancient House Museum, Thetford winning best visitor attraction under 50,000 visitors in the EDP Tourism awards 2015.

4. Suggestions for future areas of discussion

The chair reported that prior to the meeting; some members had walked from city hall to the castle following street signage. Members found that Norwich Castle was adequately signed form the city centre but had found no signage for the Museum of Norwich or Strangers Hall, which was concerning.

RESOLVED to ask the chair to write to Norwich City Council's planning department to ask them to look into the signage in the city for museums, and to ask them to replace the broken signage on Gentleman's walk at the foot of the marketplace.

CHAIR

Joint Museums Committee

Item No 6

Report title:	Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2015/16
Date of meeting:	07 January 2016
Responsible Chief Officer:	Tom McCabe
Strategic impact This report covers the forecast position and risk management for the Norfolk Museums Service (NMS) in 2015/16 as at 31 October 2015.	

Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2015/16. Section 1 covers progress with the NMS revenue budget for 2015/16, reserves and provisions, the capital programme, and savings applied to the revenue budget for 2016/17. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- Progress with NMS Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end.
- Progress with risk management for NMS.

Recommendations: Committee Members are asked to consider and comment on:

- **Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2015/16**
- **Progress with the management of risk within the NMS**
- **Note the proposed savings for 2016/17 and beyond**

1. Proposal (or options)

1.1 Revenue Budget 2015/16

1.1.1 The NMS expects to achieve a break-even revenue budget outturn for 2015/16.

1.1.2 There is a projected shortfall of £0.214m (15%) from Admissions Income. Admissions income continues to follow the 14-15 trend and has seen an overall increase, however the current forecast is suggesting a gap to the increased 2015-16 budget. This is partially offset by potential surplus on other income targets and the additional shortfall will be covered by control of expenditure.

1.1.3 The table below sets out the net revenue service budgets and out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.373	2.373	0.000	0.00%	0
NMS Total	2.373	2.373	0.000	0.00%	0

1.1.4 Savings targets included in the Approved Budget for 15/16 total £0.432m. These are made up of £0.050m from restructuring, Gift Aid and Cultural Exemptions £0.354m, other savings of £0.028.

1.1.5 During 15/16 the NMS net Revenue budget has reduced by £0.434m. This adjustment is due to the Building Maintenance Fund £0.411m being transferred to the Corporate Property Team as this function is now managed by them, Inflation clawback £0.014m and a reduction in Business Travel £0.009m.

1.1.6 Additional revenue grant monies of £0.200m have been received from Historic England to assist with Capital Castle Keep project. This being nil impact on NMS revenue budget.

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. There are currently no new schemes planned for future years.

1.2.3 The NMS 2015/16 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2015/16 – Norfolk Museums Service

Scheme or programme of work	Approved 2015/16 Capital Budget £m	2015/16 Forecast Capital Outturn £m	Slippage	Reasons
Schemes in Progress				
Voices from the Workhouse Project	0.900	0.900	0	Project estimated to complete in 16/17
Bridewell Museum Development	0.018	0.018	0	Project estimated to complete in 15/16
Seahenge	0.007	0.007	0	Ongoing conservation
Gressenhall Biomass Boiler	0.009	0.009	0	Project estimated to

CERF *				complete in 15/16
GFWH Wind & Solar CERF*	0.017	0.017	0	Project estimated to complete in 15/16
Energy Saving Improvements CERF*	0.017	0.017	0	Project estimated to complete in 15/16
Castle Keep Improvements	0.810	0.810	0	Project will complete in 15/16
Total	1.778	1.778	0	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMS Capital Programme

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

- The feasibility element of the Museum of Norwich at the Bridewell project was funded from NMS. The capital programme is £1.573m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- Seahenge funding is for ongoing conservation work. This is rolled forward from prior years.
- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.800m funding will be received over 2 years, to transform Gressenhall into a national centre for workhouse interpretation and become the regional centre for Heritage tourism.
- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money received in July 2015 is £0.800m from Historic England.

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1.3 Reserves and Provisions

1.3.1 There are some changes to 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 & farm equipment and Carbon reduction projects.
- The Unspent Grants and Contributions Reserve includes earmarked non conditional project balances at year end.

Reserves and Provisions 2015/16	Balances at 01Apr15	Forecast Outturn at 31Mar16	Change
	£m	£m	£m
Norfolk Museums and Archaeology Service			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.165	0.171	0.006
Unspent Grants and Contributions Reserve	0.467	0.435	-0.032
Service Total	0.762	0.736	-0.026

1.4 2016/17 Budgets

- 1.4.1 While a number of budget savings were agreed for 2015/16 and beyond as part of the Putting People First consultation, changes to the financial environment mean further savings are required under Re-imagining Norfolk. Future savings are still under consultation but those known can be summarised as below:

	2016/17 £m	2017/18 £m	2018/19 £m
CMM002 – Income generation	-0.010	0	0
CMM015 – Lone working	-0.050	0	0
CMM028 – Service re-design	-0.050	-0.276	-0.326
Total	-0.110	-0.276	-0.326

2. Risk Management

- 2.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in October 2015. A summary of the risk register based on the most recent review of September 2015 appears at Appendix A.
- 2.2 The register contains nine key risks, four of which are currently assessed as a 'medium' level risk, while four are now assessed as 'low'.
- 2.3 One of the medium risks and three of the low risks are met. Two Medium risks are showing 'Amber' and with further planning should be met. The three remaining risks are showing 'green – on schedule' towards achieving their target risk scores.
- 2.4 The impact of the five unmet risks on the budget has been assessed as follows:
- 2.4.1 RM13947 – failure to meet this risk could mean damage to exhibits (reducing income and incurring costs), undermine safety and damage the reputation of the service. This risk is mitigated through close work with NPS to ensure buildings are maintained, investments are made where necessary and an emergency response plan is in place for each site.

- 2.4.3 RM13949 – Arts Council England (ACE) funding of £1.2m in 2014-15 and a further £4.1m covering the period 2015-18 has been confirmed in principle and is in the final stages of contractual sign-off. If this funding was to be lost then either activities would cease or alternative funding identified. This is mitigated by close monitoring of the service to ensure targets are met and maintaining close ties with the ACE Relationship Manager.
- 2.4.5 RM14065 – failure to follow data protection procedures could lead to loss or inappropriate release of information which could lead to fines and civil claims. This is mitigated by making sure that all staff complete the mandatory training and are aware of their responsibilities.
- 2.4.6 RM14162 – failure to generate income in line with the 2014-17 service plan would mean alternative savings would have to be identified to deliver a balanced budget. This is mitigated by the investments being made to allow NMS to deliver services to the public on a more commercial basis.
- 2.4.7 RM14242 – Impact on Museums from reducing resources within County Hall. This will be managed by working closely, communicating and flagging problems with colleagues at County Hall.
- 2.5.1 Museum Collections and Loans Insurance – where each individual item is valued under £10,000 these are covered by Contents Insurance, which covers all NMS buildings and their contents. The annual premium for 2015-16 is available from the Head of Service on an individual basis due to the commercial sensitivity of this information.
- 2.5.2 Museum Collections and minimum liability loans – where each individual item is valued over £10,000 these are covered by a Fine Art and Collections policy. The annual premium for 2015-16 is available as above.
- 2.5.3 We provide ‘Risk and Insurance’ at Norfolk County Council with a list of everything over £10,000 in value, which is submitted as an addendum to our insurance agreement. The list is updated each year. Items valued below £10,000 are not individually itemised.

3. Financial Implications

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

4. 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 take into account

5. 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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Finance Officer
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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.

Appendix A: Risk Register for Norfolk Museums Service

As per attached Excel sheet

Risk Register - Norfolk County Council

Risk Register Name		Norfolk Museums Service														Red					
Prepared by		Steve Miller and Steve Rayner														Amber					
Date updated		September 2015														Green					
Next update due		February 2016														Met					
CDG/STP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
S	Norfolk Museums Service	RM13947	Failure to maintain historic buildings	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 partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.	30/06/2011	4	3	12 Amber	3	3	9 Amber	Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in building maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises	Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Museum of Norwich at the Bridewell re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment. Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017. Reviewed by SMT 21 March 2014 - No change.	3	3	9 Amber	01/04/2017	Green	Steve Miller	Steve Miller	06/02/2016
S	Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	3	4	12 Amber	2	3	6 Amber	Emergency plan is in place Weekly checks of the store are carried out to check on safety of contents Contents insurance purchased Ensure risk assessment is reviewed Seek alternative storage provision Swap valuable high value items with other stores Ensure location records are accurate Commence a programme of rationalisation of collections in order to enable store to be vacated	Reviewed by SMT 16 April 2013 - The library basement art store has now been cleared. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager has established the situation and prepared a suitable action plan/risk assessment. There may be minor low level asbestos related risks in relation to removal of floor tiles and Norse has been tasked with investigation. Reviewed by SMT 20 August 2013 - Identification of alternative storage location remains a priority, subject to NMS rationalisation strategy. Current impact score raised from two to three, however, prospects remain 'Green' subject to further review. Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 31/03/2015. Positive progress on delivery during the first half of 2014/15, expectation for this risk to be resolved by target date. Risk fully resolved May 2015.	1	1	1 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/05/2016
S	Norfolk Museums Service	RM13949	Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	3	3	9 Amber	1	3	3 Green	Monitor service delivery to ensure that targets are being met Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges	Positive progress against all business plans (MPM, Museums Development and Museums & Schools).	1	3	3 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/05/2016

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
	Norfolk Museums Service	RM14132	Failure to secure Arts Council England (ACE) Renaissance funding and continue as a Major Partner Museum	Failure to secure ACE funding for the period 2015-2018 will result in a massive loss of investment in NMS and the wider County in the region of £1.2m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.	23/08/2013	3	5	15 Amber	1	5	5 Green	Deliver the current ACE Renaissance programme successfully Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods Put together the strongest application possible autumn 2013/spring 2014 Strategic conversations with NCC Directors and Elected Members in terms of budget discussions relating to 2014-17	Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings. Reviewed by SMT 21 March 2014 - No change to scoring. Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan.	1	5	5 Green	31/03/2016	Met	Steve Miller	Steve Miller	01/05/2016
S	Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	5	5	25 Red	2	5	10 Amber	Review of display case security. Review of security staffing and systems. Additional CCTV coverage. Upgrade of case locks where necessary. Installation of additional case alarms where necessary. Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV. Liaise with police during their investigation. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.	Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Security added to remit of H&S Committee. Awaiting sign off from Internal Audit. Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes. Reviewed by SMT 20 August 2013 - As this is an on-going risk John Davies will own and update to reflect future security arrangements. Reviewed by SMT 21 March 2014 - Robust on-going audits and security reviews are continuing. No change to scoring - Target date amended to 01/04/2015 as this is an on-going risk.	2	5	10 Amber	31/03/2015	Met	John Davies	John Davies	06/02/2016
S	Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	3	4	12 Amber	1	4	4 Green	New staff not allowed computing access until they have completed the data protection and information security e-learning courses. A workbook on data protection and information security has been published for staff and volunteers who have no computer access. Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.	Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12. Reviewed at SMT 15 January 2013. Target met. NMS measures in place. Retain on risk register for monitoring purposes. Reviewed at SMT 20 August 2013 - Ownership to change to Steve Miller with SMT to monitor in future. Reviewed by SMT 21 March 2014 - Local data has been reviewed and bespoke guidelines and procedures have been developed and delivered to support corporate policies. Any changes in terms of procedures brought in via DNA will be implemented across the Service as per NCC standards.	1	4	4 Green	31/03/2015	Green	Steve Miller	Steve Miller	06/02/2016
S	Norfolk Museums Service	RM14162	Failure to generate additional income streams in 2014/2017 in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15 Amber	3	5	15 Amber	Commercial Strategy in place Staff will be trained and supported in the delivery of key goals	Reviewed by SMT 21 March 2014 - Excellent progress made and the target score was met for 2013/14. Very good progress made in the first half of 2014/15 including the establishment of the new Development Foundation to help with Service-wide fundraising. Loss of staff through restructuring as a result of NCC budget reductions for 2015/16 puts our income generation targets under much more pressure. Full impact will not be known until restructure is completed although planning suggests we will be able to deliver our budgeted income for 2015/16.	3	3	9 Amber	01/04/2017	Amber	Steve Miller	Steve Miller	06/02/2016
	Norfolk Museums Service	RM14163	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8 Amber	2	4	8 Amber	JMA is a priority in the Service Plan 2014/15	JMC briefed 27th June 2014; Review currently underway with all JMA partners (Sept 2014), no issues anticipated. Final JMA signed off 2015.	1	3	3 Green	31/03/2015	Met	Steve Miller	Steve Miller	06/02/2016

JOINT MUSEUMS COMMITTEE

7 January 2016

Item No: 7

Norfolk Museums Service – Performance & Strategic Update Report A report by the Head of Museums

Executive Summary

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

The main items for consideration by this Committee are:

- Performance against the Service Plan for 2015/16
- Progress regarding development of the Keep at Norwich Castle
- Progress regarding the development of Gressenhall Farm & Workhouse

Recommendation

Committee Members are asked to consider and comment on:

- Performance for the financial year to date and the delivery of the 2015/16 budget

1. Executive Summary

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

1.1 Performance Summary

1.1.1 Total museum visits across all 10 NMS sites for the period 1st April 2015 – 31st October 2015 were 267,541 compared to 268,632 for the equivalent period 1st April 2014 – 31st October 2014. This is a very positive performance year to date, given that the last financial year saw an all-time record for visits. The Service will continue to work hard for the rest of the financial year to maintain these high visitor numbers across the 10 museums.

1.1.2 School visits across the 10 NMS sites for the period 1st April 2015 – 31st October 2015 were 22,617 compared to 24,316 for the period 1st April 2014 – 31st October 2014, a 7% reduction. The majority of the

reduction in school visits is in the Eastern area, a combination of the changes to the National Curriculum and the drive at the end of the last financial year for school visits linked to the Great Yarmouth *Stories from the Sea* programme.

- 1.1.3 Overall, the year-to-date performance in terms of total visitor numbers and school visits is positive, although it will require a great deal of work to maintain the visitor numbers at the 2014/15 level.

1.2 Performance/Service Plan highlights

1.2.1 Build Your Own: exhibition at Norwich Castle

Developed in partnership with FACT Liverpool and the Crafts Council, *Build Your Own* invites visitors to explore how we can repair our cities, turn your home into a workshop, or see your garden looked after by robot. This innovative exhibition features newly commissioned work by leading makers, creative technologists and collectives including Rachel Rayns with the Raspberry Pi Foundation, Will Shannon and Assemble and Linda Brothwell.

Throughout the exhibition, staff have been demonstrating the 3D printing of prosthetics limbs which have been finding a home with local children.

The exhibition runs until 3 January 2016.

Beastly Machines: exhibition at Time and Tide Museum

Humorous and interactive kinetic sculptures by Johnny White. Influenced by current affairs, media stories and plays on words, his sculptures portray a host of animals and mythical creatures. A touring exhibition from Visual Arts 20-21.

The exhibition runs until 21 February 2016.

Art of the Mart: exhibition at Lynn Museum

This exhibition looks at the art, craft and design of King's Lynn's funfair, known as 'the Mart'. The Mart opens each year on Valentine's Day, traditionally the first of the fairs in the Showmen's year. King's Lynn was famous in Victorian times as the home of creators of steam-powered merry-go-rounds, Savage's Ltd.

The exhibition runs until 2 July 2016.

Memorial Cottages: exhibition at Museum of Norwich at the Bridewell

An exhibition as part of the HLF-funded First World War programme, examining the lives of those Norfolk ex-Servicemen who settled in the Cecil Upcher designed Memorial Cottages in Norwich in 1918.

The exhibition runs until spring 2016.

Flint Rocks: exhibition at Ancient House

Everything you ever wanted to know about flint but were afraid to ask. From fossils to flakes and soldiers to strike-a-lights, this exhibition throws light on this very versatile stone. Discover the people who worked and used it, and find out about flint's Japanese cousin, obsidian.

The exhibition runs until 29 October 2016.

1.2.2 Learning Programmes

Planning is underway by the Norwich Learning Team on the schools' programme and family events to accompany the *How to Train Your Dragon* exhibition at Norwich Castle from February 2016. The programme will involve close working with Norfolk Libraries and Information Service.

1.2.3 Teaching Museum & Skills

Plans are in place to begin recruitment for the next cohort of Teaching Museum trainees whilst the current cohort continue to deliver a huge range of impressive projects and programmes across the County.

Shaz Hussain, our SOCL (Sharing Our Common Life) trainee has settled in very well to her new role with the Service.

At Gressenhall, the very successful Heritage Lottery Fund supported *Skills for the Future* programme has concluded its first phase and funding is still being sought to extend the programme.

1.2.4 Marketing and PR

Ancient House Museum has been awarded the prestigious Best Small Visitor Attraction (under 50,000 visits) Award at the EDP/VisitNorfolk Awards. Many congratulations go to Hannah Jackson, Oliver Bone and all the team of staff and volunteers at Ancient House.

An agreement has been reached with Konectbus to display advertising material for the Norwich sites free of charge on the new Park & Ride buses.

The Museums Journal has featured the new paranormal nights in Great Yarmouth as an excellent example of an entrepreneurial approach to income generation.

1.2.5 Partnership work and the British Art Show

The British Museum hosted one of four UK partnership events at Norwich Castle on 19 November. The event focused on current partnership programmes between the British Museum and Norfolk Museums Service including the development of the Keep at Norwich

Castle, the Deep History Coast and the current Celts exhibition running at the British Museum.

Planning continues with Norwich University of the Arts (NUA) to bring the British Art Show to Norwich in the summer of 2016. The British Art Show happens every 5 years and is the largest contemporary art exhibition in Britain. This will be the first time in its history that it has been held in the East of England and the first time in its history that it will be delivered without its normal London 'anchor' venue, the Hayward Gallery, Southbank. There is potential for the Show to make a very significant impact in terms of benefits to the visitor economy in Norfolk.

1.2.6 Commercial Developments

A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the commercial targets. Key developments are listed below:

- Special projects - in 2014 NMS Costume & Textile Curator, Ruth Battersby-Tooke, was selected as one of 19 participants in the Museums Association's national Transformers programme. Megan Dennis, Curator at Gressenhall, is currently developing her project as part of the 2015 Transformers programme. Megan is focusing on the Museum's relationship with Higher Education partners.
- Arts Council England is supporting a new project developed in partnership with Norwich University of the Arts (NUA) to create commercial opportunities using the Museum's collections.
- Conference & banqueting – the Museums Service continues to promote the Council's strategic plan to increase 'wedding tourism' to the County: for details visit www.marryinnorfolk.co.uk An agreement has also been reached with the Council's Registrar Service to offer civil ceremonies at Norwich Castle from April 2016. Elsewhere, a growing number of bookings have been secured for Strangers' Hall and Gressenhall.

Overall, conference & banqueting bookings are rising swiftly at Norwich Castle and paranormal evenings continue to prove popular at the Tolhouse in Great Yarmouth.

- External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients has been secured for the forthcoming financial year including a prestigious conservation

contract for a major national museum. For more details visit www.conserveanddisplay.co.uk

- Curatorial Services – charged-for curatorial tours are being piloted at Norwich Castle.

1.3 Conclusion

- 1.3.1 Visitors numbers and trading performance for the current financial year are positive and plans to meet budgetary reductions for 2015/16 through cost reductions and income generation are progressing according to plan.

2. Strategic Developments

- 2.1 As previously reported, NMS has been asked to model the effects of up to 25% reductions in funding from Norfolk County Council over the coming three years as part of the Re-Imagining Norfolk programme. The savings proposed for the first of the three year period, 2016/17 are achievable and will enable the Service to deliver its major projects and to continue to grow the new income streams.

We will update the Committee as the County Council's discussions progress.

2.2 Norwich Castle Keep

Following the last Joint Museums Committee meeting and permission to submit our Stage 1 Heritage Lottery Fund application, the submission was made on 30 November.

The application has required a significant amount of hard work and dedication from the small team led by John Davies, Chief Curator and particular thanks go to Tim Pestell, Angela Riley, Paris Agar and Dan Robertson, Teaching Museum trainee, for their efforts.

The application will be assessed by the Cambridge team of the Heritage Lottery Fund with a view to an East of England Committee decision in March 2016 which will be followed by a decision by the Board of Trustees in April 2016.

If members of the Committee would like to view the full submission, please contact John Davies directly.

Whilst our application is being assessed by the Heritage Lottery Fund, planning and additional fundraising will continue in parallel.

- 2.3 **Norfolk Museums Development Foundation (NMDF) & Fundraising**
Delivery of the fundraising strategy via the Norfolk Museums Development Foundation is going well.

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

A legacy campaign, designed to complement our sister charities (Friends, East Anglia Art Fund, Norfolk Contemporary Art Society) is currently being explored.

A large number of applications focused on a number of projects across the County have now been submitted and we are awaiting decisions.

2.4 Gressenhall Farm & Workhouse – Voices from the Workhouse project

The Voices from the Workhouse capital development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders, is progressing according to schedule and the main exhibition fit-out contract has been awarded.

The Museums Service is planning for an opening in spring 2016, exact details still to be finalised.

2.5 HLF Olive Edis project

As previously reported, the application to the Heritage Lottery Fund for a project to mark the work of Olive Edis has been successful. Edis, a resident of North Norfolk, was a pioneering female photographer and the world's first female photo-journalist. Partners in the project will include the Imperial War Museum and the National Portrait Gallery as well as local schools and community groups. The project will deliver additional permanent displays at Cromer Museum, a digitally accessible archive of Edis' work and an exhibition which will tour venues in North Norfolk and Norwich.

Recruitment is currently underway for the project assistant role for this nationally important project.

2.6 Arts Council England Accreditation Assessment

The Accreditation Scheme sets nationally agreed standards for museums in the UK. There are currently just under 1,800 museums participating in the scheme, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users.

The scheme is regarded as one of the most innovative and effective developments in the museum sector. It has led the way in raising museum standards in the UK, and has been used as a model and source of inspiration for similar schemes overseas. Accreditation looks at every part of a Museum including its governance, its financial sustainability, its learning programmes and how well it looks after the collections in its care.

It was confirmed in May 2015 that all NMS museums reviewed by the Arts Council had had their Accreditation status renewed except Lynn Museum, Cromer Museum and Ancient House Museum which were all Accredited in 2012. These sites will go through the Accreditation process later in the financial year.

2.7 **Arts Council – Goal 4 Diversity and Skills leadership responsibility**

Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills.

This will involve coordinating a national conference and a publication containing case studies drawn from NMS's work and that of 5 other Major Partner Museums across England.

2.8. **Deep History Coast**

The next meeting of the Deep History Coast Steering Group, including NMS, the Arts Service, North Norfolk District Council, Norfolk County Council's Trails Team and VisitNorfolk, will take place on 22 January.

Planning continues to make the most of this unique, international landscape and associated collections.

3. **Museum Development across Norfolk**

3.1 **Museum Development across Norfolk**

NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2015-16 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.

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. A Norfolk Accreditation awareness seminar took place in July with 22 attendees from 10 museums. New Museum Mentors have been recruited in the county to help provide access to professional advice for small independent museums without paid staff.

Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.

Museums Norfolk have successfully applied for Charitable Incorporated Organisation status with the Charities Commission. The revised

Museums Norfolk website is now live at www.museumsnorfolk.org.uk

The annual SHARE Museums East Conference took place at the National Trust property, Ickworth House on 16th November. Keynote speakers including Hedley Swain, Area Director SE for Arts Council England and Sharon Heal, Director of the Museums Association. The conference, as always, ran at capacity and delegate evaluation has been very positive.

For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

4. Equality Impact Assessment (EqIA)

- 4.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the service plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.

These assessments help the service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

5. Section 17 – Crime and Disorder Act

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

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

6. Conclusion

- 6.1 NMS is well placed to deliver its targets for 2015/16 including its new income generation targets and its Arts Council England programmes across the County.

7. Recommendation or Action Required

- 7.1 The Joint Museums Committee is asked to consider and comment on:

- Performance for the financial year to date and the delivery of the 2015/16 budget

Officer Contact

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

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JOINT MUSEUMS COMMITTEE

7 January 2016

Item no: 8

Norfolk Museums Service Collections Review and Rationalisation Programme 2015-18 A report by the Head of Museums

Executive Summary

As part of its strategy to review service needs and reduce costs Norfolk Museums Service (NMS) has an ongoing Collections Review & Rationalisation programme whereby collections are reviewed on a regular basis, and those which are not suitable for future display or study needs may be found alternative homes.

The programme follows best practice as advised by Arts Council England's Museums Accreditation Standard and the Museums Association's Code of Ethics.

Recommendations:

Committee Members are asked to consider and approve the rationalisation of:

- The Norwich Social History items listed in Annex 2.
- The Archaeological items listed in Annex 3.

1 Executive summary

This report asks Committee Members to consider and approve the rationalisation of museum collections identified by staff as falling outside of NMS' Collections Development Policy.

1.1 Background

1.1.1 NMS' ongoing Collections Review & Rationalisation Programme assesses collections for their relevance and cultural significance. Those that are not suitable for the future display or study needs of NMS may be found alternative homes, usually retaining them within a publicly-accessible domain. This is done with the aim of:

- Reducing NMS' accommodation needs to the minimum necessary for the safe and accessible storage of collections, in order to reduce the financial and staffing burden of collections care
- Ensuring that all collections are accessible and used on a regular basis for the benefit of the public
- Improves the care of the collections it retains

- Ensuring that those collections which are not key to the mission of NMS are cared for and made accessible by other organisations

The methods by which collections are rationalised are set out in Annex 1.

The programme was considered and approved by the Norfolk Joint Museums & Archaeology Committee on 14 January 2011.

2 Collections Review Programme

- 2.1 The objects listed in Annexes 2 and 3 are recommended for rationalisation by the methods proposed against each object.
- 2.2 Both lists have been scrutinised and approved by NMS' internal Rationalisation Committee which comprises the Chief Curator, Collections Development Manager, the Senior Conservation Officer and the Registrar. Every effort will be made to find these objects a home in another museum or cultural institution.
- 2.3 The objects listed in Annex 2 are from the Norwich Social History collections. They were considered by Norwich City Council's Area Museums Committee of 15 September 2015 which recommended them for rationalisation by the methods proposed.
- 2.4 The objects listed in Annex 3 are from the County Archaeological Collections. They were considered by the NMS Rationalisation Committee, which recommends their rationalisation by the methods proposed.

3 Resource Implications

3.1 Finance

- 3.1.1 The Review & Rationalisation Programme is fully funded through Arts Council England's Major Partner Museums funding. There are no other revenue implications.

4 Other Implications

4.1 Equality Impact Assessment (EqIA)

- 4.1.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the service plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.

These assessments help the Service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

4.1.2 This review of collections aims to improve accessibility. Principles of representation and equality will guide the selection of objects for rationalisation, which will all be offered in the first instance to other Accredited museums.

4.2 Health and Safety Implications

4.2.1 The rationalisation programme will improve health and safety conditions for staff by removing risks inherent in overcrowded stores.

5 Section 17 – Crime and Disorder Act

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

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

6 Recommendation or Action Required

6.1 The Joint Museums Committee is asked to consider and recommend for rationalisation:

- the Norwich Social History items listed in Annex 2;
- the Archaeology items listed in Annex 3.

Officer Contact

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

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Annex 1: Strategy for Rationalising NMS Collections

1. Introduction

As part of a regular programme of good collections care all museum collections will be reviewed to ensure that objects conform to standards of high priority and top quality. Material which does not conform will be disposed of. This paper sets out how the review will be undertaken. The key elements of the process outlined below are required under the Museum Accreditation Scheme, Arts Council England's standards scheme for museums that ensure good practice is followed in all publicly-funded museums.

The policy of NMS is to preserve and interpret Norfolk's history while also providing a window on the world for the people of Norfolk. NMS has rich and diverse collections and is ranked within the top 2.5% of non-national Accredited museums. These collections are held in trust on behalf of current and future generations. Those housed in the Castle Museum & Art Gallery and the Norwich Castle Study Centre have been Designated by the DCMS as being of national significance; only 50 out of over 2,000 Accredited museums have received this distinction.

Collecting within NMS is undertaken in accordance with the Collections Development Policy, which is reviewed and approved by Committee every five years (last revised in July 2015). This sets out the strengths of the collections, areas for future collecting and constraints on collecting, such as resources, space such as resources, space and expertise. Cromer Museum, for instance, will only acquire material that provides information about the history of Cromer not currently held within the museum. Thus, duplicates or material that is historic but not otherwise interesting or informative, will not be acquired.

This does not preclude collecting outside the terms of the Collections Development Policy in exceptional cases, such as the West Runton elephant, which is within the terms of the Policy but of unusual size and national importance. A similar exception is the famous teapot collection of over 3,000 examples, which is a nationally-important collection without parallel elsewhere in the country and supports the study of styles in ceramic design.

2. Using Collections

The Core Collections fall into three categories, with different levels of access:

1. **Display material** represents the best or most significant items in the collections and is easily accessible by all people visiting the museums. Gallery displays are highly interpreted to attract the interest of the general visitor and, hopefully, enthuse them. The Egyptology collection at Norwich

Castle, for example, provides an interesting display for the general visitor and an important resource for schools, which are able to study this part of the national curriculum from real objects in their local museum.

2. **Study collections** provide depth for people who want to learn more about a specific subject. The emphasis is on presenting as many objects as possible for study. Study facilities are provided at the Collections Study Centres at Shirehall and Gressenhall. Objects are either freely accessible when a museum is open, on open storage (easily accessible with an appointment or on regular open days) or in study rooms (open on set days a week).
3. **Long-term research material** is needed as evidence for current or future research and only needs to be available on an appointment basis. This can be contained in high density storage, thereby making the most cost effective use of space. Some of this material may duplicate other collections but museums have a responsibility to future research to ensure that important evidence is not destroyed unnecessarily. New analysis techniques are being developed all the time and often unprepossessing archaeological samples can provide important information. A balance needs to be struck between keeping enough for future needs but not so much that there are no resources to do anything else.

Items not retained for the Core Collections are categorised as follows:

4. **Working or demonstration material** Objects are put to working use or demonstration use at or on behalf of the museum. Items may require sufficient restoration to satisfy health and safety requirements and functionality. Work carried out on an object should take account of presentation issues of object preservation or restoration within the museum environment. Objects should be used under defined conditions that are stated in their documentation.
5. **Education, handling and loan collection** Objects are included for educational reference material only, including loans. There is an implied deterioration through usage over time.
6. **Set dressing** Objects are used as set dressing for on-site activities of the museum, following the principal of ultimate disposal through usage. They may also be re-used to enable the restoration of working collections.
7. **Dispersal** Objects are transferred or (as a last resort) sold to other organisations or individuals. NMS will follow Arts Council England's Accreditation and the Museums Association's guidelines. There will be a presumption that objects will be retained in the public domain and offered initially to similar institutions at whichever location provides the best balance of appropriate care, context and access.
8. **Disposal** Following Accreditation and Museums Association guidelines, objects which have no other viable home or use are disposed of or reused for restoring other objects or in creative projects.

3. The Review & Rationalisation Programme

The Review & Rationalisation Programme will particularly concentrate on identifying material which falls into categories 3-8. Some material in category 2 may also be reviewed as it is likely that this group contains objects which, over the years, have become surplus to requirements due to duplication within NMS.

Material in category 1 will not be reviewed since this will have been assessed when a decision was taken to put it on display. NMS has an ongoing programme of renewing or refreshing displays which allows for changing objects on display and assessing their importance.

3.1 First steps in the Rationalisation Programme

The Collections Development Manager will be responsible for the review programme. Other staff to be involved include:

- Chief Curator
- Head of Conservation or Senior Conservator
- Staff with curatorial responsibility for collections at specific sites, e.g. Curator of the museum
- Subject specialists

The first step will be to agree a review process and timetable with staff and identify staff teams to carry out the review. The timetable will be affected by major developments currently underway or in the planning cycle that will determine the availability of staff.

3.2 Identifying material for rationalisation

NMS shall particularly examine material in the following categories to consider them for rationalisation:

- Does not fall within the current collecting policy.
- Unethically acquired material.
- Loan material no longer required for display.
- Does not provide important information about Norfolk and its history.
- Is irrelevant to the collection.
- Has no reasonable expectation of being useful for display or research.
- Is unaccessioned (i.e. has not been properly recorded).
- Is unprovenanced (i.e. has no background information to provide a context).
- Is an unnecessary duplicate.
- Is of poor quality compared with other examples in the collection.
- Has deteriorated beyond any useful purpose (e.g. through decay or infestation. This might be a textile item that has rotted or a natural history specimen that has an infestation)
- Poses a threat to other objects or people (e.g. by contamination. This might be WW2 gas masks with degraded asbestos filters or radioactive geological specimens).
- Where there is no reasonable expectation that NMS will be able to provide suitable levels of curation or collections care.
- Is of good quality but would fit better into another museum's collection.

- May be more appropriate to the Norfolk Record Office or Norfolk Library & Information Service.

Meeting one of the above criteria does not automatically condemn any object. Each object will be considered on its merits. There may well be good reasons why objects that fall into one or more of the above categories should be kept, but they will be critically examined and justified.

3.3 Options for disposal

There are several ways in which material that is not suitable for NMS core collections might continue to fulfil a useful purpose. The list below indicates the methods of disposal which will be considered for each object, in descending order of priority:

- Transfer to another Accredited museum by gift
- Repatriation to country of origin
- Transfer to another public institution by gift
- Return to donor or lender (if there are compelling reasons to do so)
- Transfer to a handling collection for use with schools or the public
- Re-used to enable the restoration and operation of working machinery, which can be used to engage the public and demonstrate historic practices
- Set dressing to enhance museum displays
- Charitable donation
- Sale on the open market
- Destruction (as a last resort)

3.4 Process for decision taking

The process for taking decisions about disposal is time consuming but it is important to ensure that:

- all legal responsibilities are fulfilled,
- that the sensibilities of donors are respected,
- that the political views of the partners in the Joint Museums Agreement are taken into account, and
- that the public retain confidence in NMS and Norfolk County Council as trustees of Norfolk's heritage.

3.5 The process of selection for disposal will be as follows:

- Objects for disposal will be identified by staff with curatorial or collections care responsibilities at each site, assisted by subject specialists as appropriate
- Documentation will be checked to confirm that NMS is the legal owner of the items and is legally free to dispose of them (for example, there may be conditions attached to a bequest)
- The views of particularly interested groups or organisations will be sought
- If material was acquired or conserved with grant aid, contact will be made with the grant funding body to establish whether the funder has any requirements or views on the disposal. Reimbursement of grant aid

is a standard requirement unless the object is to be transferred as a gift to another Accredited museum.

- Permission for disposal will be sought from the Joint Museums Committee

3.6 Process for disposal of accessioned material

Once the Joint Museums Committee has agreed the list of proposed disposals the following steps will be taken:

- As required by the conditions of the Museum Accreditation Scheme, a notice will be placed in the Museums Journal or its on-line equivalent, and any other appropriate specialist publications, advertising the availability of significant material to other Accredited museums.
- Direct contact will be made with any Accredited museums or other public institutions which would have a particular interest in any of the objects.
- If no Accredited museum is interested and the material was donated within the last 20 years, attempts will be made to contact the donor to return the item.
- Material in which no interest is expressed will be either sold or otherwise disposed of, once all reasonable efforts to find it a new home have been exhausted.
- Complete records of all transactions will be kept.

Annex 2 – Norwich Social History Collections

Record number	Object name	Brief description	Image	Disposal reasons	NMS Rationalisation Committee recommendation
NWHCM : 1972.258.17	fireplace	Cast iron, squat fireplace with Gothic side panels, 19th century		This fireplace is in poor condition and a selection of better examples of similar type have been retained	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1972.514	board	Glass fascia board from above shop of C.B. Martins Butcher, 28 St. Benedicts Street, Norwich, Norfolk, Reads '28 Martins 28', gold letters on blue ground, (two polychrome tiled panels depicting bulls' heads from beneath either side of the shop window NWHCM : 1972.514.1), late 19th to early 20th century		The sign is in such poor condition that it adds little additional value to the understanding of Martins Butchers. The sign is beyond repair and unlikely to ever be wanted for display. Additionally, it presents a health and safety issue due to the sharp edges of the large fragments. The sign is also incomplete with a large section missing. It is advised that this sign be safely disposed of.	Disposal. This object should be safely disposed of.
NWHCM : 1980.160.1	rack	Case rack and 11 type cases, two with cast iron handles, John Haddon and Co, London, E.C., early 20th century, from R.P. Colman and Co Ltd, St. Andrew's Hill, Norwich, Norfolk		We have other examples of print cases in the collection, both on display and in store. Others that have been retained are in better condition and are complete.	Transfer. Offer to John Jarrold Printing Museum, Frogmore Paper Mill and other Accredited museums via Museums Journal.

NWHCM : 2014.57.56	clock	Carved wooden clock. Face of clock surrounded by carved boarder of leaves and rope design. Below clock face, glazed window over pendulum flanked by carved dolphins and bottom of clock has carved anchor and rope design.		This object is incomplete and in poor condition with significant wood worm damage. It has been re-acquisitioned as it could not be linked to any documentation, so therefore has no provenance.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.66	blind	'Hartshorns' improved self-acting shade roller from the 1900s, long pole at the top, with metal ends with blue material extending from it, bottom of material wrapped around thin piece of wood, material is substantially damaged		This object is in poor condition and outside of the collecting policy of Museum of Norwich. It is possible that this object was never intended to be part of the collection (potential that it was office material), it has no provenance.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.69	pole	long thin metal pole, hollow and not joined up, long slot throughout the pole where metal doesn't join, possible bottom of banner to weigh it down?		This object is in poor condition and outside of the collecting policy of Museum of Norwich; it is unsure of the usage of the object. It is possible that this object was never intended to be part of the collection (potential that it was office material), it has no provenance.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.74	sign	Enamel sign for 'Brookers Coco'. Main text is in dark blue on a white background. 'Brookers' is in joined up writing while 'coco' is not. Left corner of sign has yellow circle with 'Dutch' written inside in black. There remains evidence that there would have been a yellow circle of similar shape opposite but damage to the enamel is too severe to ascertain. Sign is damaged with enamel eroded top section of sign and right hand side.		This object is on very poor condition.	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 2014.57.75.2	sign	Enamel sign for 'Cashmere Soap'. White lettering on blue background with white border		This sign is a duplicate and is in poor condition, the better of the two have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.76	sign	Pressed metal sign advertising 'Nectar Tea'. Black background with yellow writing. Bottom right corner has joined up inscription 'London' and left corner is partly illegible but 'Tea Co.' can be made out. Significant rust and erosion		This sign is a duplicate and is in poor condition, the better of the two have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1929.111.4	spit	Plain spit, wooden wheel, 2 pronged fork		This object is a duplicate, better examples have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1968.69.3.1	fire guard	Semi-circular fire guard from Mousehold House, Norwich		This fireguard belongs with NWHCM : 1968.69.3 which has already been approved for rationalisation. Although this piece has a local provenance it is in poor condition and a representative selection of fire grates/guards in better condition has been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1972.572	lamp	Rear lamp for cycle, acetylene, with red glass, made by Powell and Hammer, Birmingham, no 135, 20th century		This has no local provenance and therefore falls outside of NMS' collecting policy.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1974.414	cooker	Kitchen range made by Palmers and Co. of Norwich, 19th century, (range has been split into 26 accessioned pieces of various sizes all marked with 974.414 (18.3.2015), it is uncertain whether these are all the sections - there may be more still in the roller racking at superstore.)		This object is in extremely poor condition. It is incomplete; missing integral sections of oven therefore cannot be constructed. If the range is to be retained and stored correctly it would take up an extremely substantial amount of space, materials and resources, as well as time, at the detriment of other objects.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 1975.213.87	fender	Fender of brass, knob and rod style, 19th century. Gold lacquered fender with rectangular base with rounded upper which has six balls attaching the two parts.		This fender is in poor condition with the gold lacquer rubbed off, a better selection of fenders have been retained	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 1986.52.4	jack	Smoke jack, blades missing, vertical shaft with cylindrical oil reservoir at top, a sprung forked lever plays on the shaft at the mid point, shaft continues into a worm drives which drives a brass sprocket, lower part of sprocket passes through an oil reservoir, reservoir, sprocket and worm drive in a metal casing, sprocket drives horizontal shaft on which is a single wooden pulley having triangular grooves for three ropes, end of shaft runs on two brass discs in an oil reservoir, found in wall of ground floor store at rear of 54A Pottergate, when store was being demolished, July 1983; late 18th to early 19th century		This item is in poor condition and incomplete, Strangers' Hall has a complete example in better condition.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.17	cooker	Kitchen range; two panels from a cast iron range with manufacturer's plate - C.F. Day & Co. / Dayturina / London N; single door with sliding damper control; marked on back - No. 14 13 OUR; not known whether door is part of range; there may be other parts to this object; 19th century		This object is in extremely poor condition. It is incomplete, having only two fragments of the range.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.84	range parts	Multiple pieces of range varying in size and shape; some very large other small. Parts include doors, grates, panels, but many are unidentifiable. This item was found in the collection without any documentation. It is unclear whether all the pieces make a single range or whether the pieces are from multiple ranges. If the pieces are from a single range it is unlikely that they would be constructed to make a complete object. Some pieces may relate to NWHCM : 2014.57.17.		This object is in extremely poor condition. It is unknown whether it is complete or whether it corresponds to a single range or multiple ranges. If it corresponds to a single range it is unlikely to be complete. Attempting to construct the range together would be an enormous undertaking which is unlikely to happen. If the range is to be retained and stored correctly it would take up an extremely substantial amount of space, materials and resources as well as time, at the detriment of other objects. The object has no discernible provenance.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.85	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 2014.57.86	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.87	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.88	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.89	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.90	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.91	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.92	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 2014.57.93	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.94	fire grate	Cast iron fire grate		This object has no provenance and cannot be matched to any documentation or corresponding fire place. A selection of fire grates with fireplaces have been retained.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.97	cistern	Part of lavatory cistern? Metal, hollow cylinder with flat rounded bottom		Item is in very poor condition. It is unknown whether it is part of a cistern or not. It is unlikely that this object will ever be matched to its relevant cistern.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.101	timber	Block of timber with mortis joint one end and tenon joint the other. Five nails in one side		Architectural salvage and therefore outside of collections policy	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.102	strap	T shaped metal wall strap. Short leg of 'T' is pointed at both ends. Long end is flattened and drilled to take fixing bolts		Architectural salvage and therefore outside of collections policy	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 2014.57.103	wall tie	T shaped metal wall strap. Short leg of 'T' is pointed at one end and triangular form at the other. Long end is flattened and drilled to take fixing bolts		Architectural salvage and therefore outside of collections policy	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.104	cushion	Dining chair cushion covered in green velvet. Wooden frame with webbing and sacking. Stuffed with white material		This object is in poor condition. It has been retrospectively accessioned, we cannot link it to any chairs we have in the collection.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2014.57.107	toilet	Toilet bowl probably porcelain. Piece missing from under rim.		Object is in poor condition. We have other toilets that are in better condition and have better provenance.	Transfer. Offer to other Accredited museums via Museums Journal.
NWHCM : 2015.57.7	door	Wooden door, black on one side and brown on the other.		This door is in poor condition and as architectural salvage is outside of NMS' collecting policy.	Transfer. Offer to other Accredited museums via Museums Journal.

NWHCM : 1970.210.73	sleevebands	Chinese sleevebands for a woman's robe, pair sewn together by a collector to make a decorative object to frame or by someone who has not understood they should mirror each other; in ivory silk embroidered in floss with metal thread,satin stitch, seed stitch(the forbidden knot); women in a garden with bridges pavilions ,trees		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.
NWHCM : 2011.101.221	waistcoat	Waistcoat (non-British)		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.
NWHCM : 2015.57.1	tablecloth	Table cover, runner or throw; hand worked in gold metal thread on a woollen brown ground with pink floss silk carnations, pink lining to reverse and gold fringing to edge.		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.
NWHCM : 2015.57.2	waistcoat	Waistcoat; non - British waistcoat possibly purchased as a souvenir, worked in gold metallic thread.		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.
NWHCM : 2015.57.3	mat	Mat or table runner hand worked in silver metal thread and purls on a silk organdie white fabric.		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.

NWHCM : 2015.57.4	border	Fabric border or sample with a worked border on two long edges of gold metal embroidery and the central strip has been left unstitched but marked with a red/ brown line to shown a decorative stitching line.		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.
NWHCM : 2015.57.5	runner	Runner or border for use on a table worked in silver metallic thread with silver sequins and purls to form stylised floral motifs on a pale green velvet ground. Silver thread fringing to each edge.		This was accidentally missed from a 2011 round of rationalisation. As it is of Chinese origin it is outside of NMS' collecting policy.	Transfer. South Asian Decorative Arts and Crafts Collection (SADACC) has offered to take this item into its museum collections.

Annex 3 – Archaeology Collections

Record number	Object name	Brief description	Image	Disposal reasons	NMS Rationalisation Committee recommendation
NWHCM : 1996.143.AS9832	bulk archaeology	Scrapers, arrowheads and microliths, unprovenanced		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.
NWHCM : 1996.143.AS9835	bulk archaeology	Hammerstones, burnt flint and dubious non-artefacts		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.
NWHCM : 1996.143.AS9847	bulk archaeology	Scrapers and other worked flint, unprovenanced		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.
NWHCM : 1996.143.AS9851	finds	Box of unprovenanced material, from Hook's collection		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.
NWHCM : 1996.144.AS9852	finds	Box of unprovenanced material, from Philip Schwabe's collection		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.
NWHCM : 1996.144.AS9853	finds	Box of unprovenanced material, from Philip Schwabe's collection		No academic or display potential. It is extremely unlikely that another museum would want these, it is therefore proposed that we split the collection up and offer it to schools as a handling collection. This will be of particular interest due to recent changes to the school curriculum.	Transfer. Offer to NMS learning departments and to local schools.

NWHCM : 2013.163	bone	Three crates of co-mingled unprovenanced undated human bone (retrospective accession)		Currently on loan to Anglia Ruskin University, Forensic Anthropology Department for research. Proposed we turn this loan into a permanent transfer. Material is unprovenanced and undated.	Transfer. To Anglia Ruskin University
NWHCM : 2013.163.A4311	bone	One crate of co-mingled unprovenanced undated human bone (retrospective accession)		Currently on loan to Anglia Ruskin University, Forensic Anthropology Department for research. Proposed we turn this loan into a permanent transfer. Material is unprovenanced and undated.	Transfer. To Anglia Ruskin University
NWHCM : 2013.163.A4312	bone	One crate of co-mingled unprovenanced undated human bone (retrospective accession)		Currently on loan to Anglia Ruskin University, Forensic Anthropology Department for research. Proposed we turn this loan into a permanent transfer. Material is unprovenanced and undated.	Transfer. To Anglia Ruskin University
NWHCM : 2013.163.A4314	bone	One crate of co-mingled unprovenanced undated human bone (retrospective accession)		Currently on loan to Anglia Ruskin University, Forensic Anthropology Department for research. Proposed we turn this loan into a permanent transfer. Material is unprovenanced and undated.	Transfer. To Anglia Ruskin University