

Norfolk Joint Museums Committee

Date: **Friday 7 February 2020**

Time: **2.00 pm**

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

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

Membership

Norfolk County Council

Cllr Julie Brociek-Coulton
Cllr Phillip Duigan
Cllr David Harrison
Cllr Harry Humphrey
Cllr George Nobbs
Cllr Thomas Smith
Cllr Margaret Stone
Cllr Martin Storey
Cllr John Ward

Norwich City Council

Cllr Jacob Huntley
Cllr Laura McCartney-Gray
Cllr Nigel Utton

Borough Council of King's Lynn & West Norfolk

Cllr Elizabeth Nockolds

Broadland District Council

Cllr David King

Breckland District Council

Cllr Robert Kybird

Great Yarmouth Borough Council

Cllr Geoffrey Freeman

South Norfolk District Council

Cllr Robert Savage

North Norfolk District Council

Cllr Virginia Gay

Co-opted Members (Non-Voting)

Arts Council

Liam Wiseman

Museum Friends

Felicity Devonshire

**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

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of Members or any members of the public not to be recorded or filmed must be respected.

A g e n d a

- 1 To receive apologies and details of any substitute members attending**
- 2 To receive minutes of the previous meeting held on 8 November 2019** (Page 5)

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. Breckland Area Museums Committee** (Not yet available)
- 6. Great Yarmouth Area Museums Committee** (Page 12)
- 7. King's Lynn and West Norfolk Area Museums Committee** (Page 39)
- 8. Norwich Area Museums Committee** (Page 44)
- 9. Norfolk Museums Service – Finance Monitoring Report for 2019/20** (Page 49)
Report by Director of Culture and Heritage
- 10. Norfolk Museums Service –Risk Management** (Page 55)

Report by Director of Culture and Heritage

- 11. Norfolk Museums Service – Performance and Strategic Update Report (Page 66)**

Report by Director of Culture and Heritage

- 12. NMS' Collections review and Rationalisation Programme (Page 82)**

Report by Director of Culture and Heritage

- 13 New Gressenhall Play Area**

Presentation by Director of Culture and Heritage

- 14 Creativity and Wellbeing Week**

Presentation by Director of Culture and Heritage

Group Meeting

Conservative

1 pm

Colman Room

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 30 January 2020



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NORFOLK JOINT MUSEUMS COMMITTEE

Minutes of the Meeting Held at County Hall, Norwich on 8 November 2019 at 2.00pm

Present:

Norfolk County Council

Clr J Brociek-Coulton
Cllr P Duigan
Cllr D Harrison
Cllr H Humphrey
Cllr G Nobbs
Cllr T Smith
Cllr M Stone
Cllr M Storey
Mr J Ward (Chairman)

North Norfolk District Council

Cllr V Gay

Broadland District Council

Cllr D King

Breckland District Council

Cllr R Kybird

South Norfolk District Council

Cllr R Savage

Borough Council of King's Lynn and West Norfolk

Cllr E Nockolds

Co-opted Members (Non-Voting)

Museum Friends

Mrs F Devonshire

Arts Council

Mr L Wiseman

1 Apologies for Absence

- 1.1** Apologies for absence were received from Cllr Jacob Huntley, Cllr Laura McCartney-Gray Cllr G Freeman and Cllr Nigel Utton.

Apologies were also received from Steve Miller, Assistant Director, Culture and Heritage (otherwise engaged on County Council business) with Dr Robin Hanley Assistant Head of Museums (Head of Service Delivery) attending as substitute.

2. Minutes

- 2.1** The minutes of the previous meeting held on 9 July 2019 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

- 3.1** There were no declarations of interest.

4 Matters of Urgent Business

- 4.1 There were no matters of urgent business.

5 Breckland Area Committee

- 5.1 The annexed reports of the Breckland Area Museums Committee meetings held on 17 July 2019 and 14 October 2019 were presented by Cllr R Kybird.
- 5.2 In introducing the report, Mr R Kybird drew the Joint Committee's attention to the work to put in place a pop-up exhibition at Ancient House as part of the Festival of Norfolk and Punjab about Princess Sophia Duleep Singh who was a leading suffragette. The Joint Committee noted that good links had been formed with the Sikh Museum Initiative and the Centre for Punjab Studies to make more of the unusual connections between the Museum and the Maharajah Duleep Singh and his family and create a new and more permanent display.
- 5.3 The Joint Committee was also informed about a potential bid to the National Lottery Heritage Fund to fund work at the Ancient House with a target date of 2024 to tie in with the 100th anniversary of the opening of the museum.
- 5.4 The Joint Committee's attention was drawn to the Farmers' Foundry steam engine restoration project, funded through Arts Council England. The Assistant Head of Museums said that the steam engine was due to be returned to Gressenhall by the end of March 2020 and made fully operational again. This would provide an opportunity to train and engage with a new and diverse audience and volunteer team.
- 5.5 Members placed on record their thanks to NMS staff on the amount of time and energy that went into planning the Once Upon A Time event at Gressenhall. The Assistant Head of Museums explained that this was a literacy focus day that encouraged children to think about life through stories set in the past. The event had been running for a number of years and was now well established.
- 5.6 It was **RESOLVED** to note the report.

6 Great Yarmouth Area Committee

- 6.1 The annexed report of the Great Yarmouth Area Museums Committee meeting held on 24 September 2019 was presented by Dr Robin Hanley.
- 6.2 It was **RESOLVED** to note the report.

7 King's Lynn and West Norfolk Area Committee

- 7.1 The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 30 September 2019 was presented by Cllr E Nockolds.
- 7.2 Cllr E Nockolds drew the Committee's attention to the summer 2019 exhibition at Lynn Museum, *Journeys, People, Place and Pilgrimage*, which drew upon the museum's rich collections relating to West Norfolk including the nationally significant historic collection of pilgrim badges found in King's Lynn's River Purfleet.
- 7.3 It was **RESOLVED** to note the report.

8 Norwich Area Committee

- 8.1** The annexed report of the Norwich Area Museums Committee meeting held on 10 September 2019 was presented by Cllr J Brociek-Coulton.
- 8.2** In introducing the report, Cllr Brociek-Coulton said that Members of the Area Committee had received a presentation at their previous meeting on the Kick the Dust Norfolk Project and had asked for a report on the Youth Offending Team Castle Project to be presented to a future meeting of the Area Committee.
- 8.3** Cllr Brociek-Coulton added that the Norwich Area Committee had placed on record thanks to the Norwich Freeman for their continued support of the Freeman Fortnight and had asked for some parking for disabled people to be maintained during the construction period at the Castle Keep. Further information about disabled parking would be made available to Norwich Area Committee Members once the contractor was in place.
- 8.4** Members said that at a recent museum event in Norwich it had become evident that some young people did not properly understand the difference in the value of one old penny to that of one new penny. On occasion this needed to be explained when displaying items within the NMS that were aimed specifically at a young audience.
- 8.5** It was **RESOLVED** to note the report.

9 Norfolk Museums Service - Finance Monitoring Report for 2019/20

- 9.1** The annexed report (9) by the Assistant Executive Director, Community and Environmental Services was received.
- 9.2** The Joint Committee received a report that covered the forecast Norfolk Museums Service (NMS) budget out-turn for 2019/20 and gave details of the latest monitoring position of the revenue budget, capital programme, reserves and provisions.
- 9.3** Members questioned why the NMS had acquired the early masterpiece by Joseph Mallord William Turner (who was not a local artist) entitled *Walton Bridges* which was currently on display at Norwich Castle and was due to tour the region with exhibitions planned at Kings Lynn, Ipswich, Colchester and Great Yarmouth over the next three years, before going back on permanent display at Norwich Castle in 2023. In reply, the Assistant Head of Museums said that this was because the Castle Museum was of regional significance and this was the first Turner oil to enter a public collection in the East of England; the painting, which was believed to be the first oil by Turner to be painted in the open air, would complement other British landscape paintings and had a direct association with the development of the Norwich School of Art. In reply to further questions the Assistant Head of Museums added that the NMS would explore the commercial possibilities for commissioning retail objects that made use of the painting's image including a suggestion from Members of a jigsaw for sale at the Castle Museum shop.
- 9.4** In reply to questions about a projected shortfall in income at the Castle Museum due to the planned closure and Final Delivery Phase of Norwich Castle: Gateway to Medieval England Project, the Assistant Head of Museums said that officers had

found it difficult to predict the real impact that this would have on the NMS budget from Autumn 2019 onwards at the time when the NMS revenue budget was first set. Previous meetings of the Joint Committee had discussed the wide range of measures that were being taken to maintain income and improve the visitor experience for the duration of the Castle Keep project.

9.5 The Joint Committee resolved:

To note the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2019/20.

10 Norfolk Museums Service - Risk Management Report

10.1 The annexed report (10) by the Assistant Director, Community and Environmental Services was received.

10.2 The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at October 2019. The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in July 2019, and following review in October 2019, there were no significant changes to report.

10.3 The Assistant Head of Museums was questioned about the measures that had been taken to guard against the potential dangers to collections from “hot building works” at the Norwich Castle during the Gateway to Medieval England Project. In reply, the Assistant Head of Museums said that the fire safety systems at the Castle Museum had been improved; safety measures had been discussed with the building’s insurers and would be discussed further with the contractor when one was appointed.

10.4 The Joint Committee noted that the evidence showed that all the risks on the register were being managed to an appropriate level and that there were no risks rated Red.

10.5 The Joint Committee resolved to agree to the following:

The active and dormant risks included in appendices A and B to the report.

11 Norfolk Museums Service – Performance & Strategic Update Report

11.1 The annexed report (11) by the Assistant Director, Community and Environmental Services was received.

11.2 The Joint Committee received a report that provided progress with performance over the current financial year 2019/20, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other strategic developments, NMS fundraising and delivery against the Arts Council England and Heritage Lottery Fund programmes.

11.3 During discussion, the following key points were noted:

- The Joint Committee was pleased to be able to note that total visits across the 10 museum sites for the period 1 April 2019 to 30 September 2019 were 239,078 compared to 233,055 for the period 1 April 2018 to 30 September 2018, a 3% increase overall. The positive year-to-date figures reflected a

strong exhibitions and events programme across the 10 museums and more varied weather than during the summer of 2018.

- An early masterpiece by Joseph Mallord William Turner, Walton Bridges, had been acquired following generous grants from The National Lottery Heritage Fund, the Art Fund and a private donor. The acquisition was the first Turner oil to enter a public collection in the East of England where it complemented existing British landscape paintings by John Constable, Thomas Gainsborough, and artists of the Norwich School, including John Sell Cotman and John Crome.
- Lines of Sight: W.G. Sebald's East Anglia', also received significant national and international interest when the exhibition opened at Norwich Castle in May and had continued to generate interest internationally.
- Development work was progressing well in terms of 2020, a year in which a series of high-profile Norfolk projects and anniversaries would be delivered with the branding work now completed.
- Following approval by Norfolk County Council's Cabinet on Monday 10 June, permission was given to go out to tender for the construction contract for the Castle Keep project. Evaluation of the construction tender returns was currently underway. Further details about progress with the project would be provided directly to Members after the completion of the tender process or at the next meeting of the Joint Committee.
- It was noted that Eastern Area Learning Team had supported a successful £1.1m funding application to Arts Council England to deliver a new Creative People and Places programme (CPP) which would be the subject of a separate report to a forthcoming meeting of the Great Yarmouth Area Museums Committee.
- NMS was successful in its application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22. NMS was awarded £4.812m for the four-year period.
- In addition to the NPO application, the Service had submitted a successful application to continue as one of the nine national providers of Museum Development services through SHARE Museums East (SHARE Museums East was now described as a Sector Support Organisation or SSO). NMS was awarded £1.745m for the four-year period.
- The Joint Committee noted that good progress continued to be made with the North Norfolk District Council (NNDC) in the delivery of new external interpretation boards across the North Norfolk Coast along with a digital App which allowed visitors to interact with the environment through the use of augmented reality.
- The Joint Committee discussed the feedback that the NMS had received following its annual assessment by Arts Council England. One of the many strengths recognised by Arts Council England was the push to be more representative with communities with events such as Festival of Norfolk & The Punjab and Pride to the People exhibition, however, the Arts Council had said that more effort was needed to diversify the workforce and to ensure a more diverse range of community voices at Joint Museums Committee meetings.
- It was suggested that the Joint Committee should consider at the next meeting whether to appoint an additional co-opted non-voting Member to represent minority interests and that Mr Danny Keen, who had previously assisted the NMS with the Black History Project, might be interested in taking up such a position on the Joint Committee. If Members had an alternative proposal, then they were asked to contact Mr Steve Miller before the next meeting of the Joint

Committee.

11.4 The Joint Committee resolved:

- 1. To note progress against the key performance indicators for 2019/20 including total visits and school visits.**
- 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project.**
- 3. To note progress in terms of key Arts Council England and National Lottery Heritage Fund programmes for 2019/20.**
- 4. To ask for a report at the next meeting recommending an additional co-opted non-voting member is appointed to ensure a more diverse range of community voices are heard at Joint Committee meetings.**

12 To Receive a presentation from the 2019/20 Teaching Museum Trainees

12.1 Members were introduced to the 2019-20 cohort of museums trainees who delivered a huge range of impressive projects and programmes across the county. Each of the trainees gave a presentation that explained the wide range of work that they undertook for the NMS and answered questions from Members about their work.

12.2 It was noted that the current Museum Traineeship would come to an end in March 2020 and that steps were being taken to fill the positions for 2020/21.

13.4 The Joint Committee resolved to place on record thanks to the 2019/20 cohort of trainees for their detailed presentations and to wish them well in their future careers.

The meeting concluded at 4.10 pm.

Chairman

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Area Museums Committee

Minutes

Wednesday, 08 January 2020 at 10:00

PRESENT:

Councillor Freeman (in the Chair); Councillors Cordinor-Achenbach, Lawn, Mogford, Robinson-Payne & Scott-Greenard.

County Councillor Thirtle.

Mr A Smith, Mr C Stott, Dr R Hanley & Ms S Johns (Norfolk Museums Service).

Mrs C Webb (Executive Services Officer).

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Jeal, Smith-Clare & Thompson.

2 DECLARATIONS OF INTEREST

There were no Declarations of Interest declared at the meeting.

3 MINUTES

The minutes of the meeting held on 24 September 2019 were confirmed.

4 MATTERS ARISING

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

5 NMS REPORT 8 JANUARY 2020

1 Exhibitions at Time and Tide

1.1 Tattoo: British Tattoo Art Revealed (19 October 2019 – 8 March 2020)

Our current exhibition Tattoo: British Tattoo Art Revealed opened on 18 October with a private viewing event. This is one of the most ambitious touring exhibitions brought into Time and Tide Museum, in both the scale and quantity of loaned artworks. Curated by the National Maritime Museum Cornwall (NMMC), the exhibition received funding from the National Lottery Heritage Fund, Arts Council England, Sir John Fisher Foundation and Garfield Weston Foundation. The exhibition largely comprises of loaned Tattoo artworks from several private collectors, alongside key contemporary 'hyper-realistic body sculptures' featuring Tattoo art commissioned by NMMC.

Following consultation with the NMMC exhibition curators, we were able to negotiate the inclusion of Great Yarmouth Museums objects into the exhibition within the relevant sections. These include a Maori 'feeding funnel' and pieces of sailor scrimshaw. At the private view the exhibition NMMC Curators Derryth Ridge and Dr Matt Lodder declared our scrimshaw to be the best examples they had seen.

The exhibition deals with some important topics including the traditional tattoos of world cultures such as Tahitian and Maori body tattoos. The theme of women and tattooing is explored through the story of Jessie Knight – the first female British mainstream tattoo artist who was active from 1940 – 1970. The exhibition is chronological in design and covers all periods of British tattoo history up to present day, with a wall of '100 Hands' created by leading contemporary tattoo artists. This has been a particular draw for our Youth

Engagement team, who have been using the '100 Hands' as a backdrop for several of their sessions, including working with local Young Offenders and those identified as at risk of offending. These young people have been invited in for special out-of-hours Tattoo exhibition tours with the Exhibition Officer, followed by art-based sessions with the Youth Engagement team where the young people have an opportunity to design and create their own realistic hand cast and tattoo design.

Other Youth Engagement projects centred around the exhibition focus on the creation of a documentary film produced by the 'Young Communicators' group where local tattoo artists have been interviewed along with a photography exhibition and showcase of local artists and their stories.

In the same way as exit feedback data was collected for Medieval Medicine and Circus! Show of Shows, staff are also gathering feedback data from visitors to the exhibition in addition to the usual comment cards. The exhibition is scoring highly on overall feedback. Early analysis of the Tattoo exhibition data suggests a younger visitor demographic to those who attended the Circus exhibition during the same period last year and over the summer period. This data is from a small selection of 28 surveys from the beginning of the exhibition run and so needs further analysis. Staff are asking similar questions as in previous exhibitions to ensure that data is comparable between shows, whilst also asking whether the visitors have a tattoo or their perceptions of tattooing as an artform have been changed as a result of viewing the exhibition.

1.2 Forthcoming Exhibitions

May the Toys Be With You (28 March 2020 to 13 September 2020)

Private viewing date: Friday 27 March 2020

May the Toys Be With You is our next exhibition opening to the public on 28 March 2020 and running throughout the summer period until 13 September 2020. The private view will be held at 5.30pm on the 27 March 2020. This exhibition, featuring vintage Star Wars toys and original cinema posters, has previously broken attendance records at Leicester New Walk Museum. With the new film released in December and a BBC documentary on the history of the toys airing in the spring (written by David Whitely from the BBC Eastern team) it is hoped that the exhibition will capture the imagination of our summer visitors. A long lead marketing programme is now underway, with a press release sent out to quarterly magazines published in the spring to coincide with the launch of the film.

The exhibition is the product of one collector - Matt Fox, from the Engineering Development Trust. Matt has been an avid Star Wars fan from a young age and began collecting the toys in the late 1970's when the first film was released. From here a lifelong passion for the toys grew and he has amassed hundreds of figurines, playsets and rare collectables as a result of his passion

and the success of the movie franchise. Collector Matt Fox says: “May the Toys Be With You is both a celebration of the now highly collectable vintage toy line and also of the iconic design work and art of the Star Wars movies.”

There are set to be over 300 individual items on display, including ‘mint in box’ limited edition figurines, rare toy moulds and unreleased prototype designs. However, the exhibition does not just deal with toys. Other key exhibits include two full size Stormtroopers guarding a life-size model of Han Solo frozen in Carbonite and a full-scale replica of Darth Vader’s helmet, signed by John Mollo who was the designer responsible for the original costume concept and several of the vintage movie posters. The exhibition also deals with the unfortunate legacy of the toys – with them all being made of plastic, a keen environmental topic today. The story of the Palitoy factory in Leicester is told alongside the sad news of unsold toys ending up in landfill. The merchandise earned even more than the films. The toys of Star Wars took the world by storm and became the must-have playthings for an entire generation. From 1977 to 1985 an estimated 300 million action figures were sold. Visitors will have the chance to dress up in Sith and Jedi robes thanks to the hard work of our volunteer ‘Stitchers’ group who have lovingly recreated some of the costumes from the films. A series of events and family workshops will also be built around the exhibition.

Fisherwomen (3 October 2020 to 7 Mar 2021)

Following May The Toys Be With You we turn our attention to an exhibition with strong local links. Fisherwomen is being co-produced between the museum and award-winning portrait photographer Craig Easton. The exhibition follows the traditional journey of the Herring fishing fleets down from Scotland in the Spring/Summer through to Great Yarmouth in October/Winter. Craig Easton is a prize-winning photojournalist and his project has received funding from Arts Council England and other corporate sources. Split into three parts, ‘Journey’, ‘Heritage’ and ‘Today’, the exhibition is part landscape photography, part historical. The exhibition includes photographs of surviving Scotch Fisher Lassies who are now in their 90’s and 100’s and features their personal photographic archives and collections of objects. The contemporary section of the exhibition deals with the hidden histories of women working in the fishing industry today.

The exhibition includes a commission of three photographic prints of local women which will be added to the Great Yarmouth collections, forming an important contemporary record of women working in the industry in the town today. Part of the exhibition has been on display in Montrose in Scotland and at Hull Maritime Museum, bringing the story from Scotland to Yorkshire. In summer 2020 the exhibition will be on display at the Scottish Fisheries Museum, prior to full display and a symbolic ‘journey’ to Great Yarmouth. The new Great Yarmouth / Lowestoft work and existing Scottish / Yorkshire images will appear at Time and Tide Museum for the finale of the tour. Time and Tide will therefore have the most complete version of the exhibition on show out of the five proposed venues.

The exhibition has a focus on the forgotten story of women in the fishing industry but also some strong links to migration – featuring the images and stories of migrant workers who work throughout the fishing industry in the UK today, often unseen. Examples include stories from Asia, Africa and Eastern Europe. The exhibition also offers a snap-shot of early 21st century fish processing and the women performing their key roles today, in the same way that the Scottish Fisher Lasses were a snapshot of the early 20th century fishing industry. The museum is exploring the possibility of borrowing artworks and photographs from Anstruther and St Andrews University Archives. The exhibition follows the success of the Only in England photography exhibition in 2017. It is anticipated that with stronger local themes, this new exhibition will have even more appeal to our local visitors.

2. Events

2.1 October half term events

In October we hosted specially curated events that were open and accessible for everyone, as part of our Open October initiative.

Starting the half term activities on 21 October was our annual Herring Day event (259 visitors). Activities included Patricia the Fisher-girl chatting to visitors about the gutting and preparation of herring and what her job was like. Visitors could also walk on the wild side with the Suffolk Wildlife Trust, finding out about our coastline with dressing up and games. There was also face painting, fishy folk crafts and gansey knitting demonstration from our volunteer Anne. We were joined by the Great Yarmouth Community Choir who filled our smokehouses with shanty and sea themed songs. All the activities throughout the day were supported by a BSL interpreter. Seaside Heritage Project Officer, Patricia Day, prepared an interactive and descriptive tour on the day suitable for visually impaired visitors, exploring some highlights from our permanent collections as well as our new Tattoo exhibition.

Other events included the Family Friendly Autism Day (141 visitors) on 24 October. We reduced the volume of our interactive displays and added a selection of hands on specifically considered craft activities. A Twilight Time autism-friendly Open Hour was also introduced. This was a free open hour for families to enjoy the museum as a quiet environment with projections and sound switched off. Several new families to the area enjoyed the space for a little while within this time.

Finally, the Getting Skin Deep event on the 25 October (100 visitors) gave visitors the chance to have face or arms painted, create sugar skull inspired masks and hanging swallows. Print to the People were onsite and designed a sailor tattoo themed printing activity.

All our access events were kindly supported by the Making Waves Project.

Feedback from our visitors:

'Today was special for us as there was a British Sign Language interpreter at

the event so deaf visitors like my son could feel included in the talks and activities.' Ann on Herring Day

'So glad we came and pleased that these types of events are available. It's a shame we couldn't stay longer!' Twilight Time- Autism Friendly Open Hour
'The face painting and printing were a fantastic added extra for a special trip'
The Leeders, Getting Skin Deep

At Elizabethan House Museum and the Tolhouse Gaol Museum a little Halloween magic was available with our Double Bumper History Day: Wicked Witches and Furry Familiars. Jointly welcoming 261 visitors, participants were able to explore the real stories of witches as well as the folk tales that evolved from them to creating their own flying witches on broomsticks. Alongside this we delved into the world of a medieval apothecary with the event Apothecary's Potions. Much to the disgust of parents and joy of the children, visitors explored the apothecary's chest to find out about the weird, gross and sometimes wonderful cures that would have been made in the medieval period.

2.2 December event - Christmas Time and Tidings

Staff and visitors joined together and enjoyed the Christmas spirit at the Time and Tidings evening event held on Friday 13 December from 5pm to 8pm. This was a free evening event where children could visit Father Christmas for a fee and received a gift set from him, alongside other children's activities such as the Christmas craft station. Festive music throughout the museum provided by the enthusiastic St Georges Community Choir (284 visitors enjoyed the event with 72 children visiting Father Christmas).

2.3 Winter Talks

The Friday Winter talks schedule began again in October This series started with Angela Bishop talking about Any Old Iron - Memories of Street Sellers and Tradesmen. A humorous talk with lots of anecdotes and a chance for the audience to share their memories; some interesting ones about the milkman, chimney sweeps and where people use to keep their coal store. We also revisited previously popular subjects including Titanic: The White Star Company and The Rise and Fall and Medieval Medicine. Other topics have included Witch Posts, Modern Day Knights, Garden Collections at Gressenhall Farm & Workhouse, Winter Festivals through History and the World and Axolotls – Water Monsters of Mexico.

3. Other museum projects and developments

3.1 New displays for Time & Tide

Over the winter period, a number of redisplay projects and gallery interventions are taking shape across the Great Yarmouth Museums sites. At Time and Tide the 'Maritime Trades' Gallery has undergone a refresh of the displays thanks to a grant from Withy Arts a local traditional basket making

arts group. Through funding they received from the National Lottery Heritage Fund, they have produced a series of historical films charting the rise and fall of the basket industry in Great Yarmouth and the key role it played in the fishing industry. With their support, we have been able to include their films on a new touchscreen interactive within the gallery. We have also commissioned interviews with other local people who have a history in the other maritime trades, such as Coopers, Shipwrights and Boatsters. These important oral histories have been described on new information panels throughout the gallery.

The centrepiece of the new display is a new seven feet high full glass display case, replacing a small display of basket making tools that occupied barely a third of the display enclosure. As a result of this, we have now gone from showing seven basketry tools to displaying 39 tools and historic apprenticeship pieces. The story of a former local basket maker, Brian Sours, is told on a dedicated graphic panel and in further video clips contained on the touch screen.

3.2 Titanic display

A display space is also being created to showcase stories of Norfolk people caught up in the Titanic disaster. Working alongside the Norfolk Titanic Association, we have been able to research these important local stories and borrow period pieces, mostly crockery, from the sister ships to the Titanic, the Britannic and Olympic. A Morse code machine, of the same design used aboard the Titanic, will teach visitors about this important form of communication and the development of early radio signals. We hope to have this completed in time for the Easter holiday. We are also working closely with Royal Museums Greenwich to agree the loan of Titanic objects from their collection, including potentially another pocket-watch.

3.2 Tolhouse Gaol Museum

At the Tolhouse Gaol Museum, a temporary display is being worked on to mark the 60th Anniversary of the building reopening to the public as a museum following its near destruction in the Second World War. This temporary display will feature photographs taken before the bombing raid in 1941, the damage afterwards and a series of photographs taken by Percy Trett of the subsequent 19 years of reconstruction work. Visitors to the exhibition will have a chance to share their memories of the building and learn more about the history of one of the oldest buildings in the town. The official 60th Anniversary is in June.

4.0 Learning

4.1 Schools

Titanic: Hope & Glory

The second half of the Autumn Term has been a busy one for the schools team, including the relaunch of the successful schools event Titanic: Hope & Glory. The event has already proved popular and is the perfect stimulus for Literacy writing in school. We also have the new Titanic gallery display area coming soon to Time and Tide Museum, which will include information on Norfolk Survivors and which will further strengthen this offer.

Literacy Intervention

We have also been busy working on a literacy intervention project with pupils from St George's Primary School, as part of our ongoing Stories of the Sea project funded by the DfE. A group of Year 5 students have been visiting the museum each week on a Tuesday afternoon since September. The students have been identified by the school as needing additional support with writing and our project aims to use museum collections to inspire them. The group of ten pupils have been working with our learning officer using museum art and objects as stimulus for narrative story writing. The results have been very promising so far, with reluctant writers producing elaborate and creative stories inspired by collections including paintings by William Joy, Manby's life saving equipment and mythical creatures in the Tattoo exhibition. The project will run until the February half term and if the evaluation demonstrates a measurable impact on attainment for these students, we will be able to offer the package to other local schools.

WWI Event

The pilot for our updated WW1 event proved to be a successful day. The event is now offered as a joint offer with St George's Theatre after Debbie Thompson, the theatre Director, kindly agreed to allow us to keep our replica bi-plane there. The plane is an important part of the story of Major Egbert Cadbury a First World War pilot stationed in Great Yarmouth, decorated for his part in shooting down a Zeppelin. Pupils now visit the Time and Tide Museum and meet a WW1 nurse and a soldier before embarking on a guided walk to the theatre stopping at the site where the first civilians tragically lost their lives in a Zeppelin raid in 1915. We then visit the WW1 war memorial in St George's Park before enjoying an engaging session at the theatre with 'Major Cadbury'. The teachers and pupils from Martham Primary School enjoyed the day commenting on how much they learnt about the local area. They also sent us some impressive writing showing us just how valuable the day was to their learning.

Youth Engagement

4.2 Kick the Dust – Norfolk

The NMS-wide Kick the Dust: Norfolk project - which is funded by the National Lottery Heritage Fund – is continuing to develop in Great Yarmouth.

YMCA - Young people from YMCA residences worked alongside museum staff over several weeks to devise two bespoke escape rooms at the Tolhouse Gaol Museum on the themes of Witchcraft and Piracy. They delivered both as part of the national 'Museums Take Over Day' initiative in November and museum staff, other YMCA members and St Georges Theatre staff took part. They are busy shaping their own programmes for next year as part of the Kick the Dust project.

4.3 The Young Communicators group

Thirteen young people aged 16-25 are registered with the Kick the Dust funded Young Comms team, providing a media, research and project team for our museums. Eight are actively taking part in discreet projects. Members of the group have been drawing their inspiration from the Tattoo Exhibition and working alongside Exhibitions Officer Philip Miles to create their own exhibition of studio portraits and objects donated by local tattoo artists. Other members have been working with East Coast College film tutors to make a short film featuring Norfolk based Tattoo artists, including John Capon, the longest standing tattoo artist in Great Yarmouth. All their work will be exhibited at Time and Tide Museum in the new year.

Young Comms members have been 'queering' collections at Time and Tide Museum. They have been thinking about collections created by, depicting or claimed by the LGBT+ community. This month the young people are devising their own social media posts and 'taking over' Norfolk Museums social media platforms. To help them with their work, we held a session with the Norwich Millenium Library curators of Desire, Love, Identity: exploring LGBTQ histories, a British Museum Partnership Exhibition. Additionally, we visited the Victoria and Albert Museum in London and took part in an LGBT+ tour of their collections.

4.4 Make Yarmouth

This weekly creative session has experienced a large boost in attendance in recent weeks. There are now sixteen young people regularly attending and others attending occasionally. Most of the group are referred through NCC Children's Services (Prospects & Early Help Hub) because they are experiencing social, emotional or learning challenges. The young people have really enjoyed visiting a range of heritage sites in Great Yarmouth including St Georges Theatre, the Hippodrome Circus and all of the Norfolk Museums Service museums in Great Yarmouth, making creative responses including theatre props & heritage cooking. They particularly liked testing the YMCA-devised Escape Room at Tolhouse Gaol Museum. The group are clearly expressing preferences and starting to influence future planning. They will be based at Time and Tide Museum in the new year.

4.5 Saturday Art Club

In September our Saturday Club began its 4th year by covering illustration, design, drawing and photography in anticipation of the Tattoo exhibition opening. The group had an inspirational session with illustrator and tattoo designer Tristan Howe in which they designed and made their own tattoos, and they also produced work for the national 'self-portrait' exhibition in London, creating two colour lino prints incorporating the many things that inform their identities. We visited the V&A to see the Tim Walker photography exhibition, which initiated their Silver Arts Awards, and finished the term with a photography-projection session with local artist Genevieve Rudd. Next term sees us focus more on fashion, its environmental impacts and what could be done to address these. We look forward to a very special masterclass with fashion designer Juliana Sissons and designer Tom Meades.

4.6 Horatio House and Elizabeth Ferretti

In November young people from Horatio House took part in a day of activities at Time and Tide Museum with writer Elizabeth Ferretti and our schools team. Twelve students joined us for a WWI session where they were taken back in time to experience what it was like in the trenches, how dare-devil airmen tackled a zeppelin and how to run a field hospital treating battlefield casualties. Following this Elizabeth Ferretti ran a workshop back at Horatio House to create short stories based on their experiences at the museum, showing them techniques for producing characters or scenes without the pressure of 'writing a story'. This was successful and we had the beginnings of some strong stories emerging. This was intended to be the first of a series of activities with Horatio House at our Museums, but this now looks unlikely due to the insolvency of the Great Yarmouth Community Trust.

4.7 Creative, People and Places – Freshly Greated

As a consortium member for this ACE funded programme, the Creative Collisions youth arts charity based at Time and Tide Museum has been involved in the first year of business planning and recruitment of the staff team. In January and February we will be taking a leading role in consulting with children and young people in schools, colleges and youth groups who reside or operate in the CPP target areas of South Yarmouth, Cobholm and Magdalen in Gorleston.

4.8 Enjoy – Great Yarmouth

Our Learning Manager continues to chair this Local Cultural Education Partnership on behalf of the Festival Bridge. The main focus of current activities is delivering our part of the Making Waves Together project including development work with our network of Culture Schools and running termly CPD training sessions for local teachers. On 24 April 2020 we will be running a conference at St Georges Theatre with Original Projects. This will explore ways in which 'sharing economy' practices could help to develop the local arts and culture scene and help to engage local communities in the Creative people and Places project.

We are now actively seeking funding to continue the development work supported by the Making Waves Together project. We are approaching local Trusts to fund two projects. The first will enable us to develop a group of young activists and would be led by Young Norfolk Arts. The second would support schools to develop students creative thinking and would be led by Original Projects.

5. Visitor numbers

Time and Tide	Elizabethan House	Tolhouse	Gaol
Admissions YTD	-4%	-5%	-7%
Income YTD	3%	9%	-8%
Retail YTD	-7%	6%	-29%

Detailed visitor figures will be circulated at the meeting.

RESOLVED:-

That the Committee note the report.

That the date for the next Area Museums committee meeting be confirmed as Wednesday 4 March 2020 at 10 am in the Education Room, Time and Tide Museum.

6 NMS COLLECTIONS POLICY

Samantha Johns, Collections Development Manager, outlined the salient areas of the Collections Development Policy as follows:-

Names of museums: Norwich Castle Museum & Art Gallery; Museum of Norwich at the Bridewell; Stranger's Hall; Royal Norfolk Regimental Museum; Gressenhall Farm & Workhouse; Lynn Museum; Ancient House Museum of Thetford Life; Cromer Museum; Time & Tide Museum; Elizabethan House; The Tolhouse.

Name of governing body: The Joint Museums Committee of Norfolk County Council

Date on which this policy was approved by governing body: July 2018

Policy review procedure: the Collections Development Policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: July 2022

Arts Council England will be notified of any changes to the Collections Development Policy, and the implications of any such changes for the future of collections.

Background to the Policy

This policy sets out the principles that will provide the partners to the Joint Museums Agreement and staff of Norfolk Museums Service (NMS) with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme. It is based upon the template provided by Arts Council England for museums applying to the Accreditation Scheme, last updated in 2014.

Implementing the policy will enable museums of NMS to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections. It provides a basis for open and transparent decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to:

- material which NMS museums own or to which they intend to acquire legal title
- material which the NMS museums own and have accessioned into their collections or intend to own and accession into the collection.

The acquisition, management and disposal of collections will flow from:

- the Joint Museums Agreement and statement of purpose
- the legal basis on which the collections are held
- the public benefit derived from the effective use and management of the collections
- an assessment of the needs of the museum's collections
- the collections held by other museums and organisations collecting in the same or related geographic areas or subject fields.

Ownership of the collections

NMS is managed under a Joint Museums Agreement, established in 1974 and last re-negotiated in 2006, between Norfolk County Council (NCC) and district councils (Norwich City Council, North Norfolk District Council, Great Yarmouth Borough Council, King's Lynn & West Norfolk Borough Council, Breckland District Council, South Norfolk District Council and Broadland District Council). Material acquired by a museum is understood to be owned by the partner council in whose district the museum resides but managed by the Joint Museums Committee. The agreement acknowledges that in the event of the ending of the Joint Museums Agreement the collections revert to the district, except for material that was specifically acquired with purchase funds provided by Norfolk County Council.

Any disposal of collections will be approved initially by Area Museum Committees (representing the interests of the district) and ultimately by the full Joint Museums Committee.

The collections of the Royal Norfolk Regimental Museum are owned by the Trustees of the Royal Norfolk Regimental Museum, and accordingly disposals are approved by them.

1. NMS Statement of Purpose

Norfolk Museums Service is a multi-award winning service comprising ten museums and a study centre. The Service aims to inform and inspire people's interest in the cultural and natural heritage of Norfolk, and address relevant contemporary issues by:

- Collecting, preserving and interpreting material evidence of the past
- Stimulating creativity, inspiration and enjoyment
- Providing an enjoyable way to learn throughout life
- Engaging with the widest possible audience
- Enriching people's lives and creating a sense of place and identity
- Enabling people to understand and value other cultures

NMS is one of 16 Major Partner Museums receiving substantial revenue funding from Arts Council England in order to achieve ACE's strategy for the arts and culture sector:

- Goal 1. Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2. Everyone has an opportunity to experience and be inspired by the arts, museums and libraries
- Goal 3. The arts, museums and libraries are resilient and environmentally sustainable •
- Goal 4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, NMS has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons and due diligence must be exercised before consideration is given to any acquisition to the collection, or the disposal of any items in NMS' collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

NMS recognises its responsibility, when acquiring additions to its collections,

to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

NMS will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that NMS can acquire a valid title to the item in question. This procedure will be in line with NMS Due Diligence Policy.

NMS will not undertake disposal motivated principally by financial reasons

2. History of the collections

NMS' collections have disparate origins. Further details about the history of individual collections are given in the appendices for each museum:

- Appendix 1 Norwich Castle Museum & Art Gallery
- Appendix 2 Museum of Norwich at the Bridewell
- Appendix 3 Strangers' Hall
- Appendix 4 Royal Norfolk Regimental Museum
- Appendix 5 Gressenhall Farm & Workhouse
- Appendix 6 Lynn Museum
- Appendix 7 Ancient House Museum of Thetford Life
- Appendix 8 Cromer Museum
- Appendix 9 Time & Tide, Elizabethan House, Tolhouse (Great Yarmouth Museums)

3. An overview of current collections

The collections of NMS reflect the history and character of the county of Norfolk. Due to earlier collecting practices there are also collections of non-local material with wider historic and cultural significance.

- Norwich Museums collections comprise:

Norwich Castle Museum & Art Gallery with specialist Designated collections of archaeology, fine and decorative art, and natural history. The museum also holds a nationally-significant costume and textiles collection. The curatorial offices and many of the collections of NMS are housed at the adjacent Norwich Castle Study Centre in the Shirehall.

The Museum of Norwich at the Bridewell and Strangers' Hall Museum have the bulk of the social history collections, with Strangers' Hall concentrating on domestic life and the Museum of Norwich on the story of Norwich, its communities and trades and industries.

The Royal Norfolk Regimental Museum houses the regimental collection and since 2013 has formed part of Norwich Castle Museum.

There are also important ecclesiastical collections from the former St. Peter Hungate Museum (closed 2001), which are now housed mainly at the Museum of Norwich and the Norfolk Museums Collections Centre at Gressenhall.

- Gressenhall Farm and Workhouse houses a county-wide collection reflecting the rural way of life of the county, principally of the 19th and 20th centuries. New displays and archives relating to the stories of people who lived and worked in the workhouse. The site also includes the Norfolk Museums Collections Centre, the central store for collections from across NMS.
- Lynn Museum reflects the history and character of King's Lynn, west Norfolk and the Fens, including a Bronze Age timber circle from Holme-next-the-Sea.
- The Ancient House Museum of Thetford Life reflects the history and character of Thetford and Breckland.
- Cromer Museum reflects the history and character of Cromer and its environs. It has a strong collection of photographs of the town.
- Great Yarmouth Museums comprise Time and Tide, the Tolhouse Museum and Elizabethan House Museum. Their collections chiefly reflect the history and character of Great Yarmouth and its connections with the sea.
- Further details about individual collections, also details relating to themes and priorities for future collecting and disposal are given in the appendices for each museum:

Appendix 1	Norwich Castle Museum & Art Gallery
Appendix 2	Museum of Norwich at the Bridewell
Appendix 3	Strangers' Hall
Appendix 4	Royal Norfolk Regimental Museum
Appendix 5	Gressenhall Farm & Workhouse
Appendix 6	Lynn Museum
Appendix 7	Ancient House Museum of Thetford Life
Appendix 8	Cromer Museum
Appendix 9	Time & Tide, Elizabethan House, Tolhouse (Great Yarmouth Museums)

4. Themes and priorities for future collecting

While historically each museum has had its own collecting policy, NMS takes a county-wide approach to its collecting ambitions. It is also reviewing and rationalising the collections which it holds.

General aims in collecting applicable to all NMS museums and collections:

To enhance the existing areas for collecting for individual departments and museums, these are described in the appendices for each museum / department.

The main collecting area is Norfolk and collections relating to the county, potentially covering all periods from prehistoric to modern. Acquisitions will include material originating from, used in or with strong connections with Norfolk and people and institutions connected with the county. Exceptions may include:

- Certain subject areas where it is desirable to collect from outside the county on a limited basis in order to place the Norfolk heritage in context.
- Where the administrative boundary of the county falls awkwardly across natural features it may be desirable to extend collecting to a limited extent. This will be subject to an understanding with neighbouring museums.
- In order to enhance the collections in selected cases where the existing collection is not primarily based on the collecting area of Norfolk, for instance in Fine and Decorative Art or Archeology.

Digital collecting: the acquisition of born-digital material, this is subject to the same policies and decision-making processes as other object types. This is an emerging area of collections development, we will work with stakeholders, for example the NRO, and professional advisors in establishing robust procedures for collecting and archiving born-digital material.

- Photographic collections are generally referred to Norfolk Library & Information Service; archival collections are generally referred to Norfolk Record Office. See section 8 Archival holdings for more detail.

5. Themes and priorities for rationalisation and disposal

NMS recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional and ethical standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

For rationalisation and disposal themes and priorities for individual museums see the appendices for each museum / department.

6. Legal and ethical framework for acquisition and disposal of items

The museum recognises its responsibility to work within the parameters of the

Museum Association Code of Ethics when considering acquisition and disposal.

7. Collecting policies of other museums

Norfolk Museums Service will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museums/organisations:

- 100th Bomb Group Memorial Museum
- Bishop Bonner's Cottage Museum
- Bressingham Steam Museum
- Diss Museum
- Fakenham Museum of Gas & Local History
- Mundesley Maritime Museum
- Museum of the Broads
- Nelson Museum
- RNLi Henry Blogg Museum
- Sheringham Museum
- Swaffham Heritage
- True's Yard Fishing Heritage Museum
- William Marriott Museum and North Norfolk Railway
- Wymondham Heritage Museum

For individual NMS museums, detailed references to the collecting policies of other museums can be found in museum / department appendices:

In addition, NMS recognises the collecting policies of other national and regional museums and will consult with those organisations before collecting material which may complement their collections. NMS also recognises and will consider the collecting policies of non-Accredited museums and other heritage organisations which aim to keep collections within the public domain. It will maintain relationships with organisations in Norfolk and further afield, including members of the Museums Norfolk group, the History of Advertising Trust, the National Trust, and English Heritage.

NMS will pay particular attention to the collecting policies of Norfolk Library & Information Service and Norfolk Record Office, as described in Section 4, Themes and Priorities for Future Collecting.

8. Archival holdings – photographs & archives

NMS has historically collected photographs and archives. These collections are no longer added to, except in the circumstances described below.

Photographic collections

Photographic collections are held by all NMS departments and museums, and span the period 1840s to the present day; the bulk of collections date to the late 19th to early 20th centuries and 1970s to 1990s. Overall they comprise a very significant visual record which contributes significantly to the regional and national photographic heritage.

The Local Studies Library of Norfolk Library & Information Service (NLIS) is the primary collector of historic photographic material in Norfolk. It collects photographs related to Norfolk from across the whole of the county and covering all subject areas. For this reason it is important to avoid duplication in collecting across NCC Cultural Services.

NMS museums will collect only photographs which add context to or complement objects already in its own collections. Significant photographic material, whether single images or whole collections (including albums), will only be acquired in consultation with the NLIS Local Studies Library. NMS Museums should direct all photographs unconnected to their specialist subject areas to the NLIS Local Studies Library.

Archives

Archives are held by all NMS departments and museums, and span the medieval period to the present day. The most significant archives are held by the Archaeology Department of Norwich Castle Museum, and includes material relating to Norwich Castle as a prison.

The Norfolk Record Office (NRO) is the primary repository of archives in Norfolk and collects material from across the county covering all historical periods to the present day and from all subject areas. As with photographs it is important to avoid duplication in collecting across NCC Cultural Services.

NMS museums will collect only archival material which adds context to or complements objects already in its own collections. Significant archival material, from single items to entire archives, will only be acquired in consultation with NRO.

9. Acquisitions

The policy for agreeing acquisitions will be managed by an Acquisitions Committee.

The Committee comprised of relevant curators, representatives from collections management and conservation departments, will convene to make decisions about potential acquisitions. Taking into consideration the individual collecting policy and resource implications.

Curators are required to provide sufficient information about the proposed acquisition to enable the Committee to come to a decision on whether to accept or reject a proposal. Information should include:

- Brief details of the object, including dimensions and condition
- A completed due diligence checklist and risk assessment
- The particular reason(s) the object is proposed for collecting, including its relevance to the museum's own collecting policy
- Details of proposed storage location
- Details of potential risks: physical or reputational

In exceptional cases the Committee may agree to retrospective approval of an acquisition. This will be where:

- The curator has carried out due diligence and risk-assessed the acquisition, has a clear idea of its significance to the collecting policy, and is able to identify suitable storage; and:
- it was not possible to consult about the acquisition due to pressures of time. For example, an offer which would be withdrawn if not collected immediately; or one which requires urgent fundraising and a Committee cannot be convened in time.

Once agreed, Spectrum entry procedure and documentation as outlined in the NMS Documentation Procedural manual is to be completed.

10. National and International Standards

NMS will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, NMS will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Digital Culture, Media and Sport (DCMS) in 2005.

This will be identified in accordance with the NMS Due Diligence checklist.

11. Human remains

NMS holds human remains from any period, as such it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

NMS does not hold or intend to acquire any human remains under 100 years old.

This will be identified in accordance with the NMS Due Diligence checklist.

12. Biological and Geological material

NMS will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, such as the 1973 Convention of International Trade in Endangered Species of Wild Fauna and Flora (CITES) or the Wildlife and Countryside Act 1981, and taking into consideration The Ivory Bill 2018. This will be identified in accordance with the NMS Due Diligence checklist.

13. Archaeological material

NMS will not acquire archaeological material in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures. This will be identified in accordance with the NMS Due Diligence checklist.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

14. Exceptions

Any exceptions to the above clauses will only be because NMS is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases NMS will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. NMS will document when these exceptions occur.

15. Spoliation

NMS will use the statement of principles issued by National Museums Directors Conference on 'Spoliation of works of Art during the Holocaust and World War II period' in 1998, updated 2016

16. The Repatriation and Restitution of objects and human remains

NMS's governing body, acting on the advice of the NMS professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in

2005), objects or specimens to a country or people of origin. NMS will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

17. Disposal procedures

All disposals procedures will be undertaken with reference to the Spectrum Primary Procedures on disposal, the Museums Association (MA) Code of Ethics and MA disposal toolkit.

Disposal for financial reasons is not an route for disposal of NMS collections

NMS Disposal Committee comprising the Chief Curator, Departmental Curator, Collection Development Manager, Registrar, Head of Conservation will recommend to AMC and JMC objects for disposal.

A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of NMS' governing body acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift directly to other Accredited Museums likely to be interested in its acquisition.

If the material is not acquired by any Accredited museum to which it was offered as a gift then the museum community at large will be advised of the

intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

The announcement relating to gift will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, NMS may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

Disposal by Exchange

The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

If the exchange is proposed with an Accredited non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's

collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by Destruction

Destruction is an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Objects disposed in this manner will be reported to AMC / JMC retrospectively if the object poses a risk and therefore requires immediate destruction.

7 NMS COLLECTIONS REPORT

The Collections Development Manager reported the background to the ongoing review of collections at Great Yarmouth Museums and recommends deaccessioning a group of social history (ordnance / explosives) items in accordance with the NMS Collections Management Strategy 2018-22, which incorporates the NMS Collections Development Policy (Appendix 1).

1. Background

1.1 Collecting and rationalisation within the NMS is undertaken in accordance with the Collections Development Policy approved by the Joint Museums Committee (Appendix 1). This policy is reviewed every five years and sets out the strengths of the collections, areas for future collecting and constraints on collecting, such as resources, space and expertise. As part of a responsible collections management strategy the NMS undertakes regular reviews of its collections to ensure that material is properly classified and adequately housed and meets legislative requirements. Objects that are deemed unsuitable for retention as part of the core collection are identified and alternative homes found where appropriate.

1.2 To summarise the collections review process, material is proposed for rationalisation which:

- Does not fall within the current collecting policy.
- Is loan material no longer required for display
- Is of good quality but would fit better into another organisation's

collections (including those of Norfolk Record Office and Norfolk Library & Information Service).

- Does not provide important information about Norfolk and its history.
- Has no reasonable expectation of being useful for display or research.
- Has been unethically acquired.
- Is unprovenanced (i.e. has no background information to provide a context).
- 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 natural history specimen that has suffered pest 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).
- Is an unnecessary duplicate.
- Offers no reasonable expectation that NMS will be able to provide suitable levels of curation or collections care.

Meeting one of the above criteria does not automatically condemn any object. Each 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 in line with the NMS Collections Development Policy and the Museums Association Code of Ethics.

1.3. Options for disposal:

There are several ways in which material that is not suitable for the NMS core collections might continue to fulfil a useful purpose including:

- Transfer to another Accredited museum by gift
- Transfer to another public institution by gift
- Return to donor or lender
- Repatriation to country of origin
- Charitable donation
- Set dressing or adapted to repair working objects
- Sale on the open market, or
- Destruction (as a last resort)

Any income generated by sales of objects is allocated to a ring-fenced fund for the purchase of new collections or the care of existing collections.

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

- As required by the conditions of the Museum Accreditation Scheme, and the Museums Association Code of Ethics a notice will be placed in the Museums Journal or on-line equivalent, and any other appropriate specialist publication, advertising the availability of significant material to other Accredited museums.
- Direct contact will be made with any Accredited museums or other public institutions that 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.
- Non Accredited museums will be considered for potential rehoming of objects, this will be reviewed on a case by case basis by the NMS Rationalisation Committee
- Material in which no interest is expressed will be either returned to the core collections, sold at auction or destroyed; these options are reviewed on a case by case basis by the Rationalisation Committee.
- Complete records of all transactions and processes will be kept.

2 Review of social history (ordnance) collections at Great Yarmouth Museums

The collections at Great Yarmouth Museums are regularly reviewed as part of the NMS collections management programme, this includes ensuring that all legislative requirements are met in regard to hazardous materials. As part of a county programme of ordnance audit Sgt Heydon of Merville Barracks Colchester visited GYMS Stores to assess the relevant collections to issue a Certified Free From Explosives Certificate (CFFE). At the time of the visit, some items were found to contain explosives and as such, it was not possible to be issued with a CFFE certificate for these items. Due to the nature of this audit, and small scale of these objects they were removed immediately by Sgt Heydon and taken to Army Melville Barracks Colchester for immediate safe disposal.

MOD Explosive Regulations, DSA03.OME Part 2 (JSP 482) Chapter 27 Annex C states that the CFFE regime is applicable to munitions held in museums. There are a number of museums within the Inspector of Explosives (Army) (IE(A)) area of responsibility, therefore to ensure that all artefacts are safe for exhibition they must be subject to the CFFE procedure.

2.1 A review of these collections has been undertaken in order to:

- Remove threats posed by hazardous material
- Remove threats posed by inappropriate storage conditions
- Ensure that NMS are fully compliant with appropriate legislation

2.2 Following the agreed process, the attached list of objects (Appendix 2) has been identified for retrospective deaccessioning and subsequent destruction.

The objects listed in Appendix 2.1&2 have been identified by the Collections Manager as candidates for retrospective deaccessioning and agreed disposal. The list has been scrutinized by the NMS' internal Rationalisation Committee, which comprised the Collections Development Manager, the Senior Conservation Officer, Registrar, Collections Development Officer.

3 Resource Implications

3.1 Finance: a budget of £1000 may be required to pay for removal firm's charges and possible destruction or rubbish disposal. NMS staff based in Norwich or other sites may be required to visit King's Lynn for advice and their transport costs paid for.

4 Equality Impact Assessment

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

This report has no equality implications.

5 Section 17 – Crime and Disorder Act

There are no Section 17 implications.

6 Risk Implications/Assessment

There is a risk that significant collections will be inadvertently be deaccessioned, or that material acquired with external funds will be disposed of without permission. These risks have been managed in the following ways:

- The collections review has been undertaken following good practice guidelines set out by the Museums Association and Arts Council England. This ensures that any legal considerations and the public interest, such as past donors or funders, have been considered.
- The Curator and Collections Manager has used their knowledge to identify objects appropriate to this review, using the NMS Collections Development Policy for reference. The list has been scrutinised by the NMS's Internal Rationalisation Committee, which comprises the Collections Development Manager, the Senior Conservation Officer, Registrar, Collections Development Officer. The status quo involves risk as retaining material of hazardous material, poor quality and in poor storage conditions increases risk to other valuable collections and to the staff and public.

7 Conclusion

This collections review is proposing to remove items that are not compliant with said legislation and meeting our responsibility for ensuring the safety of all staff, visitors and collections.

RESOLVED:-

That Members agree that the objects listed in Appendix 2 are de-accessioned.

8 ANY OTHER BUSINESS

Councillor Robinson-Payne asked the Chairman whether car parking passes for the public car park opposite the museum could be made available to Councillors who sat on the Area Museums Committee. Unfortunately, GYPT took the car parking privilege away for Members. The Chairman agreed to look into this matter.

9 EXCLUSION OF PUBLIC

The meeting ended at: 11:15

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 Wednesday, 8th January, 2020 at 2.15 pm in
the Council Chamber, Town Hall, Saturday Market Place, King's Lynn
PE30 5DQ**

PRESENT: Councillor Mrs E Nockolds (Chair)
Councillors A Bubb, M Chenery, M de Whalley, T Smith, A Tyler and
Mrs S Young
Sandra Coleman, Friends of Lynn Museum

Officers:

R Hanley, O Bone, C Marsden – Norfolk Museums Service

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Kemp and J Ward, L Bavin, P Eke, R Williams and S Thompson.

2 MINUTES

The minutes from the meeting held on 30 September 2019 were agreed as a correct record, subject to the following amendment:

Page 6: Paragraph 6:
Councillor Tyler referred to a Museum in Torquay, not the Ancient House Museum in Thetford

3 MATTERS ARISING

There were no matters arising.

4 DECLARATIONS OF INTEREST

There were no declarations of interest.

**5 UPDATE ON THE KICK THE DUST - NORFOLK YOUTH
ENGAGEMENT PROJECT BY PROJECT CO-ORDINATOR
CHRISTINE MARSDEN AND RACHAEL WILLIAMS, LEARNING AND
ENGAGEMENT OFFICER, STORIES OF LYNN**

C Marsden, Kick the Dust: Project Co-ordinator gave a presentation on the Kick the Dust Norfolk project and provided work being undertaken

by the Learning and Engagement Officer at Stories of Lynn as she was unable to attend today's meeting.

C Marsden responded to comments and questions from the Committee, in relation to:

South Gate Film Making Project

- An ipad being available for visitors to view virtual tour.
- List of groups involved with Kick the Dust Project.
- Professional assistance received from the College of West Anglia.
- The film was well narrated and photographed which would benefit visitors to the South Gate.

Future Projects

- Time capsule film.
- Objects Collection Programme.

General comments/questions relating to Kick the Dust Project

C Marsden/R Hanley responded to comments and questions from the Committee, in relation to:

- Overview of the NMS elements which made up similar projects/opportunities prior to the Kick the Dust Project funding.
- Kick the Dust Project funded for a period of 4 years for the age group 11 to 25 years, with specific focus on young people who faced significant barriers to participation in heritage and arts activities.
- Details of the project are circulated to schools and it was highlighted that additional advertising would take place.
- Co-operation of schools and the importance of identifying a model that would be successful.
- Potential future contact with school governors to encourage pupil participation in the project.

The Chair thanked Christine for attending the meeting and providing an informative and interesting update to the Committee.

AGREED: 1) The update report be noted and C Marsden be invited to provide a further update to the Committee in 6 to 9 months' time.

2) C Marsden to forward figures on a quarterly basis to W Vincent for circulation to the Committee.

The Assistant Head of Museums and Curator, Lynn Museum presented the report which provided information on the King's Lynn Museum activities for the period September to November 2019. It was anticipated that the visitor figures would exceed the total for 2019. It was highlighted that there had been a good number of visitors for December 2019, the Curator explained that a number of schools had visited the Museum during that period.

The Assistant Head of Museums tabled the visitor numbers up to December 2019 and it was highlighted that for Lynn Museum the figures reported had increased by 1,000 as compared to the previous year.

The Assistant Head of Museums and Curator responded to questions and comments relating to:

- Replicas/display cases/specialist advice, etc being procured from specialists for Museum purposes.
- Norfolk Museums Service in house Display Team.

Partnerships

- Black and white photographs of the Guildhall would be available for public display.
- Conservation of Lady Fermoy Portrait and would on display February 2020.

Friends of King's Lynn Museum

Sandra Coleman provided an update, a summary of which is set out below:

- Annual fundraising lecture on 18 September 2019 was Digging Sedgeford: A People's Archaeology by Gary Rossin and was well attended (37).
- Christmas Event was not well attended (11). It was suggested that the time of the Members event should be looked at, for example, it may receive more attendees if a spring event was held.
- Newsletter had been compiled.
- Facebook page.
- Current membership = 50.
- Friends Committee comprised Chair, Secretary, Treasury and 1 Committee Member.
- Record of history of King's Lynn Festival.
- Gift shop income.

The Chair reminded the Committee that the Friends had a budget which helped to match fund purchases for the Museum.

The Curator reported that the Lynn Museum had received a bequest from the Friends which would be used to re-display a long case clock. The request work was currently in progress and when complete would provide an opportunity for the Friends to hold a promotion event.

On behalf of the Committee, the Chair thanked Sandra for attending and providing an update to the Committee.

The Chair thanked the Assistant Head of Museums and Curator for attending and presenting the report.

AGREED: The Committee noted the report.

7

COLLECTIONS REPORT

The Chair reminded Members that a review of collections was held on an annual basis to ensure that material was properly classified and houses and also met legislative requirements. It was noted that collecting and rationalisation within the NMS was undertaken in accordance with the Collections Development Policy approved by the Joint Museums Committee.

The Curator, Lynn Museum circulated a photograph of one of the fifteen German cartridges. In response to questions, the Curator explained that one empty cartridge would be retained by the Museum.

The Curator advised that the collections review was proposing to remove items that were not compliant with said legislation and meeting the NMS responsibility for ensuring the safety of all staff, visitors and collections.

AGREED: The Committee agreed that the objects listed in Appendix 2 were deaccessioned.

8

REPORT OF THE BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

The Chair presented the Borough Council's Annual Report and highlighted the following:

- 2020 West Norfolk Holiday Guide – 25,000 printed copies.
- 2020 Where to Go and What to Do – 220,000 printed copies.
- Discover King's Lynn – 2020 edition to be published in early February 2020.
- Hunstanton Mini Guide and Downham Market Mini Guide – 2020 edition to be updated and printed.
- www.visitwestnorfolk.com – growth in page views and users
- Explore West Norfolk mobile phone apps Explore West Norfolk and West Norfolk Coastal Treasures will be merged into one.

Councillor Tyler commented that the Visit West Norfolk had been kept updated thanks to the Tourism Support Officer.

Councillor Bubb commented that 2019 guides were still available and added that in his view they should have been collected prior to 31 December 2019. Councillor Bubb suggested that future guides be dated 2019/2020, etc. In response, the Chair explained that Councillor Bubb's view would be considered.

In response to question on the future location of the Tourist Information Centre (TIC), the Chair explained that the TIC would remain in the Stories of Lynn at the Town Hall until all options had been considered and a decision had been made.

AGREED: The Borough Council's Annual Report be noted.

9 **REPORT OF TRUE'S YARD MUSEUM**

The Committee received True's Yard Museum report.

The Chair and the Curator commented that the Norfolk Museums Service and the Borough Council worked in partnership with True's Yard Museum.

10 **DATE OF NEXT MEETING**

To be advised.

The meeting closed at 3.59 pm



MINUTES

Norwich Area Museums Committee

14:00 to 16:00

7 January 2020

Present:

City Councillors:

Huntley (chair)
Maxwell
McCartney-Gray
Price
Schmierer
Wright

County Councillors:

Brociek-Coulton (vice chair)
Clipsham
Jones
Nobbs
Ward
Watkins

Co-opted non-voting members:

Felicity Devonshire (Friends of Norwich Museums), Brenda Ferris (Norfolk Contemporary Art Society) and Amanda Geitner (East Anglia Arts Fund)

Apologies: Councillor Easter (South Norfolk Council)

(The chair thanked members for attending this meeting which had been postponed from 7 December 2019 because of the general election.)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

None.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 10 September 2019.

4. Norwich Museums Briefing – September to November 2019

The chair introduced Sgt Chris Clay, Norwich East Safer Neighbourhood Team, to the committee, and thanked Councillor Price for facilitating Sgt Clay's attendance at the meeting to update members on anti-social behaviour in the area surrounding Norwich Castle.

Sgt Clay explained the area that the team of 11 officers covered in the Norwich East Safer Neighbourhood Team and the issues that the team addressed in the city centre which included aggressive begging, drug dealing and drug use and public order offences. The team covered the retail areas of the city and worked with Norwich BID. He referred to the concerns expressed about antisocial behaviour in

the Castle Gardens and suggested that it was seasonal. He encouraged members and officers to report anti-social behaviour and illegal behaviour so that the team could formulate a plan to address the issues as soon as possible and encourage the area to be used for its legitimate purposes.

Discussion ensued in which members discussed the impact of anti-social behaviour. The assistant head of museums service said that officers did report incidents to the police and agreed that it was a seasonal issue occurring in the spring and summer months. Officers were reticent to arrange activities on the Castle Green or Gardens because of this. There was concern about the impact on visitors to Norwich Castle, particularly if needles or other drug debris were left lying around or people felt intimidated. He explained that the museum was responsible for the land from the bridge but the moat (Castle Gardens) was the responsibility of the city council. The provision of direct contact numbers with the neighbourhood policing team was helpful. Staff were frustrated because whilst they were aware of police activity they had not seen any improvement during the summer months and did report incidences. Sgt Clay said that the structure of the amphitheatre was inviting and consideration could be given to changing it if it was not in use. He also said that drug debris should be reported to the city council and would be cleaned up immediately. It was agreed that fast reporting of incidences of anti-social behaviour and opening up communication between the police and the operations manager was important to address anti-social behaviour.

(Sgt Clay then left the meeting at this point.)

The assistant head of museums presented the report, highlighting issues which were of particular interest to members of the committee.

During the presentation of the report, the assistant head of museums referred to events at Norwich Castle and reported on the success of the *Viking: Rediscover the Legend* exhibition and *The Lines of Sight: Sebald's East Anglia* which had both been successful and met expectations. It was important to provide a diversity of temporary exhibitions and the *Tor Falcon – Rivers of Norfolk* was an example of this. As part of its Coming Home Loan programme the National Portrait Gallery had loaned Norwich Castle a portrait of Lord Nelson. The portrait had been painted by William Beechey who had also been commissioned to paint the full length painting which was on display at The Halls. In reply to a member's question, the assistant head of museums said that part of the rationale for the National Portrait's Gallery's loan programme was that it would be closing for three years to be refurbished and therefore the museums services' curators were in discussions to extend the loan of the portrait for a longer period¹. Members were advised that as part of the New Geographies project, a film work by artist Laura Wilson, *Deepening* of East Anglia's Late Bronze Age fenland settlement would be on display from 18 January 2020. In reply to a member's question the assistant head of museums confirmed that the map of the 270 sites in the region that were "meaningful and interesting" was available on the New Geographies' website and the link would be circulated (<https://newgeographies.uk/>) to members. Amanda Geitner encouraged members to view the *Deepening* and said that the "performance was amazing."

¹ It was subsequently confirmed that it will not be possible to extend the loan as the painting is moving to another venue.

The assistant head of museums then referred to the report and outlined the curatorial work which was being undertaken and said that this drew on the scholarship of the curators researching and working in partnership with other organisations and drawing on the Norfolk Museums Service's collections. Dr Francesca Vanke was currently working on *Castles: Reality, History and Myth, Paintings from the National Gallery, London* which would open in November 2020 and had already secured loans from national museums for this exhibition and incorporated working with young people as part of the Kick the Dust programme. Dr Giorgia Bottinelli had undertaken a placement at Yale Center for British Art at Yale University in preparation for the bicentenary exhibition devoted to John Crome. In reply to a member's suggestion, the assistant head of museums said that he would ask the curator whether any of the Norwich School paintings held in collections in the United States would be on loan for the exhibition.² The curator had also curated *Where Land and Water Meet: Norfolk's rivers Streams, Brooks and Broads* which was a good opportunity to showcase the museums' collections. Similarly, *Spotlight: Works from the Modern and Contemporary Art Collection*, being curated by Dr Rosy Gray was an opportunity to display the wide contemporary art collection held at Norwich Castle.

The committee noted that around 300 drinking glasses dating from c1690 to 1840 to the museums service and that this generous donation would enhance the holdings of historic glass in the decorative arts collection.

During the assistant head of museums' presentation, members expressed an interest in receiving a presentation from Dr Tim Pestell on archaeological acquisitions at a future meeting.

Members noted the activities of the natural history and costumes and textiles departments as set out in the report.

The committee commented on the volunteer work at Strangers' Hall and their contribution to assessing archive material relating to its history as a museum in preparation for its centenary year in 2022-23 and the contribution to the annual deep clean. Members also noted that the Lord Mayor's coach had been returned to the museum following its essential maintenance and refurbishment. The Christmas activities at Stranger's Hall had been very popular and well attended.

The assistant head of museums referred to activities at the Museum of Norwich at the Bridewell and advised members that The *Norwich in 1959* exhibition had been successful with Anglia TV's silver knight emblem being one of the most shared Tweets. Members of the curatorial team had attended the twinning celebrations in Rouen. A member asked whether the silver knight had been returned to Anglia TV or whether it was still held by the county council as it had previously been on display at the Archive Centre. The assistant head of museums said that he would investigate this and provide a response to the member.³ The vice chair recommended the new History Mystery Norwich *Goin' up the City* game which she and her family had enjoyed playing. Members agreed that they would like a presentation on the

² It was subsequently confirmed that the curator is currently hoping to borrow a work from the Yale Center for British Art.

³ It was subsequently confirmed that the Knight is on display in the foyer of Anglia TV (not normally accessible to the public).

Dementia Friendly work at the museum and were interested in the work between the museum services in partnership with the Norfolk based charity, Friend in Deed.

Christine Marsden, project co-ordinator and Rachel Daniel, project worker, gave a presentation to update members on the progress of the Kick the Dust: Norfolk programme. (Copies of the presentation are available on the website with the meeting documents for this committee.) During discussion members commented on the programme and asked questions. A member said that she had met with the students who through the programme had curated the display case of 1950's clothing at the *Norwich in 1959* exhibition and said that she had been very impressed with their interest and dedication. Christine Marsden said that members would have an opportunity to meet with students at the celebration for 175 years of the YMCA and that members would receive a formal invitation for the event on 10 February 2020. Members also noted the success of the work with the students at Parkside School and the special membership cards that been issued to Kick the Dust participants. The committee also noted from the report that young people as part of the Kick the Dust project had created and developed and delivered, under the guidance of the project worker, *The Magnifi-scent Museums – The Museum of Norwich at Night*.

The assistant head of museums referred to the report and the work of the learning team which included *Meet Florence Nightingale* events as part of the outreach programme for primary schools.

Members of the committee were updated on the progress of the Norwich Castle: Gateway to Medieval England project. A pre-construction service agreement was in place which had enabled surveys and investigations to take place without closing parts of the building. The current level of operation was expected to be maintained until the end of the February half-term holiday. The assistant head of museums advised members that procurement was underway for the main building work contractors and that this should be completed by the end of February with works expected to commence by the end of March 2020. Preparation for the alternative entrance and "pop-up" café were in place. On 5 October, the activity plan had been launched by a performance of *Fight and Flight!* in the Keep by local dance and movement groups, supported by the Sadler Wells' National Youth Dance Company. It was expected that a firm of consultants would be contracted to develop a new heritage brand for the completed Keep project and wider museum. This would comprise a range of options that would be subject to consultation from stakeholders, with the final decision being taken by the head of museums.

The assistant head of museums reported that the Shirehall court room would be closed for an extended period to deal with a dry rot outbreak.

The assistant head of museums circulated copies of the visitor numbers for all the Norfolk museums for the period. Discussion ensued in which members were reassured that the visitor numbers were on target for Norwich Castle given the success of the temporary exhibitions. The visitor numbers for Museum of Norwich at the Bridewell and Strangers' Hall had benefitted from the Freeman Fortnight in August. Strangers' Hall had performed well across the year and there had been strong bookings for the Christmas activities.

RESOLVED to:

- (1) thank Sgt Clay for attending the meeting and to note the fast reporting of incidences of anti-social behaviour in the vicinity of Norwich Castle will help develop a pattern which can be addressed by the neighbourhood policing team;
- (2) thank the assistant head of museums for presenting the [report](#);
- (3) note the generous donation of 300 drinking glasses to the museums service and ask the chair and vice chair to write to the donator on behalf of the committee;
- (4) ask the assistant head of museums to arrange presentations for future meetings of the committee on:
 - (a) recent archaeological discoveries:
 - (b) Dementia Friendly work at the Museum of Norwich at the Bridewell;
- (5) thank Christine Marsden and Rachel Daniel for the [presentation](#) on the Kick the Dust project and ask councillors to contact them about any interested parties or groups which would be interesting in taking part in this initiative for young people.

5. Norfolk Contemporary Art Society

Brenda Ferris circulated the latest Norfolk Contemporary Art Society newsletter and reported that the recent auction had raised £12,000. The society had been established 60 years ago and was pleased to contribute art works for display at Norwich Castle.

RESOLVED to thank Brenda Ferris for the report and note the contribution made by the Norfolk Contemporary Art Society.

6. Friends of the Norwich Museums

Felicity Devonshire presented the report which had been circulated at the meeting. She drew members' attention to the publicity event to promote the tapestry which was being made by Fran Sales and around 100 volunteers and would be displayed in the Royal Bedchamber of the refurbished Keep. The first section had been shown to the press and a film made of interviews of people working on the project. The Friends had gifted £30,000 to fund this project.

RESOLVED to thank Felicity Devonshire for the report and note the contribution to the museums service made by the Friends of the Norwich Museums.

CHAIR

Norfolk Joint Museums Committee

Item No 9

Decision making report title:	Norfolk Museums Service – Finance Monitoring Report for 2019/20
Date of meeting:	07 February 2020
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture and Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No

Executive Summary

This report covers Norfolk Museums Service (NMS) forecast budget out-turn for 2019/20 and details the latest monitoring position of the revenue budget, capital programme, reserves and provisions. The report also details savings proposals applied to the revenue budget for 2020/21.

The main issues for consideration by this Committee are:

- Monitoring of the NMS Revenue Budget indicates that the Service is currently projecting an over-spend position at year-end.
- Latest monitoring position of NMS Capital Budgets.
- Movements in NMS Reserves & Provisions.
- Savings proposals for 2020/21 and beyond.

Recommendations: To consider and comment on the latest monitoring position of the revenue budget, capital programme, reserves and provisions and forecast out-turn for 2019/20.

2. To consider and comment on the proposed budget savings and changes for 2020/21.

1. Background and Purpose

1.1. Revenue Budget 2019/20

1.1.1. NMS is currently projecting an over-spend of c.£0.121m on the revenue budget.

1.1.2. NMS is currently projecting a shortfall of -£0.118m on Admissions income, which is 8.52% below target. The projection is due to an expected shortfall in income linked to the Norwich Castle: Gateway to Medieval England project,

including site enabling works which have been taking place over the autumn and winter, and a reduction in the main exhibition programme.

- 1.1.3. The Service is also projecting an over-spend of £0.022m on an unplanned Corporate Annual Retainer Fee for the provision of Building Maintenance and other Statutory Services provided by Norfolk Property Services. NMS has not yet joined the Total Facilities Management scheme, which has led to the fee being levied. NMS is expected to join the Total Facilities Management scheme in the near future.
- 1.1.4. The Service is continuing to review all non-essential spend and withhold vacancies as appropriate with a view to minimising the projected over-spend.
- 1.1.5. The table below sets out the net revenue Service budgets and expected out-turn for the NMS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget
Norfolk Museums Service	2.721	2.842	+0.121	+4.446%
NMS Total	2.721	2.842	+0.121	+4.446%

1.2. Capital programme

- 1.2.1. Norfolk County Council's commitment to the County's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2. The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees. A number of NCC supported capital renewal schemes, both currently live and planned, for Norwich Castle are being delivered over the current 3-year period, including work to improve the operation of the external lift and the visitor welcome and to improve the air-handling systems within the main galleries.
- 1.2.3. NMS 2019/20 capital programme is detailed in the table below and includes any programme revisions.

Capital Programme 2019/20 – Norfolk Museums Service

Scheme or programme of work	Approved 2019/20	2019/20 Capital Outturn	Slippage	Reasons
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	Capital Budget £m	£m		
Schemes in Progress				
Norwich Museums Capital Projects	0.003	0.003	0	Project estimated to be completed in 19/20
Norwich Castle Critical M&E Services	0.855	0.855	0	Project estimated to be completed in 19/20
Norwich Castle Access Improvements	0.050	0.050	0	Project estimated to be completed in 19/20
NLHF Keep Delivery Phase	0.650	0.650	0	Project will be ongoing over the next 4 years
Gressenhall Playground Improvements	0.400	0.400	0	Project estimated to be completed in 19/20
Gateway to Medieval England Project Management	0.165	0.165	0	Project estimated to be completed in 20/21
Total	2.123	2.123	0	

Funding of the NMS Capital Programme

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

- Policy & Resources Committee approved the funding of £0.900m to improve two critical elements of the Norwich Castle Site M&E infrastructure during 2017-20, including the systems that control the temperature in the exhibition galleries and improve the reliability of the external lift, addressing a key requirement of the Equalities Act 2010.
- Initial capital funds for Castle Keep Development were received in July 2015 from Historic England £0.800m prior to the NLHF bid. Further development funding of £0.462m was received from the National Lottery Heritage Fund for the Norwich Castle: Gateway to Medieval England to develop the project further during 2016-18. The Norwich Castle: Gateway to Medieval England has now entered its delivery phase, with all capital works expected to be completed by 2021.
- Policy & Resources Committee approved the funding of £0.400m to replace the existing woodland adventure playground at Gressenhall Farm & Workhouse which has become date and the key structures and equipment have reached the end of their lifespan. The new development

is expected to give a substantial return on investment in terms of additional visitors in the next financial year and beyond.

- Policy & Resources Committee have approved the funding of £0.165m to support the Norwich Castle: Gateway to Medieval England project by providing the funds to secure the services of two temporary project staff, with project management and construction / technical experience as well as a clerk of work who will monitor quality on site during the construction phase over an 18-month period.

1.3. **Reserves and Provisions**

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

- The income reserve is maintained to enable the Service to effectively manage pressures on revenue streams and resources, particularly during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The Museums Repairs and Renewals Reserve includes funds for Gressenhall play area, farm and superstore equipment.
- The Unspent Grants and Contributions Reserve includes earmarked non- conditional project balances at year end.

	Balances at 01Apr19	Balances at 31Mar20	Change
Reserves and Provisions 2019/20			
	£m	£m	£m
Norfolk Museums Service			
Museums Income Reserve	0.163	0.163	0.000
Museums Repairs and Renewals Reserve	0.154	0.151	-0.003
Unspent Grants and Contributions Reserve	0.526	0.462	-0.064
Service Total	0.843	0.776	-0.067

1.4. **2020/21 Budget Proposals**

1.4.1. The budget savings proposals are summarised below:

Savings	2020/21 £m	2021/22 £m	2022/23 £m
Brought forward from previous rounds			
CMM043 – Income generation	0.000	0.000	-0.400
CMM062 – Restructure of teams	-0.120	0.000	0.000
New 2012-23 Budget Round Savings			
CES008 – Reviewing posts within Culture & Heritage	-0.040	0.000	0.000
CES017 – Reviewing the operation of Museum catering facilities	0.000	-0.035	0.000
CES018 – Culture & Heritage room hire arrangements – cost effective use of space	-0.014	0.000	0.000
CES020 – Income generation across Community & Environmental Services – Escape room income	-0.015	0.000	0.000
Total	0.189	-0.035	-0.400

1.4.2. The impact of the proposed budget savings, inflation, cost neutral adjustments and virements are set out in the table below:

Description	2020/21 Budget (starting point)	Additional Costs (Inflation)	Savings 2020/21 £m	Growth / Cost Neutral Adjustment / Virements	Proposed 2020/21 Budget £m	Savings Reference
Employee related costs	£m	2020/21 £m	-0.120	2020/21 £m	4.476	CMM062
Premises	4.525	0.064	0.000	0.007	0.953	
Transport	0.920	0.035	0.000	-0.002	0.030	
Supplies & Services	0.033	0.000	0.000	-0.003	1.327	
Third Party Payments	1.340	0.006	0.000	-0.019	0.047	
Support Services	0.046	0.001	0.000	0.000	0.106	
Depreciation & Impairment	0.096	0.000	0.000	0.010	0.486	
Income	0.371	0.000	-0.069	0.115	-4.677	CES008; CES018

						& CES020
Total	-4,610	-0.005	-0.189	0.007	2.748	

2. Financial Implications

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

3. Issues, risks and innovation

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

4. Background

- 4.1. There are no other documents to refer to.

Officer Contact

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

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Norfolk Joint Museums Committee

Item No. 10

Decision making report title:	Risk Management
Date of meeting:	7th February 2020
Responsible Cabinet Member:	Cllr. Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller (Director of Culture and Heritage, Head of Norfolk Museums Service)
Is this a key decision?	No
<p>Introduction One of the Joint Museums Committee's roles is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.</p> <p>Executive Summary</p> <p>This report provides the Committee with the latest Norfolk Museums Service risk register as at February 2020. The reporting of risk is aligned with and complements the performance and financial reporting to the Committee.</p> <p>The Norfolk Museums Service risk register was last reported to the Joint Museums Committee in October 2019, and following review in January 2020, there is one significant change to report, set out in the recommendations below;</p> <p>Recommendations To consider and agree:</p> <ul style="list-style-type: none"> • The active and dormant risks as per appendices A and B • The movement of RM14162 from dormant status to active status and increase in its current score from 2 to 4. 	

1. Background and Purpose

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

reviewed and updated in accordance with the Council's Risk Management Policy.

2. Proposals

- 2.1. The recommendations are included in the Executive Summary above.

3. Impact of the Proposal

- 3.1. The current risks are those identified against departmental objectives for 2019/20 and are included in Appendices A and B.

The register currently contains seven risks. Of these, four risks are actively being managed, as presented in Appendix A, with the remaining three risks having already met their target score by the target date but maintained on the risk register as low and continuous risks in their nature, as shown in Appendix B. Each risk score is expressed as a multiple of the impact and the likelihood of the risk occurring.

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

4. Evidence and Reasons for Decision

- 4.1 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risks are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

- 4.2 Risk RM14162 has moved from being managed as a dormant risk, to being managed as an active risk. This follows the anticipated budget shortfall for this financial year as set out within this risk in Appendix A.

5. Alternative Options

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

6. Financial Implications

- 6.1. As set out in paragraph 4.2 above, there is anticipation of a budget shortfall for this financial year, which is detailed in risk RM14162 in Appendix A.

7. Resource Implications

- 7.1. **Staff:** There are no staffing implications to report
- 7.2. **Property:** There are no property implications to report.
- 7.3. **IT:** There are no IT implications to report.

8. Other Implications

- 8.1. **Legal Implications:** There are no legal implications to report.
- 8.2. **Human Rights implications:** There are no human rights implications to report.
- 8.3. **Equality Impact Assessment (EqIA)**
Not applicable.
- 8.4. **Health and Safety implications**
There are no specific health and safety implications to report. Health and Safety procedures continue to be followed and routinely monitored at all Norfolk Museums sites.
- 8.5. **Sustainability implications**
There are no sustainability implications to report.
- 8.6. **Any other implications**
There are no other implications to report.

9. Risk Implications/Assessment

- 9.1. There are no other significant risks or issues not already covered within this report.

10. Select Committee comments

- 10.1. There are no Select Committee comments to report.

11. Recommendations

- 11.1. **To consider and agree:**
- **The active and dormant risks as per appendices A and B**
 - **The movement of RM14162 from dormant status to active status and increase in its current score from 2 to 4.**

12. Background Papers

12.1. Not applicable.

Officer Contact

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

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Risk Number	RM14381					Date of update		13 January 2020		
Risk Name	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			29 January 2019		
Failure to successfully deliver the Norwich Castle Gateway to Medieval England project within agreed time and budget would have a number of serious financial and reputational impacts for both Norfolk Museums Service and the JMC partners, especially Norfolk CC and Norwich CC,										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Apr-21	Amber
Tasks to mitigate the risk										
An experienced Project Board has been established to support the project, including the oversight of the detailed project risk register. The Project Board will liaise closely with the project partners and with the National Lottery Heritage Fund, the majority funder of the project.										
Progress update										
Continued close liaison with project partners and stakeholders. All project programmes and schedules are being closely monitored. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with progress. NMS revenue budgets continue to be carefully monitored with appropriate risk management in place.										

Risk Number	RM14286					Date of update		13 January 2020		
Risk Name	Reduction of centralised support services									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			21 March 2014		
Impact on NMS from reducing resources within County Hall including finance, HR, IMT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	1	3	3	Mar-20	Amber
Tasks to mitigate the risk										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery / resolution.										
Strengthening independence of staff through increasing familiarity with central support services that they can use independently.										
Progress update										
Risk regularly reviewed by the Senior Management Team.										
Greater familiarity amongst staff using HR Budget Manager, increased self sufficiency using HR Direct, and greater ability of staff to perform basic administration duties independently using these tools.										

Risk Number	RM14364				Date of update		13 January 2020			
Risk Name	Failure to deliver Arts Council England business plan 2018-22									
Portfolio lead	Cllr. Margaret Dewsbury				Risk Owner		Steve Miller			
Risk Description					Date entered on risk register			03 October 2018		
Failure to successfully deliver Arts Council England business plans, including meeting the Arts Council's requirements around the Creative Case for Diversity, could result in a loss of significant revenue funding for the Service.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-20	Amber
Tasks to mitigate the risk										
Close liaison with Arts Council England Careful delivery of programmes and activities Regular reporting to Joint Museums Committee Maintenance of Local Authority funding support and other revenue streams.										
Progress update										
Continued close liaison with Arts Council England. A diverse range of programmes and activities continue to be delivered with close monitoring of public uptake / interest. Continued quarterly reporting to the Joint Museums Committee to keep Members informed of progress with programme and activity delivery. Revenue streams continue to be maintained and monitored.										

Risk Number	RM14162					Date of update		13 January 2020		
Risk Name	Failure to generate additional income streams in 2020 in accordance with service plan.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			21 March 2014		
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	2	4	1	2	2	Mar-21	Green
Tasks to mitigate the risk										
Commercial Strategy in place Staff will be trained and supported in the delivery of key goals Wedding licences obtained and in place New conference and banqueting offer in place External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. The current likelihood score has been increased to 2 and the impact score maintained at 2 as we are forecasting a variance on externally generated income of just over £100k for the current financial year. Subsequently, with the target score of 2 not expected to be met by the end of this financial year, the target date has been revised to work towards meeting this score by the end of the next financial year.										

Risk Number		RM14027		Date of update		13 January 2020				
Risk Name		Theft of museum objects								
Portfolio lead		Cllr. Margaret Dewsbury		Risk Owner		Steve Miller				
Risk Description			Date entered on risk register			22 March 2012				
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Mar-20	Met
Tasks to mitigate the risk										
Review of display case security undertaken Review of security staffing and systems completed Additional CCTV coverage provided Upgrade of case locks where necessary completed Installation of additional case alarms where necessary completed Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
Progress update										
Reviewed by SMT. NCC Internal Audit confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area. Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria. As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										

Risk Number	RM13947					Date of update		13 January 2020		
Risk Name	Failure to maintain historic buildings									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			30 June 2011		
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.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-20	Met
Tasks to mitigate the risk										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and 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										
Progress update										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2. As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										

Risk Number	RM13948					Date of update			13 January 2020	
Risk Name	Significant flooding at any of the Museum sites.									
Portfolio lead	Cllr. Margaret Dewsbury					Risk Owner		Steve Miller		
Risk Description					Date entered on risk register			30 June 2011		
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Mar-20	Met
Tasks to mitigate the risk										
Emergency plan is in place Regular checks of the store are carried out to check on safety of contents Insurance in place Risk assessment is reviewed regularly High risk items relocated Ensure location records are accurate										
Progress update										
Following extensive work, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the risk likelihood and impact scores of 1 and 2 respectively.										
As this is a risk to be managed on an on-going basis, the target date has been amended to end of March 2020.										

Norfolk Joint Museums Committee

Item No. 11

Decision making report title:	Performance & Strategic Update Report
Date of meeting:	07 February 2020
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller, Director of Culture & Heritage, Head of Norfolk Museums Service
Is this a key decision?	No
<p>Executive Summary</p> <p>This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. To note progress against the key performance indicators for 2019/20 including total visits and school visits. 2. To note progress regarding development of the Norwich Castle: Gateway to Medieval England project. 3. To note progress in terms of our key Arts Council England and National Lottery Heritage Fund programmes for 2019/20. 4. To formally approve an invitation to Mr Danny Keen, Chair, Norfolk Black History Month, to become a co-opted Member of the Joint Museums Committee. 	

1. Background

- 1.1. This report notes the performance of Norfolk Museums Service over the current financial year 2019/20, including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children, carers and foster families. The report also provides an update on all major projects, including the Norwich Castle: Gateway to Medieval England project and the new National Lottery

Heritage Fund supported youth development programme, Kick the Dust Norfolk.

2. Performance Summary

- 2.1. Total visits across the 10 museum sites for the period 1 April 2019 to 30 November 2019 were 295,640 compared to 293,542 for the period 1 April 2018 to 30 November 2018, a 1% increase overall. The positive year-to-date figures reflect a strong exhibitions and events programme across the 10 museums and more varied weather than during the summer of 2018. However, there has been an expected slowing down of visits to Norwich Castle over the last two months in preparation of the construction project commencing.
- 2.2. School visits across the 10 sites for the period 1 April 2019 to 30 November 2019 were 30,295 compared to 34,195 for the period 1 April 2018 to 30 November 2018. This is an 11% reduction year to date, largely due to the development at Norwich Castle and a planned short-term reduction in spaces for learning programmes.

3. Performance/Service Plan highlights

3.1. Viking: Rediscover the Legend; Norwich Castle

Some of the most significant Anglian and Viking treasures ever discovered in Britain went on display at Norwich Castle from 9 February 2019 until 8 September 2019.

The exhibition featured star objects from the British Museum and Yorkshire Museum, with the exhibition offering a fresh perspective on how Vikings shaped every aspect of life in Britain.

The exhibition included the Anglian York Helmet, the most outstanding example of its type to survive, as well as the most significant Viking hoards ever found in the UK - the Vale of York Viking Hoard, Cuerdale Hoard and the Bedale Hoard.

These finds were shown alongside highlights from Norwich Castle's collections and were interpreted in new ways which intended to challenge our perceptions of what it means to be Viking.

Exhibition ran 9 February 2019 – 8 September 2019

3.2. Lines of Sight: W.G. Sebald's East Anglia; Norwich Castle

This exhibition celebrated the work of the author W G Sebald on the 75th anniversary of his birth; in collaboration with The University of East Anglia.

This unprecedented exhibition brought together a diverse selection of celebrated artworks, curious objects, archive material and the author's own, unseen photographs to tell the story behind the creation of one of

East Anglia's most famous literary masterpieces, *The Rings of Saturn* (1995).

From the mystery of Sir Thomas Browne's skull to the secret landscapes of the Cold War, from the ghostly vessels of the vanished Herring fleets to intricate pattern books of Norwich silk weavers, this exhibition gathered the threads of Sebald's enigmatic text to present a uniquely poetic visual portrait of East Anglia.

Exhibition ran 10 May 2019 - 5 January 2020

3.3. **Journeys; Lynn Museum**

Journeys is a fascinating new exhibition at Lynn Museum which takes visitors on a trip through time. The show looks at the many types of journeys people made and continue to make: journeys of faith, of trade and exploration, migration and settlement and journeys for fun.

King's Lynn has been associated with pilgrimage since medieval times when thousands of pilgrims passed through the town on their way to the Shrine of Our Lady at Walsingham.

Lynn Museum's fine collection of medieval pilgrim badges sits at the heart of the exhibition. Discovered in the mud in the rivers Purfleet and Ouse, the badges were worn by pilgrims as a keepsake and good luck symbol.

Journeys is part of two wider projects – Green Pilgrimage and Coastal Treasures – which see council departments working together to boost green tourism and encourage walking and cycling in north and west Norfolk.

Exhibition runs 22 June 2019 – Summer 2020

3.4. **British Tattoo Art Revealed; Time and Tide Museum**

This ground-breaking exhibition celebrates the astonishingly rich heritage of tattooing as an art form in the UK.

There are over 400 original art works, photographs and historic objects on display – some of which have never been seen in public before – and unique commissions from today's leading tattoo artists and studios.

Around one in five people in Britain today are tattooed. This surge of visibility may make tattooing feel like something new, but tattoos and tattoo art have always held a significant place in our history and imagination.

From ruffians to royalty, sailors to socialites, pilgrims to punks, people from all areas of society have been tattooed. The exhibition challenges long-standing myths and pre-conceptions about tattooing, especially in relation to race, gender and class.

A touring exhibition curated by National Maritime Museum Cornwall, in partnership with Arts Council England, National Lottery Heritage Fund, Garfield Weston Foundation, Sir John Fisher Foundation.

Exhibition runs 19 October 2019 - 8 March 2020

3.5. **JMW Turner's 'Walton Bridges'; Norwich Castle**

An early masterpiece by Joseph Mallord William Turner, Walton Bridges, has been saved for the nation following generous grants from The National Lottery Heritage Fund, the Art Fund and an private donor.

Norfolk Museums Service led on the fundraising, partnering with Colchester and Ipswich Museums to create a wide-ranging and imaginative four-year programme of exhibitions, learning and public engagement across the region.

The magnificent oil painting, sold at auction at Sotheby's in July 2018, was subject to a temporary export deferral, in recognition of its immense cultural significance to the country.

The acquisition is the first Turner oil to enter a public collection in the East of England where it will complement existing British landscape paintings by John Constable, Thomas Gainsborough, and artists of the Norwich School, including John Sell Cotman and John Crome.

The fact that Walton Bridges is believed to be the first oil by Turner to be painted in the open air – a practice which was to become an important element of his artistic approach – adds to its significance.

Walton Bridges is currently on display at Norwich Castle before touring the region, with exhibitions planned at Kings Lynn, Ipswich, Colchester and Great Yarmouth over the next three years, before the painting goes back on permanent display at Norwich Castle in 2023.

3.6 **Portrait of Nelson by Sir William Beechey; Norwich Castle**

An evocative portrait of Admiral Lord Nelson by Sir William Beechey has gone on display at Norwich Castle as part of the National Portrait Gallery's 'Coming Home' project, which will see 50 portraits of famous people, past and present, returning to museums and galleries in their home towns and cities over the next two years.

The portrait is displayed next to a temporary display of Nelson-related collections and memorabilia.

The portrait will be on display until 26 January 2020.

.3.7 **Deepening by Laura Wilson and SPOTLIGHT; Norwich Castle**

Artist Laura Wilson has created a new film work exploring the hidden landscape of Must Farm, near Peterborough. Located on the edge of a working quarry, this exceptionally well-preserved Bronze Age settlement

is often referred to as the UK's Pompeii. The site has been excavated by Cambridge Archaeological Unit, revealing many important discoveries about how people lived and worked.

Wilson's work will be presented in Norwich Castle's Boudica Gallery. The exhibition will include twelve Bronze Age vessels that have been excavated from the Must Farm site on loan from the Cambridge Archaeological Unit.

Wilson has been commissioned by Norwich Castle Museum & Art Gallery as part of the East Contemporary Visual Art Network's three-year project, New Geographies. New Geographies is funded by the National Lottery through Arts Council England Ambition for Excellence.

Exhibition runs 18 January – 29 March 2020

SPOTLIGHT showcases the Museum Service's collections of contemporary and modern art and will run in the Timothy Gurney Gallery until 13 December 2020.

3.8 **Norwich in 1959; Museum of Norwich at the Bridewell**

This exhibition provided the focus for city-wide celebrations of the 60th anniversary of Norwich being twinned with Rouen in Northern France. One of the exhibition highlights was the Anglia TV silver knight emblem. Anglia Television launched in 1959 and is one of several stories about the city which are detailed in the exhibition. As a timely reminder of the success of Norwich City football Club, the story of the glorious 1959 FA Cup run is also told, with loans from the club and fans. Forming a backdrop to the 1959 displays were a series of contemporary images of the two cities by local photographer Stefan Ebelewicz.

The exhibition provided a focus for work with young people recruited through the NMS-wide Kick the Dust: Norfolk project. A group of students were recruited and given responsibility to develop one display case of 1950's costume and worked with NMS staff through every step of the curatorial and creative process, including selecting the objects, working on the conservation and final display of the objects and writing exhibition text and designing a graphic drop back.

Exhibition ran from 6 July to 5 October 2019

4. **Learning Team highlights**

4.1. **Like a Bat Out of Hell – October Half Term visitor programme**

With a broad Halloween theme, the October half term visitor programme at Norwich Castle offered a range of activities facilitated by the NMS learning team. Seven days of programming encouraged children, families and adults to participate in fun, facilitated activities and explore many aspects of the NMS collections in new ways. Staff collected 261 feedback

cards and 96.6% of our visitors rated the activities as Very Good or Excellent.

- 4.2. Following the successes of the National Lottery Heritage Fund and Arts Council England supported 'Great Place' project in Great Yarmouth, the Eastern Area Learning Team have supported a successful £1.1m funding application to Arts Council England to deliver a new Creative People & Places programme (CPP). Freshly Greated aims to increase engagement with the arts among groups of people who are currently least likely to get involved as either audiences or creators. Low participation rates can be due to affordability, accessibility, language or cultural barriers or the fact that some people feel arts 'is not for them'.

The project is a partnership between Voluntary Norfolk, SeaChange Arts, Creative Collisions, Jays UK Ltd and Great Yarmouth Borough Council, who collectively bring a wealth of expertise, knowledge and experience in community arts and neighbourhood projects.

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

The Great Yarmouth CEP is chaired by Colin Stott, Learning Manager for the Eastern Area and was one of the three original CEP pilots in England. The Norwich CEP has been relaunched with good representation from Norfolk County Council, including Libraries, Arts and Museums.

- 4.4. In December NMS held the Castle Project's end of term show at Norwich Castle. The young people, members of the Norfolk Youth Offending Team (YOT) and Castle staff shared tea and cake before viewing a display of objects made in response to the museum collections by the participants during the term.

It was the first occasion on which children on prevention measures and their YOT workers participated in the programme. As a prevention intervention this new strand of the project has been seen by the NMS Kick the Dust project and YOT team as being very successful and to be repeated.

To raise awareness within the YOT team of the opportunities provided by partnership working with NMS, staff have holding a 'taster event' aimed at YOT workers to show them what the programme does and give them confidence when thinking of engaging their children.

5. Teaching Museum & Skills

- 5.1. The 2019/20 Teaching Museum trainees continue to make a significant impact on their various sites and departments:

Emma Price	Learning and Youth Engagement
George Baines	Keep Learning Team
Katie Carter-Street	Costume and Textiles
Wednesday Batchelor	Collections Management
Paula Murphy	Curatorial Western
Tom Beese	Museum Development

Planning for the 2020/21 Teaching Museum is underway. The following video illustrates the approach NMS took in terms of recruitment:



- 5.2. Excellent progress is being made with the Norfolk Kick the Dust project, a £750,000 project funded by the National Lottery Heritage Fund. This national project aims to transform how heritage organisations engage with young people and in Norfolk the work is being delivered in partnership with the YMCA Norfolk and other key public and third sector partners.

NMS has completed 3,850 engagements with 1,136 young people, all of whom have faced some barrier to participation in heritage. Feedback from the young people involved in the programme continues to show that they feel their involvement is making a real difference to their confidence levels and in developing specific work ready skills such as team working and communication.

This is backed up by the research by the Education and Employers Taskforce 2016 which states that 'where a young person takes part in 4 or more interventions with an employer (NMS) whilst at school, they are 5

times less Likely to become NEET and earn, on average, 16% more than peers who recalled no such activities.'

In the context of children who are looked after this is even more significant. NMS can offer role models in a sector that these young people may not have considered as an option for themselves and one in which they can aspire and achieve.

As a mark of the impact that Kick the Dust: Norfolk is having, the programme was shortlisted in the prestigious annual *Children and Young People Now Awards*.

- 5.3. NMS has confirmed that it will host a cohort of international colleagues as part of the British Museum's International Training Programme (ITP) in the summer of 2020.

The British Museum's International Training Programme works to develop a sustainable global network of inspired museum and heritage professionals, through sharing knowledge, skills and experiences.

6. Marketing and PR

- 6.1. NMS took part in the social media promotion of the National Lottery Heritage Fund's #Heritage Treasures Day which took place on Saturday 11 January. The theme this year was 'natural heritage' and all NMS museums shared their favourite items relating to the natural world.
- 6.2. Lines of Sight: W.G. Sebald's East Anglia', received significant national and international interest when the exhibition opened at Norwich Castle in May and has continued to generate interest internationally. Major articles have appeared in many broadsheet newspapers and the exhibition at Norwich Castle was complemented by a show at the Sainsbury Centre, further strengthening the strong partnership working with the University of East Anglia.
- 6.3. Positive progress continues around developing a new marketing campaign for 2020, a year in which a series of high-profile Norfolk projects and anniversaries will be delivered with the branding work now completed.
- 6.4. A new marketing campaign is being developed for Gressenhall to promote the new children's play area. A full presentation will be given at the meeting by Dr Robin Hanley.
- 6.5. Social media statistics until the end of December 2019 are as follows:

Twitter

- Total number of Twitter accounts: 17
- Total number of followers December 2019: 66,736
- Increase of followers from October 2019 – December 2019: 2,295

- Percentage increase of followers from October 2019 – December 2019: 3.6%

Facebook

- Total number of Facebook accounts: 14
- Total number of page likes December 2019: 32,096
- Increase of page likes from October 2019 – December 2019: 628
- Percentage increase of page likes from October 2019 – December 2019: 2%

Instagram

- Total number of Instagram accounts: 6
- Total number of followers October 2019: 10,207
- Increase of followers from December 2018 – October 2019: 490
- Percentage increase of followers from December 2018 – October 2019: 5%

7. Partnerships

- 7.1. The long-term partnership with the University of East Anglia continues to develop well. NMS again hosted the welcome event for UEA's international students over several dates in the autumn and again in January 2020.
- 7.2. Norfolk Museums Service continues to work closely with partners in the New Anglia Cultural Board on a range of initiatives, including Start East: Supporting the Creative Economy and the Cultural Tourism project, supported by Arts Council England and the New Anglia Local Enterprise Partnership.
- 7.3. NMS continues to work closely with Norfolk Arts Service and the Norfolk & Norwich Festival to support the King's Lynn Festival in terms of their future development. This partnership work sits within the Arts Council supported Cultural Destinations project and the new Cultural Partnership work with the Borough Council of King's Lynn & West Norfolk.

A key focus this year is the Lynn Festival's 75th anniversary with a major show being planned for the Fermoy Gallery for the summer.
- 7.4. NMS continues to support the NCC focused development of Wensum Lodge as a centre for both Adult Learning and creativity. Current work is focused on business planning and the submission of a funding application to Arts Council England for support for a learning and engagement programme.

8. Commercial Developments

8.1. A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets.

8.2. Wedding bookings for Norwich Castle for 2019/20 continue positively, with the temporary change of focus to the Colman Gallery working very well. Across other sites, weddings continue to be delivered at Strangers' Hall, Elizabethan House and Gressenhall and the Museums Service continues to actively work with the Registrar team on the 'Marry in Norfolk' campaign.

8.3. The Museums Service continues to work successfully with Visit East Anglia and a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on characteristically English experiences including the Friendly Invasion campaign which is aimed at the United States' market.

8.4. External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team continue to secure new external contracts, across the County and beyond.

For more details visit www.conserveanddisplay.co.uk

8.5. An increasing number of commercial bookings for Norwich Castle continue to be delivered, including major events and celebrations for local businesses.

8.6. The Merchants' Vaults escape room game, set in the Undercroft of the Museum of Norwich, continues to perform well and the team at History Mystery have worked with NMS staff to develop a new game called *Goin' Up City*. This game is played in the main upstairs galleries, out of hours, and uses the 20th century life displays as a backdrop for the game on the theme of the trials and tribulations of getting ready for a night out in the City. Players are asked to find clues in the permanent displays, to reach the final goal of a great night out ending in a local nightspot. The game which has just gone live has so far been very well received.

8.7. Conclusion

We have seen a strong performance in terms of visitor numbers and other key performance indicators during the first half of the year. However, with the Norwich Castle: Gateway to Medieval England project ahead, we

have seen an impact on visitor numbers and school visits in the 3rd quarter, with further impact reductions expected in the 4th quarter.

9. Strategic Developments

9.1. Norwich Castle Keep

- 9.1.1. The internal Keep Project team is now at full strength led by Dr Robin Hanley, Project Director, Hannah Jackson, Project Manager and Dr Tim Pestell, Curator of Archaeology. The new members of the team are: Andrew Ferrara, Project Curator, Jim Mills, Project Manager (Build), Dr Agata Gomolka, Assistant Project Curator and Lucie Molkova, Project Support Officer.
- 9.1.2. The Project Board is due to meet next on 6 February. The key items for discussion include an update on the procurement of the main contractor and progress with the British Museum Gallery of the Medieval Period.
- 9.1.3. Planning for the Partnership Gallery with the British Museum continues to progress very well. The final lay-out of the new gallery has been approved and detailed discussions are ongoing between the Project Team, Hayley Sharpe Design and the British Museum's lead curators.
- 9.1.4. Following the successful granting of Planning Permission for the project, the discharge of the planning conditions is currently underway.
- 9.1.5. The public engagement and learning programme is underway, with the first major event, 'Fight or Flight' delivered in the Keep at Norwich Castle on 5 October.

9.2. Norfolk Museums Development Foundation (NMDF) & Fundraising

- 9.2.1. Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well. The website for the Foundation is: <http://nmdf.org.uk/>
- 9.2.2. Current focus for the Foundation remains the Keep development project. The submission of applications to grant-giving trusts and foundations is ongoing. The Foyle Foundation is the latest grant-giving trust to make a significant donation to the project and we are very grateful to the Trustees and Executive of the Foyle Foundation for their vital support. The NMDF is also delighted to welcome the latest Ambassador to the scheme.
- 9.2.3. The public fundraising programme for the Keep project went live in September 2017. The campaign is entitled 'Keep Giving' and includes a range of ways to support the Project, such as Text Giving, Keep Giving merchandise and on-site promotion. The Adopt an Object initiative, which allows members of the public to adopt a museum object connected with Norwich Castle, was relaunched in time for Christmas 2019 and performed very well with many new adoptions.

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

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

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

9.3.1. Following support from the Joint Museums Committee, the new 5 Year Strategic Framework went to Norfolk Museums Service's Cabinet for endorsement on 13 January 2020.

9.4. **Arts Council England**

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

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

9.4.2. The Museums Service has received feedback following its annual assessment. The Arts Council England annual review highlighted the following:

Strengths:

- Keep Project developing well
- Strong partnerships made with other museums, resulting in, for example, the Paston Treasure and Viking: Rediscover the Legend exhibitions
- Push to be more representative with communities with events such as Festival of Norfolk & The Punjab and Pride to the People exhibition
- Teaching Museum programme is increasingly known nationally for its excellence
- Efforts to develop the volunteer programme and diversify our volunteer profile
- Teenage History Club – 'an absolutely first-class example of working closely with young people to ensure their voices are heard and presented within the museum context'
- School visits remain strong and Sandford Award received
- Significant improvement in the quality of social media being created
- Museum of Sanctuary status
- Partner in the British Museum's International Training Programme
- SHARE is an exemplary museum development programme nationally

Areas for development:

- NMS is not a visibly diverse organisation, more effort is needed to diversify the workforce
- Need to ensure a diverse range of community voices at Museums Committee meetings

Following the discussion at the last Joint Museums Committee, Members are asked to formally approve an invitation to Mr Danny Keen, Chair, Norfolk Black History Month, to become a co-opted Member of the Joint Museums Committee.

9.4.3. A key focus for the Arts Council over the current period continues to be the Creative Case for Diversity and significant development work and staff training continues to in this important area.

9.5. **Deep History Coast Project**

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

9.5.2. Staff are supporting North Norfolk District Council (NNDC) in the delivery of new external interpretation boards across the North Norfolk Coast along with a digital App which allows visitors to interact with the environment through the use of augmented reality.

9.5.3. NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the future direction of the project in North Norfolk with planning now underway for the 2020 programme of activities.

9.6. **National Lottery Heritage Fund**

9.6.1. The Heritage Lottery Fund has been rebranded as the National Lottery Heritage Fund (NLHF). The NLHF has also launched its new Strategic Funding Framework for the period 2019-24. For further details, visit

<https://hlf-live.axis12.com/publications/strategic-funding-framework-2019-2024>

9.6.2. Celebrations for the 25th anniversary of the National Lottery ran in October and November 2019. NMS once again took part in the national #ThanksToYou programme, with special events and free access for players of the National Lottery.

9.7. **Health & Wellbeing**

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

9.7.2. Norfolk Creativity and Wellbeing Week, 10-16 June 2019

London Arts in Health Forum and the Culture, Health and Wellbeing Alliance worked together with partners to expand the very successful London Creativity and Wellbeing Week into an annual national event. Norfolk Arts Service created a County-wide programme of activities for Norfolk's inaugural Creativity and Wellbeing Week. The event was a great success, with more than 40 organisations from across Norfolk taking part, making Norfolk the biggest event outside of London.

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

9.8. **Volunteering**

- 9.8.1. With support from Arts Council England, NMS appointed Michelle Gaskin to the role of Volunteer Coordinator. Since starting with NMS, Michelle has been developing the NMS volunteer offer and has undertaken a number of pieces of important work, including creating a new programme for work experience students. A recent example of work by NMS volunteers is around Strangers' Hall. To support the celebration of the forthcoming centenary of Strangers' Hall as a City of Norwich Museum, a preliminary assessment of archive material relating to the history of Strangers' Hall is underway. This includes a wide range of manuscript and printed documents, photographs, museum records, old guidebooks and Bolingbroke Collection items. Over the next months the documentation of this collection will be upgraded, with an intern from the UEA MA in Cultural History and Museology helping prepare the way for celebratory displays in the museum's centenary year, 2022 – 23.

10. Museum Development across Norfolk

- 10.1. NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of c.£1.3m per annum from Arts Council England to provide professional support, advice and guidance to museums for the four-year period 2018-22. The programme of support is delivered by SHARE Museums East.
- 10.2. SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.

- 10.3. Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4. Arts Council England funding has enabled the recruitment of a new museum development officer for Norfolk. Su Booth, the new post-holder, is supporting museums across the County in a variety of ways and is based at Cromer.
- 10.5. The 9th Annual SHARE Museums East conference took place at the North Hertfordshire Museum, Hitchin on 18 November 2019. Speakers included Emma Chaplin, Director AIM; John Orna-Ornstein, Director of Culture & Engagement, National Trust; Anne Jenkins, Director National Lottery Heritage Fund (Midlands & East); Hedley Swain, Area Director South East, Arts Council England; and Venu Dhupa, independent cultural consultant.
- For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: www.sharemuseumseast.org.uk

11. Issues, Risks & Innovation

11.1. Issues

There are no new issues identified in this report.

11.2. Risks

The risk around meeting income generation targets has moved from 'Met' to 'Current' due to the short-term impact on school visits and exhibition numbers at Norwich Castle Museum & Art Gallery as a consequence of the delivery of the Norwich Castle: Gateway to Medieval England project.

11.3. Innovation

New initiatives in the Museums Service include the Service's work with the Arts Service on the Health & Wellbeing agenda and the Service's Kick the Dust Programme working with young people across the County.

12. Conclusion

- 12.1. Good progress is being made on all programmes and with a continuing focus on new sources of earned income, fundraising and capital developments.
- 12.2. The Norwich Castle Gateway to Medieval England project continues to progress positively.
- 12.3. Work on the new Arts Council England business plan for 2018-22 continues progress positively.

Officer Contact

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Norfolk Joint Museums Committee

Item No: 12

Decision making report title:	NMS' Collections Review and Rationalisation Programme
Date of meeting:	07 February 2020
Responsible Cabinet Member:	Councillor Margaret Dewsbury (Cabinet Member for Communities and Partnerships)
Responsible Director:	Steve Miller, Director of Culture & Heritage, Head of Norfolk Museums Service
Is this a key decision?	Yes

Introduction

This report sets out the background to the ongoing review of NMS collections and recommends deaccessioning a group of social history items from Lynn Museum and Great Yarmouth Museums collections in accordance with the NMS Collections Management Strategy 2018-22, which incorporates the NMS Collections Development Policy (Appendix 1).

Executive Summary

As part of its strategy to review collections care, service needs and reduce costs Norfolk Museums Service (NMS) has an ongoing Collections Review & Rationalisation programme whereby collections are reviewed on a regular basis

The programme follows best practice as advised by Arts Council England's Museums Accreditation Standard and the Museums Association's Code of Ethics standards of which have been incorporated into the NMS Collections Development Policy. The outline of which is noted in Appendix 1

Recommendations

To consider and approve the rationalisation of:

- **The Great Yarmouth social history items Appendix 2.1&2**
- **The Lynn Museum social history items Appendix 3**

1. Background and Purpose

- 1.1.** The objects listed in Appendices 2&3 are from the Great Yarmouth Museums and Kings Lynn Museums. and recommended for rationalisation by the methods proposed against each object.

- 1.2.** The process and objects have been scrutinised by NMS' internal Rationalisation Committee, which comprised the Collections Development Manager, Head of Conservation, departmental Curators, Registrar & Collections Development Officer. The objects have been reviewed by the members of the respective Area Museums Committees. (Gt Yarmouth 08.1.2020. Kings Lynn 8.1.202)
- 1.3.** Collecting and rationalisation within the NMS is undertaken in accordance with the Collections Development Policy approved by the Joint Museums Committee (Appendix 1) and the Museums Association Code of Ethics. This Collections Development Policy is reviewed every five years and sets out the strengths of the collections, areas for future collecting and constraints on collecting, such as resources, space and expertise. As part of a responsible collections management strategy the NMS undertakes regular reviews of its collections to ensure that material is properly classified and adequately housed. Objects that are deemed unsuitable for retention as part of the core collection are identified and alternative homes found.
- 1.4.** This regular review as part of the collections management programme also includes ensuring that all legislative requirements are met in regard to hazardous materials. As part of a programme of ordnance audit, Sgt Heydon of Merville Barracks Colchester visited all county sites to assess the relevant collections to issue a Certified Free From Explosives Certificate (CFFE). During the visits, some items were found at Gt Yarmouth & Kings Lynn museums to contain explosives and as such, it was not possible to be issued with a CFFE certificate for these items. Due to the nature of this audit, and small scale of these objects they were removed immediately by Sgt Heydon and taken to Army Melville Barracks Colchester for immediate safe disposal.
- 1.5.** MOD Explosive Regulations, DSA03.OME Part 2 (JSP 482) Chapter 27 Annex C states that the CFFE regime is applicable to munitions held in museums. There are a number of museums within the Inspector of Explosives (Army) (IE(A)) area of responsibility, therefore to ensure that all artefacts are safe for exhibition they must be subject to the CFFE procedure.

2. Proposals

- 2.1.** The Joint Museums Committee is asked to consider and recommend for rationalisation:
- The Lynn Museum social history items Appendix 2
 - The Great Yarmouth social history items Appendix 3

3. Impact of the Proposal

- 3.1.** To ensure legislative compliance and safe working practices are in place in regard to hazardous material

4. Evidence and Reasons for Decision

- 4.1. As part of its strategy to review collections care, service needs and reduce costs Norfolk Museums Service (NMS) has an ongoing Collections Review & Rationalisation programme whereby collections are reviewed on a regular basis

This regular review as part of the collections management programme also includes ensuring that all legislative requirements are met in regard to hazardous materials.

5. Alternative Options

- 5.1. no alternative options

6. Financial Implications

- 6.1. None

7. Resource Implications

The review and submission of this strategy is fully funded through Arts Council England's Major Partner Museums funding. There are no other revenue implications.

- 7.1. **Staff:**

N/A

- 7.2. **Property:**

N/A

- 7.3. **IT:**

N/A

8. Other Implications

- 8.1. **Legal Implications**

To ensure compliance with MOD Explosive Regulations

- 8.2. **Human Rights implications**

N/A

- 8.3. **Equality Impact Assessment (EqIA)**

No equality impact

- 8.4. **Health and Safety implications**

Disposal of these objects ensures safer working environments for staff and visitors and reduces threat to core collections.

8.5. **Sustainability implications** Reduction of threat to personnel and core collections and free up resources for the benefit of the remaining collections and the wider public benefit

8.6. **Any other implications**

N/A

9. Risk Implications/Assessment

9.1. Removal of these collections mitigates the identified risks

10. Select Committee comments

10.1. N/A

11. Recommendations

11.1. To consider and approve the rationalisation of:

- The Great Yarmouth social history items Appendix 2.1&2
- The Lynn Museum social history items Appendix 3

12. Background Papers

12.1. N/A

Officer Contact

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

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Collections Development Policy

Names of museums: Norwich Castle Museum & Art Gallery; Museum of Norwich at the Bridewell; Stranger's Hall; Royal Norfolk Regimental Museum; Gressenhall Farm & Workhouse; Lynn Museum; Ancient House Museum of Thetford Life; Cromer Museum; Time & Tide Museum; Elizabethan House; The Tolhouse

Name of governing body: The Joint Museums Committee of Norfolk County Council

Date on which this policy was approved by governing body: July 2018

Policy review procedure: the Collections Development Policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: July 2022

Arts Council England will be notified of any changes to the Collections Development Policy, and the implications of any such changes for the future of collections.

Background to the Policy

This policy sets out the principles that will provide the partners to the Joint Museums Agreement and staff of Norfolk Museums Service (NMS) with a framework for the scrupulous and ethical acquisition and disposal of collections using clear procedures and decision-making processes common to UK museums in the Accreditation Scheme. It is based upon the template provided by Arts Council England for museums applying to the Accreditation Scheme, last updated in 2014.

Implementing the policy will enable museums of NMS to demonstrate the public benefit in their actions relating to the acquisition and disposal of collections. It provides a basis for open and transparent decision-making and an informed dialogue between governing bodies, donors, funding bodies and other stakeholders.

This policy applies to:

- material which NMS museums own or to which they intend to acquire legal title
- material which the NMS museums own and have accessioned into their collections or intend to own and accession into the collection.

The acquisition, management and disposal of collections will flow from:

- the Joint Museums Agreement and statement of purpose
- the legal basis on which the collections are held
- the public benefit derived from the effective use and management of the collections
- an assessment of the needs of the museum's collections
- the collections held by other museums and organisations collecting in the same or related geographic areas or subject fields.

Ownership of the collections

NMS is managed under a Joint Museums Agreement, established in 1974 and last re-negotiated in 2006, between Norfolk County Council (NCC) and district councils (Norwich City Council, North Norfolk District Council, Great Yarmouth Borough Council, King's Lynn & West Norfolk Borough Council, Breckland District Council, South Norfolk District Council and Broadland District Council). Material acquired by a museum is understood to be owned by the partner council in whose district the museum resides but managed by the Joint Museums Committee. The agreement acknowledges that in the event of the ending of the Joint Museums Agreement the collections revert to the district, except for material that was specifically acquired with purchase funds provided by Norfolk County Council.

Any disposal of collections will be approved initially by Area Museum Committees (representing the interests of the district) and ultimately by the full Joint Museums Committee.

The collections of the Royal Norfolk Regimental Museum are owned by the Trustees of the Royal Norfolk Regimental Museum, and accordingly disposals are approved by them.

1. NMS Statement of Purpose

Norfolk Museums Service is a multi-award winning service comprising ten museums and a study centre. The Service aims to inform and inspire people's interest in the cultural and natural heritage of Norfolk, and address relevant contemporary issues by:

- Collecting, preserving and interpreting material evidence of the past
- Stimulating creativity, inspiration and enjoyment
- Providing an enjoyable way to learn throughout life
- Engaging with the widest possible audience
- Enriching people's lives and creating a sense of place and identity
- Enabling people to understand and value other cultures

NMS is one of 16 Major Partner Museums receiving substantial revenue funding from Arts Council England in order to achieve ACE's strategy for the arts and culture sector:

- Goal 1. Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2. Everyone has an opportunity to experience and be inspired by the arts, museums and libraries
- Goal 3. The arts, museums and libraries are resilient and environmentally sustainable •
- Goal 4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

By definition, NMS has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons and due diligence must be exercised before consideration is given to any acquisition to the collection, or the disposal of any items in NMS' collection.

Acquisitions outside the current stated policy will only be made in exceptional circumstances.

NMS recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

NMS will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that NMS can acquire a valid title to the item in question. This procedure will be in line with NMS Due Diligence Policy.

NMS will not undertake disposal motivated principally by financial reasons

2. History of the collections

NMS' collections have disparate origins. Further details about the history of individual collections are given in the appendices for each museum:

- Appendix 1 Norwich Castle Museum & Art Gallery
- Appendix 2 Museum of Norwich at the Bridewell
- Appendix 3 Strangers' Hall
- Appendix 4 Royal Norfolk Regimental Museum
- Appendix 5 Gressenhall Farm & Workhouse
- Appendix 6 Lynn Museum

Appendix 7	Ancient House Museum of Thetford Life
Appendix 8	Cromer Museum
Appendix 9	Time & Tide, Elizabethan House, Tolhouse (Great Yarmouth Museums)

3. An overview of current collections

The collections of NMS reflect the history and character of the county of Norfolk. Due to earlier collecting practices there are also collections of non-local material with wider historic and cultural significance.

- **Norwich Museums collections** comprise:

Norwich Castle Museum & Art Gallery with specialist Designated collections of archaeology, fine and decorative art, and natural history. The museum also holds a nationally-significant costume and textiles collection. The curatorial offices and many of the collections of NMS are housed at the adjacent **Norwich Castle Study Centre** in the Shirehall.

The **Museum of Norwich at the Bridewell** and **Strangers' Hall Museum** have the bulk of the social history collections, with Strangers' Hall concentrating on domestic life and the Museum of Norwich on the story of Norwich, its communities and trades and industries.

The **Royal Norfolk Regimental Museum** houses the regimental collection and since 2013 has formed part of Norwich Castle Museum.

There are also important ecclesiastical collections from the former St. Peter Hungate Museum (closed 2001), which are now housed mainly at the Museum of Norwich and the **Norfolk Museums Collections Centre** at Gressenhall.

- **Gressenhall Farm and Workhouse** houses a county-wide collection reflecting the rural way of life of the county, principally of the 19th and 20th centuries. New displays and archives relating to the stories of people who lived and worked in the workhouse. The site also includes the **Norfolk Museums Collections Centre**, the central store for collections from across NMS.
- **Lynn Museum** reflects the history and character of King's Lynn, west Norfolk and the Fens, including a Bronze Age timber circle from Holme-next-the-Sea.
- The **Ancient House Museum of Thetford Life** reflects the history and character of Thetford and Breckland.
- **Cromer Museum** reflects the history and character of Cromer and its environs. It has a strong collection of photographs of the town.

- **Great Yarmouth Museums** comprise **Time and Tide**, the **Tolhouse Museum** and **Elizabethan House Museum**. Their collections chiefly reflect the history and character of Great Yarmouth and its connections with the sea.
- Further details about individual collections, also details relating to themes and priorities for future collecting and disposal are given in the appendices for each museum:

Appendix 1	Norwich Castle Museum & Art Gallery
Appendix 2	Museum of Norwich at the Bridewell
Appendix 3	Strangers' Hall
Appendix 4	Royal Norfolk Regimental Museum
Appendix 5	Gressenhall Farm & Workhouse
Appendix 6	Lynn Museum
Appendix 7	Ancient House Museum of Thetford Life
Appendix 8	Cromer Museum
Appendix 9	Time & Tide, Elizabethan House, Tolhouse (Great Yarmouth Museums)

4. Themes and priorities for future collecting

While historically each museum has had its own collecting policy, NMS takes a county-wide approach to its collecting ambitions. It is also reviewing and rationalising the collections which it holds.

General aims in collecting applicable to all NMS museums and collections:

To enhance the existing areas for collecting for individual departments and museums, these are described in the appendices for each museum / department.

The main collecting area is Norfolk and collections relating to the county, potentially covering all periods from prehistoric to modern. Acquisitions will include material originating from, used in or with strong connections with Norfolk and people and institutions connected with the county. Exceptions may include:

- Certain subject areas where it is desirable to collect from outside the county on a limited basis in order to place the Norfolk heritage in context.
- Where the administrative boundary of the county falls awkwardly across natural features it may be desirable to extend collecting to a limited extent. This will be subject to an understanding with neighbouring museums.
- In order to enhance the collections in selected cases where the existing collection is not primarily based on the collecting area of Norfolk, for instance in Fine and Decorative Art or Archeology.

Digital collecting: the acquisition of born-digital material, this is subject to the same policies and decision-making processes as other object types. This is an emerging area of collections development, we will work with stakeholders,

for example the NRO, and professional advisors in establishing robust procedures for collecting and archiving born-digital material.

- Photographic collections are generally referred to Norfolk Library & Information Service; archival collections are generally referred to Norfolk Record Office. See section 8 Archival holdings for more detail.

5. Themes and priorities for rationalisation and disposal

NMS recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

The procedures used will meet professional and ethical standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

For rationalisation and disposal themes and priorities for individual museums see the appendices for each museum / department.

6. Legal and ethical framework for acquisition and disposal of items

The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7. Collecting policies of other museums

Norfolk Museums Service will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

Specific reference is made to the following museums/organisations:

- 100th Bomb Group Memorial Museum
- Bishop Bonner's Cottage Museum
- Bressingham Steam Museum
- Diss Museum
- Fakenham Museum of Gas & Local History
- Mundesley Maritime Museum
- Museum of the Broads
- Nelson Museum

- RNLi Henry Blogg Museum
- Sheringham Museum
- Swaffham Heritage
- True's Yard Fishing Heritage Museum
- William Marriott Museum and North Norfolk Railway
- Wymondham Heritage Museum

For individual NMS museums, detailed references to the collecting policies of other museums can be found in museum / department appendices:

In addition, NMS recognises the collecting policies of other national and regional museums and will consult with those organisations before collecting material which may complement their collections. NMS also recognises and will consider the collecting policies of non-Accredited museums and other heritage organisations which aim to keep collections within the public domain. It will maintain relationships with organisations in Norfolk and further afield, including members of the Museums Norfolk group, the History of Advertising Trust, the National Trust, and English Heritage.

NMS will pay particular attention to the collecting policies of Norfolk Library & Information Service and Norfolk Record Office, as described in Section 4, Themes and Priorities for Future Collecting.

8. Archival holdings – photographs & archives

NMS has historically collected photographs and archives. These collections are no longer added to, except in the circumstances described below.

Photographic collections

Photographic collections are held by all NMS departments and museums, and span the period 1840s to the present day; the bulk of collections date to the late 19th to early 20th centuries and 1970s to 1990s. Overall they comprise a very significant visual record which contributes significantly to the regional and national photographic heritage.

The Local Studies Library of Norfolk Library & Information Service (NLIS) is the primary collector of historic photographic material in Norfolk. It collects photographs related to Norfolk from across the whole of the county and covering all subject areas. For this reason it is important to avoid duplication in collecting across NCC Cultural Services.

NMS museums will collect only photographs which add context to or complement objects already in its own collections. Significant photographic material, whether single images or whole collections (including albums), will only be acquired in consultation with the NLIS Local Studies Library. NMS Museums should direct all photographs unconnected to their specialist subject areas to the NLIS Local Studies Library.

Archives

Archives are held by all NMS departments and museums, and span the medieval period to the present day. The most significant archives are held by the Archaeology Department of Norwich Castle Museum, and includes material relating to Norwich Castle as a prison.

The Norfolk Record Office (NRO) is the primary repository of archives in Norfolk and collects material from across the county covering all historical periods to the present day and from all subject areas. As with photographs it is important to avoid duplication in collecting across NCC Cultural Services.

NMS museums will collect only archival material which adds context to or complements objects already in its own collections. Significant archival material, from single items to entire archives, will only be acquired in consultation with NRO.

9. Acquisitions

The policy for agreeing acquisitions will be managed by an Acquisitions Committee.

The Committee comprised of relevant curators, representatives from collections management and conservation departments, will convene to make decisions about potential acquisitions. Taking into consideration the individual collecting policy and resource implications.

Curators are required to provide sufficient information about the proposed acquisition to enable the Committee to come to a decision on whether to accept or reject a proposal. Information should include:

- Brief details of the object, including dimensions and condition
- A completed due diligence checklist and risk assessment
- The particular reason(s) the object is proposed for collecting, including its relevance to the museum's own collecting policy
- Details of proposed storage location
- Details of potential risks: physical or reputational

In exceptional cases the Committee may agree to retrospective approval of an acquisition. This will be where:

- The curator has carried out due diligence and risk-assessed the acquisition, has a clear idea of its significance to the collecting policy, and is able to identify suitable storage; *and*:
- it was not possible to consult about the acquisition due to pressures of time. For example, an offer which would be withdrawn if not collected immediately; or one which requires urgent fundraising and a Committee cannot be convened in time.

Once agreed, Spectrum entry procedure and documentation as outlined in the NMS Documentation Procedural manual is to be completed.

10. National and International Standards

NMS will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, NMS will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Digital Culture, Media and Sport (DCMS) in 2005.

This will be identified in accordance with the NMS Due Diligence checklist.

11. Human remains

NMS holds human remains from any period, as such it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

NMS does not hold or intend to acquire any human remains under 100 years old.

This will be identified in accordance with the NMS Due Diligence checklist.

12. Biological and Geological material

NMS will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, such as the 1973 Convention of International Trade in Endangered Species of Wild Fauna and Flora (CITES) or the Wildlife and Countryside Act 1981, and taking into consideration The Ivory Bill 2018. This will be identified in accordance with the NMS Due Diligence checklist.

13. Archaeological material

NMS will not acquire archaeological material in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures. This will be identified in accordance with the NMS Due Diligence checklist.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

14. Exceptions

Any exceptions to the above clauses will only be because NMS is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases NMS will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. NMS will document when these exceptions occur.

15. Spoliation

NMS will use the statement of principles issued by National Museums Directors Conference on 'Spoliation of works of Art during the Holocaust and World War II period' in 1998, updated 2016

16. The Repatriation and Restitution of objects and human remains

NMS's governing body, acting on the advice of the NMS professional staff, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. NMS will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

17. Disposal procedures

All disposals procedures will be undertaken with reference to the Spectrum Primary Procedures on disposal, the Museums Association (MA) Code of Ethics and MA disposal toolkit.

Disposal for financial reasons is not an route for disposal of NMS collections

NMS Disposal Committee comprising the Chief Curator, Departmental Curator, Collection Development Manager, Registrar, Head of Conservation will recommend to AMC and JMC objects for disposal.

A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of NMS' governing body acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift directly to other Accredited Museums likely to be interested in its acquisition.

If the material is not acquired by any Accredited museum to which it was offered as a gift then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

The announcement relating to gift will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, NMS may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

Disposal by Exchange

The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

If the exchange is proposed with an Accredited non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by Destruction

Destruction is an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.

Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.

The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Objects disposed in this manner will be reported to AMC / JMC retrospectively if the object poses a risk and therefore requires immediate destruction.







Appendix 2.1










Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
GRYEH : 1989.27.1	signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date HRB Sept 1896 painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.2	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date HRB Sept 1896 painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.3	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date HRB Sept 1896 unpainted, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.4	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date L and Co Dec 1897, painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	

Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
GRYEH : 1989.27.5	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date L and Co Dec 1897, painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.6	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date L and Co Dec 1897, painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.7	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, impressed with maker's initials and date HRB October 1895 painted black, diameter 40 mm		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.8	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, marks unclear, painted red		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	

Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
GRYEH : 1989.27.9	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, marks unclear, painted red		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.10	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips for securing to railway line, marks unclear, painted red		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.11	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips which are missing for securing to railway line, marks unclear, painted red		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	
GRYEH : 1989.27.12	railway signal	DISPOSAL Railway fog signal detonator, small round metal container, flat on underside, convex on top side with lead strips which are missing for securing to railway line, marks unclear, painted red		Object was found to contain explosives and was therefore deemed unsafe and taken away for destruction by the army. Kett, Wayne 26.9.2019	

Record number	Object simple name	Brief Description	Image	Disposal Reasons
KILLM : 1994.23.2	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.3	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.4	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.5	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.6	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.7	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019

Record number	Object simple name	Brief Description	Image	Disposal Reasons
KILLM : 1994.23.8	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.9	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.10	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.11	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.12	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.13	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019

Record number	Object simple name	Brief Description	Image	Disposal Reasons
KILLM : 1994.23.14	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019
KILLM : 1994.23.15	cartridge	DISPOSAL One of fifteen German cartridges, mounted, framed and glazed (space for one other.)		Found to contain explosives so the object was removed by the army for safe disposal Kett, Wayne 27.9.2019