

NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Date	Time	Place
Friday 18 November 2011	2.00 pm	The Edwards Room County Hall Norwich

Agenda



House Alive event at Thetford Ancient House Museum

- 1 **To note Apologies and whether any Substitute Members have been Appointed**
- 2 **To Receive the Minutes of the Previous Meeting held on 15 July 2011.** (PAGE)
- 3 **Members to Declare Any Interests**

Please indicate whether the interest is a personal one only or one which is prejudicial. A declaration of a personal interest should indicate the nature of the interest and the agenda item to which it relates. In the case of a personal interest, the member may speak and vote on the matter. Please note that if you are exempt from declaring a personal interest because it arises solely from your position on a body to which you were nominated by the County Council or a body exercising functions of a public nature (e.g. another local authority), you need only declare your interest if and when you intend to speak on a matter.

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier. **These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.**
- 4 **Matters of Urgent Business**
- 5 **Public Question Time**

15 minutes for questions from members of the public of which two clear working days notice have been given
- 6 **To Receive the Reports of Area Museums Committees/Forum**
 - (a) **Breckland** (PAGE)
 - (b) **King's Lynn and West Norfolk** (PAGE)
 - (c) **North Norfolk Museums Forum** (PAGE)
- 7 **To Receive the Report of the Meeting of the Norfolk Archaeological Services Advisory Committee Held on 10 October 2011** (PAGE)
- 8 **Norfolk Museums and Archaeology Service Integrated Performance, Finance and Risk Monitoring Report for 2011/12** (PAGE)

Report by Head of Museums and Archaeology
- 9 **Service and Budget Planning 2012 to 2014** (PAGE)

Report by Head of Museums and Archaeology
- 10 **NMAS Museum Catering Operations**

**11 NMAS Collections and Accommodation Rationalisation Programme
2010-14**

(PAGE)

Report by Head of Museums and Archaeology

**12 Transfer of Museum Sector Responsibilities from The Museums,
Libraries and Archives Council to Arts Council England**

Report by Head of Museums and Archaeology

(PAGE)

CHRIS WALTON
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10 November 2011

Enquiries and names of any Substitute Members to Tim Shaw
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GROUP MEETING

Conservative – 1.30 pm – Colman Room



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NORFOLK JOINT MUSEUMS and ARCHAEOLOGY COMMITTEE

Minutes of the Meeting Held on 15 July 2011

Present:

Breckland District Council

Mr P Duigan

Broadland District Council

Mr J Bracey

King's Lynn & West Norfolk Borough Council

Mr T Wright

North Norfolk District Council

Mrs L Brettle

Norwich City Council

Mr D Bradford

Mr G Gee

Ms V Thomas

Norfolk County Council

Mr P Hardy

Mr Kiddle-Morris

Mr B Stone

Mr J Ward

Mr M Wilby

Dr F Williamson

South Norfolk District Council

Dr C Kemp

Co-opted Members Present:

Mr J Knight

Museum Friends

Other Members Present:

Mr G Nobbs

1. Apologies

- 1.1 Apologies for absence were received from Mr Carswell, Mr Carttiss, Mr Rogers, Mrs Nockolds (with Mr T Wright substituting), Mr Coleman, and Mr Gurney (with Mr J Knight substituting).

2. Election of Chairman

Resolved –

- 2.1 That Mr Ward be elected Chairman of the Joint Committee for the ensuing year.

(Mr Ward in the Chair)

- 2.2 On behalf of the Joint Committee, the Chairman paid tribute to the outgoing Chairman, Mr Stuart Dunn, for his dedicated service to the committee.

3. Election of Vice-Chairman

Resolved –

- 3.1 That Mr J Bracey be elected Vice-Chairman of the Joint Committee for the ensuing year.

4. Minutes

- 4.1 The minutes of the previous meeting held on 15 April 2011 were confirmed by the Joint Committee and signed by the Chairman.

5. Declarations of Interest

- 5.1 There were no declarations of interest.

6. Matters of Urgent Business

- 6.1 It was noted that the late June meeting of the Joint Museums and Archaeology Urgent Business and Accounts Approval Sub-Committee had been cancelled due to a change in the legislative requirements. Members were asked to select a date for the meeting of the Joint Museums and Archaeology Urgent Business and Accounts Approval Sub-Committee.

Resolved –

- 6.2 That this meeting be held following Council on Monday 26 September 2011 at 2pm.

7. Public Question Time

- 7.1 There were no public questions received.

8. Political Representation on the Joint Museums and Archaeology Committee: Appointments to Sub-Committee and Outside Body 2011/12

- 8.1 The Report by Secretary of the Joint Committee was received. The report set out the political representation on the Joint Committee and asked Members to make appointments to the Sub-Committee and the Norfolk Archaeological Services Advisory Committee for 2011/12.

- 8.2 Dr Kemp requested that a note on how the proportionality was determined be circulated to Members.

Resolved –

- 8.3 To agree the political composition of the Joint Museums and Archaeology Accounts Approval and Urgent Business Sub-Committee be as follows:

- Conservative – 4
- Labour – 1
- Liberal Democrat – 1
- Green – 1

- 8.4 That the following Members be appointed to the Joint Museums and Archaeology Accounts Approval and Urgent Business Sub-Committee for 2011/12:

- Mr Wilby
- Mr Stone
- Dr Kemp
- Mr Duigan
- Mr Bradford
- Mr Hardy
- Dr Williamson (to be confirmed by Dr Williamson)

8.5 That the following Members be appointed to the Norfolk Archaeological Services Advisory Committee for 2011/12:

- Mr Duigan
- Mr Bracey

9. Reports on the Activities of Area Museums

(a) Breckland

The annexed report of the Breckland Area Museums Committee meeting held on Friday 17 June 2011 was received and noted.

Members noted that the results of the feasibility study relating to the current shop arrangements at Gressenhall to enhance visitor spend per head would be known in two months. The Head of Norfolk Museums and Archaeology Service explained that it was hoped to relocate the shop to the courtyard at the centre of the museum.

Members were informed that energy savings were to be made following the installation of biomass boilers. Several events spaces had been refurbished and could be hired by the public or for training events, which would bring in revenue.

(b) Great Yarmouth

The annexed report about the activities of Great Yarmouth Museums, as considered by the Scrutiny Committee of Great Yarmouth Borough Council on 6 June 2011 was received and noted. In introducing the report, Mr Stone apologised for the thin report, which was down to holiday arrangements but said that a full report would be provided at the next meeting.

(c) King's Lynn

The annexed report of an informal meeting of the King's Lynn and West Norfolk Area Museums Committee held on Monday 13 June 2011 was received and noted.

(d) Norwich

A report from the Norwich Museums Manager had been circulated to Members under separate cover after the agenda had been despatched and has been attached to these minutes at [Appendix A](#). The report gave a general update and detailed the work in the Norwich

Museums over the last three months. This report was received and noted.

(e) North Norfolk

The annexed report of the North Norfolk Museums Forum meeting held on 8 June 2011 was received and noted.

10. Norfolk Museums and Archaeology Service – Integrated Performance, Finance and Risk Monitoring Report for 2010/11

10.1 The annexed report by the Head of Norfolk Museums and Archaeology Service was received. The report provided performance information against service plan and budget out-turn information for 2010/11 for the Norfolk Museum and Archaeology Services (NMAS) to the 31 March 2011.

10.2 During the discussion the following points were noted:

- The Business and Development Manager noted that there was an error on the first page of the Appendix. He said that the 2010/11 capital outcome figure for the Gressenhall Biomass Boiler CERF should read “0.019” and not “0.19”.
- In response to a Member question, it was stated that the final invoice for the Seahenge installation was taking some time due to it being completed in several stages, with the final stage only being completed last year.
- In response to a Member question about the procurement and contractor delays in relation to the Bridewell Museum Development, it was noted that building works had been ten weeks overdue due to a range of causes including finding a large hole underneath the site and the removal of asbestos. Also, during the extremely cold weather, work could not continue due to health and safety considerations.

Resolved –

10.3 To note the progress with performance and service plans during 2010/11.

10.4 To note progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2010/11.

11. Annual Internal Audit Report 2010-11

11.1 The annexed report by the Head of Finance was received. The report introduced the Annual Internal Audit Report which summarised the internal audit work carried out in 2010-11, provided assurance that financial, non-financial controls, and risk management arrangements existed and were effective and provided details of the relevant sections of the Councils 2011-12 internal audit plan.

Resolved –

- 11.2 To note the report and its key message, that based on an analysis of the audit work carried out and reports issued, Chief Internal Auditor can assure that, the adequacy and effectiveness of the system of internal control including the arrangements for the management of risk during 2010-11 was “acceptable” and therefore considered sound.
- 11.3 That the systems of internal audit were adequate and effective during 2010-11 for the purpose of the latest regulations.
- 11.4 That arrangements for anti-fraud and corruption were adequate and have been reviewed.
- 11.5 To note the content of the 2011-12 Audit Plan for NJMAC set out in the Annual Internal Audit Report.

12. Annual Governance Statement 2010-11

- 12.1 The annexed report by the Head of Finance was received. The report introduced the proposed Annual Governance Statement 2010-11 and provided assurance that the Norfolk Joint Museum and Archaeology Committee’s governance framework, including the system of internal control, was adequate and effective.

Resolved –

- 12.2 To note that the Chief Internal Auditor had reviewed the effectiveness of the system of internal control including the arrangements for the management of risk.
- 12.3 To note that there were no findings from the review of the effectiveness of the system of internal control.
- 12.4 To approve the Annual Governance Statement and require that the Chairman and Director of Community Services should sign off the statement.
- 12.5 To require the Head of Finance to ensure that the Annual Governance Statement accompanies the Annual Statement of Accounts.

13. NMAS Collections and Accommodation Rationalisation Programme 2010-14

- 13.1 The annexed report by the Head of Norfolk Museums and Archaeology Service was received. The report detailed the NMAS ongoing Collection Rationalisation Programme whereby collections were assessed on a regular basis and those that were not suitable for future display or study needs were found alternative homes.
- 13.2 Under separate cover, Annex 2 of this report, which set out the list of items which had been assessed as surplus to NMAS’ requirements as being of poor quality, or of limited interest, or more relevant to another museum collect, is now attached to these minutes at [Appendix B](#).

- 13.3 The Head of Norfolk Museums and Archaeology Service noted that there was a correction to the description of the fifth item on the list, which should have read “Commode, Continental, probably Dutch, veneered in yew, crossbanded in kingwood, about 1780”.
- 13.4 At [Appendix C](#) of these minutes is a collection of further descriptions of the items which are to be rationalised.

Resolved –

- 13.5 To approve the rationalisation of the items listed in Annex 2 of the report.

14. Annual Review of Visitor Performance

- 14.1 The annexed report by the Head of Norfolk Museums and Archaeology Service was received. The report analysed the number of visits made by members of the public to the museums operated by the Norfolk Museums and Archaeology Service for the financial year 2010-11. Over 380,000 visits were made to NMAS museums, an increase of over 21,000 on the previous year. Out of this, 43,481 visits were made by school children in organised groups, which was a substantial increase on the previous year.

Resolved –

- 14.2 To note the report.

15. Review of Future Governance Arrangements for Museums

- 15.1 The annexed report by the Head of Norfolk Museums and Archaeology Service was received. The report asked Members to contribute their views to inform an options appraisal on the future governance of the museums service.
- 15.2 One option being explored was the creation of a Charitable Trust, which would manage the museum buildings and collections on behalf of the local authorities in Norfolk. With Cabinet approval, external funds had been used to commission Winckworth Sherwood to produce an options appraisal.
- 15.3 A key part of the appraisal was consultation with key stakeholders in order to inform the draft recommendations, which were due at the end of July 2011.
- 15.4 In addition to the report, under separate cover, Members received a further briefing paper on the benefits of Charitable Trusts. The briefing paper is attached to the minutes at [Appendix D](#).
- 15.5 Members were asked to note the report and consider the presentation of the findings to date from Winckworth Sherwood. Members were asked to contribute their views to inform the options appraisal process.
- 15.6 Members then received the presentation by Winckworth Sherwood which is attached to the minutes at [Appendix E](#).

15.7 Following the presentation, a discussion took place and the following points were noted:

- Members questioned whether there would be a formal consultation, how long the process would take, and when the decision would be made. The Head of Norfolk Museums and Archaeology Service said that a formal consultation process would need to be carried out with each local authority which was a member of the Joint Committee so each authority's timeframe would vary but the timetable would be significant and would allow for an extended period of formal consultation.
- Members highlighted that this was likely to be the most important decision they would have to make about the museums service and asked to view case studies of other services which had gone down the same route. They asked to see more detail on the drawbacks of Charitable Trust status and asked to hear about other alternatives. The Head of Norfolk Museums and Archaeology Service said that she would ensure these areas were covered by the consultants in their report.
- Members asked what options were available to current Museums staff and how becoming a Charitable Trust would affect them and the local authority. The Head of Norfolk Museums and Archaeology Service said that TUPE arrangements would apply to Museums staff. Mr Simon Randall, a consultant from Winckworth Sherwood, stated that those staff who worked over 50% of their hours in the Museums Service would transfer but those who worked less than 50% of their hours would not. Staffs' pension entitlements would continue as well.

15.8 With permission from the Chairman, Mr Nobbs was invited to address the Joint Committee as Labour Group Spokesperson for Cultural Services. Mr Nobbs made the following points:

- He stated that the final decision on whether to adopt Charitable Trust status would be that of the Joint Committee.
- He noted that he felt the real proposal which would be decided on was to form a Charitable Trust with Ipswich and Colchester City Councils. He said that this option was one of many which had been briefly mentioned during the presentation.
- Through Freedom of Information requests, Mr Nobbs had obtained numerous emails from April 2010 involving senior officers in Cultural Services, the Conservative Political Assistant, and the Leader of Norfolk County Council which discussed contacting the Minister and Norfolk, Suffolk, and Essex MPs, and Vicky Ford MEP, Robert Sturdy MEP, and Geoffrey Van Orden MEP. He said that there was no Member consultation except through the Leader of Norfolk County Council and later the Cabinet Member for Cultural Services.

- He said there was a single line within Norfolk's Big Conversation document which said "For example, we will have explored the potential of setting up a Charitable Trust for securing and safeguarding the future of the joint museums service". This line was within a section on Adult Social Services and not in a position where information on the future plans for the Museums Service to be found.
- Mr Nobbs referred to the high-performing Museums Service operated by Hull City Council. He said he had made contact with the Portfolio Holder for Leisure and Culture about the proposed move to Charitable Trust status and who replied by letter. In his letter, Cllr Terry Geraghty stated that this issue had been raised a number of times in Hull over the last six to eight years however to date the Council had not been persuaded by evidence it had seen and he could safely "say that there is no appetite in any political party in this council to pursue charitable trust status". Cllr Geraghty also said that the Museums Services was rightly regarded as the jewel in the crown of the City and it had a huge impact on the city centre economy. It was key to the internal and external image of the city and that such a significant asset was too important to leave the control of the democratic process. He added that not all museums trusts had prospered and there had been recent cases of failure and trusts having cash flow problems and seeking further support from their local authorities. Cllr Geraghty went on to say that the flexibility of action and opportunity for income from different sources needed to be balanced against the risk of cash flow problems and the ability of a significantly larger organisation, such as a local council, to draw on expertise and support that would be very costly in the external market, such as legal advice, HR support, and financial management. He ended his letter by saying that there were a number of implications of transfer to charitable trusts which he felt to be morally challenging. Some of these implications were that broadly speaking the pay of senior managers in trusts was higher than in council run services as a result of the changed structure and generally the pay of other staff in trusts was lower than in council run services. He added that some trusts had cut staff pay in the recent economic crisis as a method of reducing costs. There had also been cases of confusion in respect of the ownership of collections and it was his view that collections held on behalf of the public should be subject to the most rigorous management and scrutiny given their significance and value.

15.9 In response to the information presented by Mr Nobbs, the following points were made:

- The Head of Norfolk Museums and Archaeology Service said she felt that misleading information had been given within Mr Nobbs' presentation. She said that the email communication in April 2010 was to seek acceptance of the concept of working more closely with Colchester and Ipswich and the County Council was anxious to demonstrate the opportunities that working with these two authorities would bring. This was being pursued at a time when the Renaissance scheme was being wound up and it had been indicated that any

successor scheme would only be available to larger metropolitan services or partnerships. NMAS had been keen to explore all routes that would enable it to apply for successor funding.

- The Head of Norfolk Museums and Archaeology Service said that officers were seeking permission to employ Winckworth Sherwood and not asking the specific question on whether to go ahead with pursuing charitable trust status.
- The Head of Norfolk Museums and Archaeology Service said that her service was in the process of reorganisation and, contrary to Mr Nobbs' assertion, was not making significant numbers of staff redundant. She added that approximately three posts would be lost from the service but that any redundant staff would be eligible for redeployment.
- The Head of Norfolk Museums and Archaeology Service clarified that the Councils of all authorities made the final decision about the future of the Norfolk Museums and Archaeology Service. It was the intention of Winckworth Sherwood to appear in front of all Councils throughout the consultation and decision-making process.
- The Head of Norfolk Museums and Archaeology Service stated that when officers had a clear recommendation there would be an opportunity to discuss this recommendation in detail and then each authority would take this recommendation through their democratic process and to their Council for a decision.
- Some Members felt that Member involvement was missing in the charitable trust structure. As Members understood, local authorities owned the buildings and collections while the charitable trust would operate the management of the museums and the collections and would act as employer to staff. It was felt that evidence was an extremely important factor and that the lack of detail was causing the unease. Members were concerned about accountability and their duty to preserve the collections owned by the local authorities. The Chairman clarified that the presentation to Members today was to enable them to raise any issues. Each local authority would be consulted individually once the consultants' feasibility study was completed.
- Mr Randall noted that in relation to Member involvement, there would be a restriction on the number of representatives from outside bodies and there would be a maximum of three councillors serving on the Board of the Charitable Trust. He said that he would ensure that more information was provided about York and Luton Museums.
- In relation to Business Rates, Mr Randall said that the statement from the Deputy Prime Minister was lacking in detail and therefore the benefits of this change were not completely clear at this point.
- Mr Randall felt that corporate sponsorship was an extremely attractive

benefit for charitable trusts and he felt that there was a flourishing atmosphere of philanthropy which charitable trusts could benefit from when local authorities could not.

- 15.10 The Head of Norfolk Museums and Archaeology Service thanked Members for the wide-ranging discussion and wide variety of comments. She stated that the public sector found itself in a difficult position and officers were looking at ways of continuing and maintaining valued services. She felt that Members were enormously passionate about Museums. She assured Members that if the option of charitable trust status did not deliver clear benefits for the service and the people of Norfolk, it would not be pursued. However, if there were benefits, it was her duty to investigate these further.

The meeting concluded at 4:15pm

Chairman

[click here to view appendices](#) [back to top](#)



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GENERAL UPDATE ON THE NORWICH MUSEUMS

Report by the Norwich Museums Manager
July 2011

This report updates Members on work in the
Norwich Museums over the last 3 months

1. VISITOR NUMBERS

Visitor numbers during April and May across the Norwich Museums are a little lower than in 2010/11. This is predominantly as a result of Norwich Castle receiving fewer visitors in April than in 2010/11. This could be partly as a result of the unseasonably good weather. Museum visitor numbers are particularly vulnerable to good weather at Easter, as visitors have the opportunity to visit outdoor attractions which have been shut all winter or can take advantage of free outdoor activities such as visiting the beach and parks. However, NMAS's outdoor attraction at Gressenhall did not attract especially high numbers of visitors despite the good weather which could mean that the economic recession is beginning to have an impact on the way people choose to spend their leisure time.

MUSEUM VISITS		APR	MAY	Total to 30th May 2011 all years
Castle Museum				
	2008/09	12,434	12,164	24,598
	2009/10	14,559	12,278	26,837
	2010/11	15,555	12,623	28,178
	2011/12	13,502	12,790	26,292
Strangers Hall	2007/08	569	331	900
	2008/09	569	648	1,217
	2009/10	1,050	664	1,714
	2010/11	992	547	1,539
	2011/12	903	641	1,544
Royal Norfolk Regimental	2007/08	285	305	590
	2008/09	382	502	884
	2009/10	414	299	713
	2010/11	403	225	628
	2011/12	311	226	537
Royal Norfolk Regimental via Castle	2007/08	2,477	2,725	5,202
	2008/09	929	6	935
	2009/10	1,939	1,076	3,015
	2010/11	1413	1014	2,427
	2011/12	1,346	1,039	2,385

Carrow House Costume and Textile Study Centre	<i>closed 2 years</i>			0
	2009/10	53	44	97
	2010/11	76	117	193
	2011/12	47	75	122
TOTAL NORWICH MUSEUM VISITS				
	2008/09	14,314	13,320	27,634
	2009/10	17,962	14,317	32,279
	2010/11	18,363	14,409	32,772
	2011/12	16,062	14,696	30,758

2. IMPLICATIONS OF PUBLIC SECTOR BUDGET CUTS

NMAS, along with the rest of the County Council, has been looking at how it can reduce its costs and make budget savings each year. The approach has been to look at ways in which we can earn more income, work more efficiently and find different ways of doing things.

NMAS's Budget saving proposals were included in Norfolk County Council's '*Big Conversation*' public consultation exercise. Budget Savings recommendations prepared by the Cabinet Group were confirmed at full council on 14th February 2011.

Norwich Museums

Accommodation budget savings Update:

Plans and preparations to vacate Carrow House and relocate the Costume and Textile collections to the Shirehall and relocate the Royal Norfolk Regimental Museum (RNRM) Displays are underway and on schedule.

- The Costume and Textile collections and resources are being documented, packed up and prepared for relocation.
- Designs and plans for the installation of a temporary interim display of the RNRM collections on the Rotunda Balcony in October 2011 are being developed. Graphic panels informing the public of what is being planned have already been installed on the Rotunda Balcony.
- A Wolfson DCMS funding application has been prepared and submitted for the design and implementation of the permanent displays of RNRM collections on the Rotunda Balcony. An 'Our Heritage' Heritage Lottery Fund application will be submitted by the Trustees of the RNRM during the summer to provide additional funds for the interpretation of the collections.
- The reorganisation of the accommodation in the Shirehall has commenced, including relocation of offices, libraries and collections.

SCHEDULE

.2011

10th September 2011

- This is the Heritage Open Days weekend and the RNRM and Carrow House Costume and Textile Study Centre will be offering free entry and special events/tours prior to a temporary pause in operations whilst the RNRM. entrance and desk is reconfigured.

October 2011

- RNRM entrance will re-open as the new Shirehall Reception. The reception area display cases will continue to showcase Regimental collections.
- RNRM enquiries and study services to resume operations.
- Installation of temporary display of RNRM collections on Rotunda Balcony
- Relocation of the Costume and Textile library, resources and handling collections to the Shirehall.

November & December 2011

- Launch Costume and Textile collections enquiries and study service at the Shirehall.
- Dismantle main RNRM displays and pack up collections.
- Install new storage equipment.

2012

January-March 2012

- Relocate Costume and Textile Collections to Shirehall/RNRM

2013

- Launch new permanent displays of Royal Norfolk Regimental Museum collection on Rotunda Balcony, Norwich Castle.

Salary budget savings Update:

Norfolk County Council's design authority met on 21st June 2011 and agreed the proposal put forward for the restructuring of Norwich Front of House Services and Learning Services and confirmed the grading for the new posts within the restructure.

The next steps will include: consultation with staff on the appointments process and restructure model; implementation of staff feedback into Appointments Process and agreement with Unison; and commence appointment process ready to go live with new structure by 1st November 2011.

2. RECENT AND CURRENT EXHIBITIONS AND EVENTS

Hubert Duprat: Caddis, Crystal and Company Until Monday 29th August 2011 Norwich Castle Museum & Art Gallery

One of the major figures of his generation, Hubert Duprat, has shown nationally and internationally for over twenty years. Duprat's best known but rarely shown work with caddis fly larvae is one of the many highlights of the exhibition. In addition, the exhibition includes a selection of Duprat's enchanting sculptures that include animal heads carved from flint that reference early image making and shadow casting; a work made from coral that confuses the line between the artificial and the man made as well as sculptures made from pyrite.



Museums at Night and Medieval Festival

On Saturday 14th May Norwich Castle Museum opened its doors to the public from 5-10pm with free admission, in collaboration with The Sainsbury Centre for Visual Arts to celebrate the Museums at Night event.

More than 2,000 people flocked to the castle as part of this year's Museums at Night celebration, which is an annual event where venues around the city throw their doors open in the evenings. This event is now in its third year.



Staff were delighted and surprised at the popularity of this year's event, which clearly captured people's imaginations. 2,077 visitors were received during the five hour event, which is a record for Norwich Castle. Visitors had to queue to come in when we reached the maximum number of visitors in the building for fire evacuation purposes.

The castle featured performance and music in the keep and rotunda, but highlights of the evening for many visitors were the torch-lit tours of the battlements, Natural History galleries and stores, and chilling storytelling in the dungeons. There were craft activities for children provided by the Youth Forum, Interpreter team and staff from the Sainsbury Centre for Visual Arts.

There was a great atmosphere through the whole evening. The success of the event reflects the fantastic collaboration with partners and the enthusiasm of the public.

The event was staged in association with the Norfolk and Norwich Festival (NNF11) and was supported by SHAPE 24.

3. CONSERVATION DEPARTMENT

Over the last 3 months, conservators and curators from the British Museum and Norfolk Museums and Archaeology Service have undertaken a joint project to uncover the secrets of an ancient Egyptian textile. The textile, a burial shroud, was bought by the Colman family (of Colman's Mustard fame) in the 1890s and then donated to the

collections of Norwich Castle in 1921 where it has remained ever since, folded into a small bundle.



Conservators from Norfolk Museums and Archaeology Service and the British Museum worked together to open up the shroud to reveal its provenance, date and additional historical information through scientific analysis and conservation.

In April the Conservation Department attended the *Unveiling the Norwich Shroud Study Day* at the British Museum. The study day was an opportunity for curators and conservators to talk about the methods and processes involved in such a task. For the Conservation Department, the study day represented the completion of an exciting skills sharing exercise that will undoubtedly contribute to further conservation projects.



A successful second study day was held at Norwich on 24th May.

Conservation work on shoes for the Norwich Shoe Gallery at the Bridewell Museum continues apace. There will be approximately 160 shoes, boots, sandals, slippers and heels in this gallery alone. Each shoe is measured and a paper foot-print template created to aid mount making. Whilst taking these measurements, it is a good time to closely examine each object and assess its conservation needs.



This may include re-shaping if the shoe has become distorted. This is carried out in a humidity chamber (large Really Useful Box with the Ultrasonic humidifier).

Shoes/boots are placed in the chamber and the humidity is slowly raised to approximately 75% to relax material and enable it to be manipulated safely. The shoes are then gradually reshaped using acid free tissue puffs or wedges to support the correct form. It may be that the shoes are also soiled or dirty and require gentle cleaning using soft brushes and gentle suction with a Museum vacuum cleaner.

Structural or decorative components such as the in-soles or the diamante stones on heels may have become detached and these will be reattached with a conservation approved adhesive. The next phase for us is to produce internal mounts in consultation with the Display team, so that the sandals and long boots in particular, can be displayed safely with what appears to be minimal support.

4. LEARNING DEPARTMENT

School visits are higher for April and May 2011 than for the same period last year.

SCHOOL VISITS		APR	MAY	Total to 30th May 2011
Castle Museum	2007/08	469	1,115	1,584
	2008/09	995	835	1,830
	2009/10	453	932	1,385
	2010/11	424	1022	1,446
	2011/12	550	1,287	1,837

Strangers Hall	2007/08	91	11	102
	2008/09	70	194	264
	2009/10	28	48	76
	2010/11	91	112	203
	2011/12	29	168	197
Royal Norfolk Regimental	2007/08	45	54	99
	2008/09	56	43	99
	2009/10 ACTUAL	45	29	74
	2010/11	0	0	0
	2011/12		27	27
TOTAL SCHOOL VISITS	2007/08	605	1,180	1,785
	2008/09	1,121	1,072	2,193
	2009/10	526	1,009	1,535
	2010/11	515	1,134	1,649
	2011/12	579	1,482	2,061

Youth Forum

A Youth Forum has been established as part of the Great British Art Debate project. It is hoped that by embedding the thoughts and opinions of young people into the exhibition and public programme planning processes, we will be able to tailor and develop the programme to suit their needs and interests. The intention is for Norwich Castle to become a valuable resource and support network for their professional development and learning.

The Youth forum will have an input into the re-hang of the Norwich School galleries taking place in 2012. They will also have the opportunity to generate their own ideas and events., an example of this was at Museums at Night on 14th May. Youth Forum members presented an art installation in the Rotunda and ran an arts workshop for the public throughout the evening.

5. PROJECT UPDATES

The Bridewell Project

The building contractors handed the building back to NMAS in April 2011. The Quantity Surveyor has confirmed that the building works are likely to come in under budget. This means that improvements to the building that were put on hold earlier in the project in the event that there wouldn't be sufficient budget, can now be progressed. Also, with Heritage Lottery Fund approval, any remaining budget may be available for enhancing museum displays and interpretation.

Museum fit-out has begun in two galleries, *Made in Norwich* and *The history of the Building*. Fit-out works for the remaining galleries have been advertised for tender. The intention is to try to recycle as many fittings and cases as possible in order to make the best use of resources, as a result museum cases from one area of the building have been dismantled, refurbished and installed in the new *Shoes* gallery.

Curators are busily writing text and identifying images to be used on graphics panels and the in-house display designers have begun designing internal case layouts and mounts for objects.

Collections are gradually being moved back into the building from temporary storage and the conservation team is busy working on collections. Further public consultation is planned to enhance interpretation through people's stories.

The Bridewell project also now has its own blog : <http://thebridewell.wordpress.com/>

Due to some delays during the building work and changes to the way in which we are managing the display element of the project we are unfortunately 17 weeks behind schedule. At the meeting of the Norwich AMC in June 2010 it was reported that the building works and display installation would take up to the end of 2011. This means that with snagging, testing of security systems etc and soft opening we would have expected to open to the public in February 2012. Due to the pressures mentioned above we are now scheduled to open in June 2012. There will be no financial disadvantage to this delay as the building works have actually come in under budget, and the changes to the display work are budget neutral. Any potential loss of income is balanced against savings in front-of-house staff salaries while we remain closed.

3. FORTHCOMING EXHIBITIONS AND EVENTS

CastleFest 2011

A Medieval Pageant

Norwich Castle will be hosting a medieval festival on Saturday 17th and Sunday 18th September 2011. The event has received funding from HEART's *Shaping 24* project which involves the *Norwich 12* and partner organisations in Ghent.

Through a vibrant and enthusiastic mix of medieval pageantry, bright and exciting activities and authentic re-enactment, CastFest 2011 will highlight the immense importance of Norwich as a medieval city and underline its historic links with the Low Countries (Belgian and the Netherlands).

The event will take place in Norwich Castle, on Castle Mound and on Castle Green and will include a reenactor group from Ghent who will set up camp on Castle Green.

Family Matters:

The Family in British Art

15 October 2011 – 8th January 2012

This major touring exhibition, part of the Heritage Lottery Fund project The Great British Art Debate, is curated by Norwich Castle and looks at how artists have depicted families and family life from the sixteenth century to the present day. The exhibition will include works from Norwich Castle Museum and Art Gallery and work on loan from The Tate and other organisations.



Henry Walton, *Sir Robert and Lady Buxton and their daughter Anne*, c 1786.

2012

Looking forward to Summer 2012, Norwich Castle will be celebrating the Diamond Jubilee and the Cultural Olympiad with a photographic exhibition from the V&A.

Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration. We anticipate that this will be a very popular exhibition and will provide opportunities for all sorts of associated activities and events.

Rachel Kirk
Norwich Museums Manager
12th July 2011

APPENDIX B

Record number	Object name	Brief Description	Disposal reason	Proposed disposal method
NWHCM : 1944.109.1	Bureau	Walnut bureau, c1730	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1946.189.1	Commode	Commode, mahogany with pale inlaid string decoration on doors, oak sections in carcass; two front doors and lower section with two dummy drawers that pull out; pot missing; 1830 – 1900	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1950.186.1	Table	Mahogany half round side table	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1969.272.1	Bureau	Walnut bureau, about 1735	Poor condition (extensive woodworm damage to legs)	Offer to local or national museum with furniture collections
NWHCM : 1970.443	Commode	Commode, mahogany with pale inlaid string decoration on doors, oak sections in carcass; two front doors and lower section with two dummy drawers that pull out; pot missing; 1830 – 1900	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1970.448.1	Writing desk	Writing desk, walnut, fall front, on four drawer base; 1715 – 1720	Outside collecting policy – no known local provenance Poor condition (cracked and damaged veneers)	Offer to local or national museum with furniture collections
NWHCM : 1975.213.45	Chest of drawers	Chest of drawers of lined oak, 2 long drawers, 1 smaller flanked by 2 small drawers, knob handles, possibly 19th century	Outside collecting policy	Offer to local or national museum with furniture collections

NMAS rationalisation proposals

15 July 2011

Bureau (NWHCM:1944.109.1)



Close up showing cracked and missing veneer on top



Commode (NWHCM:1946.189.1)



Chamber pot missing

Close up showing cracked door panel

Half-round table (NWHCM:1950.186.1)



Close up showing veneer detail
and damage

Bureau (NWHCM:1969.272.1)



Foot destroyed by woodworm damage; veneer missing

Commode (NWHCM:1970.443)



Commode (NWHCM:1970.443)



Water and burn damage to top



Close up showing cracked and missing veneer

Writing desk/secretaire (NWCHM:1970.448.1)



Close up showing cracked and bowed veneer

Chest of drawers (NWHCM:1975.213.45)



Close up showing
damage to veneer

Briefing paper on the proposal to consider devolved governance for Norfolk's museums

1 The opportunity of devolved governance for museums

The central problem facing local authorities and cultural services is how to shape, improve and sustain cultural service delivery in the context of a market driven by greater user expectation, more choice, and greater demand for accessibility - with less resource.

The exploration of new or alternative models of delivery for museums, libraries and archives within this context is by no means straightforward, representing significant change for service, authority, and user.

But these are times of change. Services are expecting cuts of 15-30% over the next three years, and there is a limit to the impact that creative savings can make. Service improvement that has been 'purchased' by additional investment over the past decade is no longer sustainable. Because additional resource – investment in new galleries, buildings, staff – cannot be relied upon to drive service improvement, there is an increased imperative to improve sector productivity and contribute demonstrably to economic regeneration.

Although the need to respond decisively to the economic downturn - the need to reduce costs and increase effectiveness – is providing the stimulus for many services, devolved delivery presents a longer term opportunity for museums, libraries and archives to re-vision their service delivery in the context of wider social change

2 Why devolve? What devolving services offers

Forward thinking local authorities are already seeking to develop 'new' delivery models for their cultural services, including:

- jointly commissioned services (Colchester & Ipswich Museums, Tyne & Wear Museums, Beamish Open Air Museum)
- integrated and co-located services (Sport & Culture Glasgow) and
- devolved services (Luton, York, Carlisle).

Evidence to date suggests that all the above models have helped to deliver the following positive impacts:

- Efficiency savings
- Improvements in service delivery
- Increased productivity
- Increased user benefit and social outcomes

- Increased partnership working both across geographical and sector domain boundaries

3 Advantages of Trust status for museums

- speed of decision-making;
- single focused body;
- customer-first improved quality service;
- opportunity for improved investment by re-cycling surpluses or savings;
- more focused and commercial management team; and
- ability to control own destiny independent from the local authority.

In more detail:

- Local authorities can achieve a net 85% saving in the rates bill. This is through mandatory rates relief of 80%, plus local authorities also have discretion to grant additional relief to charities in respect of all or part of the remaining 20% of which 25% is funded from the central pool.
- Other fiscal advantages. Registered charities are in a privileged tax position both in respect of their own tax position and their relationship with those who support them.
- Corporate sponsorship, fund-raising and donations. The fiscal advantage referred to above should attract sponsorship from individuals and companies so that gift aid would enable a charity to claim £22 for every £100 donated to it following active fundraising activities (based on the pre-April 2008 changes to income tax). It is reasonable to assume that local businesses are more likely to support a Charitable Trust than the local authority.
- Other sources of funding. The Charitable Trust would have access to many sources of public, private and grant funding that are not available to local authorities.
- Improvement of the facilities. An NPDO (Non Profit Distributing Organisation) could access private finance for improving and enhancing any of the facilities. This would enable the NPDO to respond to changing demands and pressures for such facilities.
- Community involvement. There would be an opportunity for community involvement in the management of the Charitable Trust through Board membership as well as creating local support groups for individual facilities.
- Council's continued involvement. Local authorities can retain a significant strategic role in relation to the future delivery of the services. The local authority would continue to provide significant grant funding to a new NPDO which would

be subject to specific terms and conditions. Thus the local authority can ensure that the grant funding is used to deliver the authority's corporate and strategic objectives and in particular is focused on key priorities for participation by target groups. In addition, the authority would remain landlord in relation to the property portfolio and may also seek representation on the board of the NPDO. The new arrangement between the new organisation and the local authority should be described as a "strategic partnership".

4 NMAS New Governance

This is a time of change for all publicly funded services and NMAS is no exception. In order to maximise public benefit from the investment in our Service, NMAS has been given Member approval to explore options for a change of governance.

In order to benefit from economies of scale and to create the size of museum organisation that can deliver a range of high quality services at a reasonable cost, NMAS has also been exploring closer joint working with Colchester & Ipswich Museums (CIMS). This is a challenging and complex proposition but with real opportunities for NMAS to maintain and develop its excellent services within a new structure. As Renaissance Hub partners NMAS and CIMS have a good track record of joint working, and there are clear advantages in sharing the expertise and resources of Norfolk, Colchester and Ipswich.

5 Museums and Art Galleries

As part of the coalition government's funding cuts, the Museums Libraries and Archives Council (MLA) is merging with Arts Council England (ACE) to create a single arts and museums body. This creates an additional imperative for museums and arts organisations to work even more closely together than they have done in the past. As public resources diminish it will be increasingly important to reduce overlap and maximise synergies. MLA and ACE are promoting closer working and will increasingly favour joint funding of creative initiatives. There may be opportunities to drive up quality and reduce costs by operating Art Gallery venues in partnership. NMAS and CIMS hold outstanding Designated art collections and have an existing body of experience and expertise in professional and operational staff to curate and produce contemporary art programmes. The linked venues within the Trust could include Norwich Castle Museum & Art Gallery, Christchurch Mansion Ipswich, the new contemporary Art Gallery in the Old Art School in Ipswich.

6 Conclusion

Initial indications suggest there would be clear financial and operational benefits to the changes proposed in this paper. More detailed work is required to assess the costs and benefits of a range of governance options. MLA is supportive of this process, which they will assist in 2011/12 with transition funding as a model of innovation and responsiveness to wider social change and new economic realities.

Review of Future Governance Arrangements for NMAS


A presentation to JMAC
15th July 2011

Background

- NMAS is a successful service
 - Visitors
 - Capital Developments
 - Leading role
- But now facing unprecedented financial challenges
 - £656k NCC efficiencies over 4 years
 - Renaissance funding reductions
 - Increase in utility costs

How to maintain standards of service while reducing costs?

- Reduce properties
 - Rationalise collections
 - Reduce energy consumption
 - Earn more income
 - Restructure staff
- all underway...but not enough – further pressures will impact on service standards within current structure.
- MLA encouragement to explore alternative Governance models
 - In line with NCC's new Organisation Design Principles
 - March 2011 Winckworth Sherwood appointed to undertake new governance options appraisal



Norfolk Museums and Archaeology Services Strategic Review Preliminary Findings July 2011

Simon Randall

Summary

- Norfolk County Council Policy Framework
- National picture for local authority museums
- Potential delivery models
- Initial recommendation
- Generic advantages and disadvantages

Norfolk County Council Policy Framework

- Organisation Design Principles
- Organisational Model and Principles:
 - flexible and accountable organisation
 - citizen-focused organisation
 - externally networked organisation
 - economical organisation

National Picture for local authority museums

- No significant private sector capability
- MLA “Moving to Museum Trusts”
- Influence of Heritage Lottery Fund
- Some key museum trusts:
 - York Museum Trust
 - Coventry - Hepworth Gallery
 - De La Warr Pavilion, Bexhill
 - Sheffield
 - Luton
 - Birmingham

National Picture for local authority museums cont'd

- Government pledge to “support the creation and expansion of charities, mutual, co-operatives and social enterprises to enable them to have much greater involvement in the running of public services”
- The challenge for local authorities and the emphasis is on:
 - Innovation
 - Localism
 - Diversification
 - Promoting the involvement of charities/social enterprises in public sector service delivery

Potential delivery models

- Traditionally, options limited to:
 - In house provision
 - Transfer to private sector
 - Transfer to a newly created/local “not for profit” organisation
 - Transfer to arms length management organisation

Potential delivery models cont'd

- New options might include:
 - Partnership with an existing “not for profit”
 - Public sector employee co-operative
 - Freeholder transfer/long lease of assets to a community organisation
 - Joint delivery with another local authority or authorities such as Colchester and Ipswich Borough Councils

Potential delivery models cont'd

- In House
 - The continuation in services in house with no significant change to scope of services or means of delivery
 - Equivalent to status quo
 - Can only be justified if it can be demonstrated that this continues to represent value for money
 - White Paper on public service delivery published this week

Potential delivery models cont'd

- Outsourcing to a private sector operator
 - Transfer of the management and operation of the service to a private sector operator
 - Management agreement for 10/15 years
 - Fixed funding based on an agreed service specification
 - No significant private sector capability

Potential delivery models cont'd

- Transfer to a newly established “not for profit” organisation
 - Creation of a new “non profit distributing organisation” (NPDO)
 - Transfer of existing staff and assets to NPDO
 - Enter into a funding and management agreement for the delivery of agreed outputs

Potential delivery models cont'd

- Transfer to an existing NPDO
 - Proven track record in delivering museum and heritage services
 - Transfer of staff and assets to the existing NPDO
 - Enter into a funding and management agreement
 - Potential for local representation on the board of existing NPDO or creation of a local NPDO as part of a group structure
 - Appetite from existing NPDOs is not known

Potential delivery models cont'd

- Transfer to Arms Length Management Organisation:
 - Norfolk County Council (as principal funder) owns all or majority of shares in new entity
 - Housing ALMOs
 - Staff transfer under TUPE
 - Management contract for the service
 - Encouragement in trading legislation and Localism Bill
 - Interim transfer to wholly owned local authority company

Potential delivery models cont'd

- Public Sector Co-operatives
- “Right to Challenge” under Localism Bill
- “A new right for public sector workers to form employee owned co-operatives and bid to take over the services they deliver. This will empower millions of public sector workers to become their own boss and help them deliver better services”
- Some Advantages:
 - employees involved at every level including strategic decision making
 - foster an entrepreneurial approach

Potential delivery models cont'd

- Transfer of assets to a community organisation or parish/town council:
 - freehold transfer or long lease where practicable
 - may or may not involve grant funding/community outputs
- Community Right to Buy
- Disadvantages:
 - viability and no economies of scale

Potential delivery models cont'd

- Joint delivery with another local authority:
 - two or more local authorities acting together
 - options:
 - one local authority acts as the host authority
 - establishment of a joint committee to manage the service
 - establishment of a special purpose vehicle eg JV or NPDO
 - may/may not involve transfer of staff/assets

Initial Recommendation cont'd

- Continuing role for JMAC
- NPDO representative could attend as co-opted non-voting member
- Leases of NCC owned facilities and underleases of non-NCC owned facilities
- Collections retained by NCC and/or the district councils and managed by NPDO
- No change to any existing trusts or Friends organisations

Generic advantages and disadvantages

- Transfer to an NPDO
 - Advantages:
 - creation of a new organisation, locally based/locally focused
 - locally owned with community involvement
 - opportunity to capture private and public expertise
 - reinvestment of all surpluses in facilities/local area
 - fiscal advantages
 - leveraging in external funding
 - private sector culture/public sector ethos
 - NNDR saving plus potential for Gift aid
 - continuing close local authority involvement

Generic advantages and disadvantages

- Transfer to an NPDO
 - Disadvantages:
 - regulation by Charity Commission
 - exclusively charitable purposes
 - asset lock
 - administrative expenses
 - “once a charity, always a charity”

Other Practical Issues

- Staffing issues with pension underfunding
- Use of Norfolk County Council services by NPDO or complete break?
- Disaggregation of NCC’s central services
- Extent of district council involvement with NPDO
 - landlord/tenant
 - grant funding hypothecated between local authority facilities
 - consultation with JMAC



Questions and Answers

srandall@wslaw.co.uk

Public Document Pack

BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Friday, 14 October 2011 at 2.00 pm in
The Small Court, The Guildhall, Market Place, Thetford, IP24 2BA**

PRESENT

Mr P.J. Duigan (Chairman)	Mrs P.A. Spencer
Mr C. S. Clark	Mr M Brindle
Mr P R W Darby	Mr J.D. Rogers
Mr R.G. Kybird	

In Attendance

Mr Oliver Bone	- Curator of the Ancient House, Museum of Thetford Life
Dr Robin Hanley	- Western Area Manager
Vanessa Trevelyan	- Head of Norfolk Museums & Archaeology Service
Karen-Emma White	- Museum Learning Assistant, Ancient House
Megan Dennis	- Curator of the Gressenhall Farm & Workhouse Museum

Action By

19/11 MINUTES

The minutes of the meeting held on 17 June 2011 were agreed as a correct record.

20/11 APOLOGIES

Apologies for absence were received from Cllr D Irving, Mr D Blackburn, Ms C Walters and Cllr J Bracey.

21/11 CHAIRMAN'S ANNOUNCEMENTS

None.

22/11 URGENT BUSINESS

None.

23/11 DECLARATION OF INTEREST

None.

24/11 ANCIENT HOUSE MUSEUM OF THETFORD LIFE

Oliver Bone presented the report which covered the period from June to September 2011.

Action By

The World War Two exhibition opened in June. The opening event was a success, and the exhibition was doing well.

Ancient House had been involved in planning and participating in the Thetford Festival. The Programme commenced August Bank Holiday and the events were well attended. An Archaeology Day and various craft events were held amongst other events.

Staff from Ancient House recently attended a visit to Cambridge Folk Museum. This gave the opportunity to learn how the Folk Museum operated and share experiences. Ancient House hosted a visit from Aldeburgh Museum staff on 14 October to show the work at Ancient House.

It was a busy summer period for Ancient House. One of the Museum's knitting group volunteers demonstrated a cushion knitted for the 2012 Olympics. The wool was spun from a newly shorn sheep at Gressenhall.

The Flint store room had been strengthened to support the weight of the flint. A special event was held during the summer which displayed the flint collection.

Work continued on scanning the Duleep Singh print and drawing collections. 226 prints had been scanned so far and would be uploaded onto the museum electronic library shortly.

Ancient House featured in the Heritage Open Day, an event which was held throughout the county. The Museum experienced an increase in visitors and believed this was largely because they appeared in the HEART programme.

As part of the BBC Hands On History Reel event, Ancient House held a reminiscence morning using objects, photographs and archived footage of the 1937 coronation celebrations in Thetford. Visitors enjoyed spotting familiar characters in the film.

Thetford hosted an Anglo-Sikh Study day as part of the Anglo-Sikh Heritage Month. The event was well attended and included talks from three guest speakers on the build up and aftermath of Anglo-Sikh wars.

Oliver Bone was pleased to report that a volunteer had received his V-Fifty-Award for achieving 50 hours volunteering at the museum.

The Meet up café girls group went to the museum to learn about local history in Thetford and learnt cross stitch.

Finally, Mr Bone was pleased to report that Norfolk had recently received funding from the Heritage Lottery Fund to make connections between Norfolk and America and included work with Thetford and American schools to create a pop-up display.

The Chairman asked if many people received the V-fifty awards.

Action By

Oliver Bone informed the Committee that this was a National Award.

The Chairman thanked Oliver Bone for his report.

25/11 GRESSENHALL FARM & WORKHOUSE

Mr Robin Hanley presented the report which covered the period from June to September 2011.

The site would be closed on Sunday 30 October for the winter period, but would be open for school visits.

The Village at War day was held on August Bank Holiday weekend and saw an increase in numbers. As the weather was reasonable, this allowed the full Battle of Britain flight to take place which was the highlight of the event. Next year, this event would have an American theme to link in the with Heritage Lottery fund as mentioned earlier.

The smaller 'Days with a Difference' events had been successful. The 'Fathers Day' event was on 19 June and was a positive event which saw increased visitor numbers. On 8 July a 'Day to Remember' was a successful event. The museum worked closely with other agencies such as Age UK who were available on site and provided advice.

Gressenhall took part in the Norwich HEART programme for Heritage Open Day. This offered visitors free admission to the site and the museum experienced an increase in numbers.

The Heavy Horse Day was held and saw a decrease in numbers but the Museum was looking forward to the Apple Day on Sunday 23 October and hoped for a strong turn out.

The pre-booked events had been a success and would be continued with a fun family event 'Witches in the Workhouse' on 29 October. Additional events were also planned for 20 and 22 December with a Victorian Christmas theme. As they were pre-planned events, the museum could provide accurate staffing and catering facilities to accommodate the number of visitors.

Mr Hanley confirmed that the Museum would be open from Monday to Friday during the February half term 2012 offering craft and re-enactment activities.

The Women's Land Army Gallery had been launched with strong support from the Friends of Gressenhall. The response they received was very positive and a good addition to the Museum. The opening event attracted excellent media coverage including a 2-page spread in the local press.

Gressenhall continued to host a Monument Fellowship, part funded by the Museums Association. In the programme the former retired curator was sharing her experiences and knowledge with the current curator and staff.

Action By

The newly funded Bio-mass boiler was now in operation, and was fuelling the main office building. The efficiency of this would be monitored carefully. The recently installed LED lights had already seen a reduction in energy costs.

The Museum had recently submitted a planning application relating to the proposed relocation of the shop to existing spaces within the centre of the site. It was hoped that work would take place during the winter ready for the 2012 opening.

Improvement works had continued in the playground area with the installation of a new pyramid-tower. Sadly the willow tunnel had to be removed due to a wasp infestation.

Works were also being carried out on the Farm, with improvements to the fencing. A new farm safety card was being issued to all visitors on arrival which was intended to minimise the risk of E-Coli.

A Suffolk Punch mare and foal were on loan to Gressenhall throughout the summer months and proved a popular draw for visitors.

The Friends of Gressenhall continued to support a range of activities. They hosted a tea on 24 August for the new Women's Land Army Gallery and they recently opened the wildlife garden.

School visits to the museum had increased and the learning team had continued to review and evolve the learning programme.

During the summer holidays, Gressenhall hosted Wayland High School, and in particular children transferring from primary to the High School to soften the transition period.

A 'Homes on the Road' travellers awareness day took place on 27 June which gave visitors a chance to experience everyday life.

The Museum had recently appointed a 17 year old Farm Apprentice who learned traditional farming skills at the museum four days a week, and was studying at Easton College one day a week.

Mr Hanley reported that there was a slight increase in visitor numbers compared to the same period in 2010. This was very encouraging particularly because of the current economic climate.

A Member asked how the work with Wayland High School was introduced to Gressenhall. Mr Hanley reported to the group that the Learning team had strong working relationships with the schools, and Wayland was a regular user of the museum.

The Chairman asked how Gressenhall was meeting the challenge on funding and with marketing materials in particular, and Mr Hanley said that the museum worked with the marketing team at Norfolk County Council, and researched entrepreneurial ways of marketing. They

Action By

were constantly evaluating events and searching for innovative ways of marketing.

The Chairman thanked Mr Hanley for his report.

26/11 BRECKLAND COLLECTIONS REVIEW

The Curator of Gressenhall, Megan Dennis presented the report on the review of the Gressenhall collection.

A review of the collection at Gressenhall had taken place in accordance with the Acquisition and Disposal Policy. It involved looking at all the pieces in the collection to see if they were still suitable for retention.

Items that were part of the core collection fell into three categories, Display Material, Study Collections and Long-term research material.

Items that were not retained for the core collection were categorised as follows:

- Working or demonstration material
- Education, handling and loan collection
- Set dressing and cannibalisation
- Dispersal
- Disposal

Items that were for dispersal were found suitable homes where they would be put to good use. On occasions where no home could be found, then the item was disposed of.

A recent review at one of the store rooms in Gressenhall was carried out, to see if items were suited to the collection. Previously, collections at Gressenhall had been uncontrolled which led to duplicate items or even objects falling into disrepair.

The members were presented with a list of those items which were listed for disposal.

There was an item kept at Ancient House Museum in Thetford, which was a leather wall hanging. It was understood that it was originally kept at Oxborough Hall and was suggested that this was returned to Oxborough.

Members agreed that the objects listed in Annex 2 should be deaccessioned.

27/11 NEXT MEETING

The next meeting will be held on Friday 10 February 2012 at Gressenhall Farm and Workhouse Museum.

The meeting closed at 3.20 pm

CHAIRMAN

NORFOLK COUNTY COUNCIL

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

**Notes of a meeting of the above Committee held on
Monday 17 October 2011 at 2.15 pm
In the Committee Suite, King's Court, Chapel Street, King's Lynn**

PRESENT:

Councillor Mrs E A Nockolds	- Borough Council of King's Lynn & West Norfolk
Councillor M Back	- Borough Council of King's Lynn & West Norfolk
Councillor G McGuiness	- Borough Council of King's Lynn & West Norfolk
Councillor Mrs S Smeaton	- Borough Council of King's Lynn & West Norfolk
Councillor A Tyler	- Borough Council of King's Lynn & West Norfolk
Mrs W Vincent	- Democratic Services Officer, Borough Council of King's Lynn and West Norfolk
County Councillor M Chenery of Horsbrugh	- Norfolk County Council
County Councillor M Langwade	- Norfolk County Council
County Councillor B Long	- Norfolk County Council
County Councillor A J Wright	- Norfolk County Council
Dr R Hanley	- Norfolk Museums and Archaeology Service

1 APPOINTMENT OF CHAIRMAN

RESOLVED: That Councillor Mrs E Nockolds be appointed as Chairman for the remainder of the Municipal Year.

2 APPOINTMENT OF VICE-CHAIRMAN

RESOLVED: That County Councillor A J Wright be appointed as Vice-Chairman for the remainder of the Municipal Year.

3 APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor R Rockcliffe and V Trevelyan.

4 MINUTES

The notes of the information discussion held on 13 June 2011 were confirmed as a correct record.

5 MATTERS ARISING

There were none.

6 DECLARATIONS OF INTEREST

There were none.

7 REPORT OF WESTERN AREA MANAGER

King's Lynn Museums Report – March to May 2011

The Western Area Manager presented his report which provided Members with information on King's Lynn Museums for the period June to September 2011 as set out below:

(i) Exhibitions and events at Lynn Museum

The Lynn Museum was now in the free admission period which runs from October 2011 to March 2012. A banner offering free admission was displayed at the front of the Lynn Museum.

The temporary exhibition *Memories of Lynn: King's Lynn since the 60s*, was on display at Lynn Museum until 18 June. This exhibition featured Lynn people sharing their experience of changes to the town since the 1960s. It also served as the focus for a number of events and activities including a film-making project with a group of young people categorised as NEET (not in education, employment or training).

The current temporary exhibition at Lynn Museum was *Fenland Stories*, on show from 2 July until 10 January. This was the travelling exhibition developed by the Greater Fens Museums Partnership, which had been touring Fenland venues during the last year. The exhibition explored traditional Fenland tales and included a collection of animated films produced by local people retelling these stories or giving them a modern twist. The films were shown on the centrepiece of the exhibition, the "Whispering Willow" tree. A programme of related events was supporting this exhibition, which had also been enhanced with displays of Fenland objects from the King's Lynn Museums collections.

From 2 July to 27 August, Lynn Museum also hosted an exhibition of embroidery work by local craftspeople, supported by a range of demonstrations.

A pair of colour chalk drawings from 1957 showing the proposed Campbell's soup factory were currently on display in the Lynn Museum as part of a display of "painting pairs". The drawings had attracted media interest linked to the planned demolition of the Campbell's plant and tower.

A programme of events for children was organised at Lynn Museum for the school Summer holidays including *Fenland Stories* on 26 July and *Mask Making* on 2 August. There was also a range of background activities available in the galleries. Some 350 participants engaged with these activities.

A programme of occasional illustrated talks was taking place at Lynn Museum on Wednesday afternoons. Recent talks had included *Fine Art in Museum Displays* and *Zeppelin Raids over Norfolk and Suffolk*. The latter talk by Collections Officer Tim Thorpe attracted considerable interest in the local media, with an article published in the *Lynn News*. This talk was enhanced by a display of objects and ephemera relating to the Zeppelin Raid of 1917. A talk was held on *18th Century Literature* on 12 October.

To mark national Archaeology Day, part of the Festival of British Archaeology, Lynn Museum hosted a day of archaeology activities on 30 July. The programme was supported by NCC colleagues from the Historic Environment Division including the Norfolk Finds Liaison Officer, alongside representatives from King's Lynn metal detecting club and the West Norfolk and King's Lynn Archaeological Society. Members of the excavation team from the SHARP project were also on hand to discuss the latest news from the dig at Sedgeford. In addition to a range of hands-on activities and a finds identification service, there were also tours of the Seahenge gallery and a chance for visitors to make honeysuckle rope. The event was attended by around 90 visitors.

The Lynn Museum participated in the Civic Society's Heritage Open Day programme on Sunday 11 September, offering free admission. The period music group *Minstrels Gallery* entertained the 534 visitors with performances of Tudor music and a display of instruments.

(ii) Other Museum Developments

NMAS staff were currently moving into the new offices provided by the Borough Council on the first floor of the former Town House Museum building above the Registrars offices. The offices included an activity room that would be used as the main venue for youth/NEET engagement projects in King's Lynn. A small display of objects and paintings would occupy the area of the Museums Service within the Town Hall.

In early summer, NMAS supported colleagues from the Borough Council with the development and submission of the Round 1 funding bid to the Heritage Lottery Fund for the re-development of the Town Hall complex. As part of this work, NMAS assisted with the co-ordination of an evaluation project, which included the development of a travelling consultation display that toured King's Court, the Lynn Museum, King's Lynn Library and the Town Hall. It was also noted that paintings would be mounted in the area of the Town Hall which was now occupied by the Registrars.

NMAS continued to provide curatorial advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia. This role formed part of the Service Level Agreement for 2011-12. Reference was made to the recent visit

by the Collections Officer, whereby a programme of works would be put in place to address any remedial actions required to be taken.

A planning application was in train relating to the proposed modest alterations to the front glazed elevation of the Lynn Museum, following liaison with the Borough Council. As well as creating more space within the reception area for use by schools and other groups, these works would remove the sheltered external area that had been a focus for antisocial behaviour. The antisocial behaviour dispersal order currently for the museum and bus station expired in October and would not be renewed. All incidents would be recorded by the staff at the Museum and forwarded to the Police.

(iii) Friends of King's Lynn Museums

The Friends were continuing to offer a varied programme for its 100 members including lunchtime talks, trips and an annual lecture.

The Friends continued to support a long-term conservation programme for parts of the fine art collections.

The Friends AGM took place at Lynn Museum on Monday 10 October.

(iii) Partnership Projects

King's Lynn Museums continued to lead the Greater Fens Museums Partnership. A Stage 2 Heritage Grant application to the Heritage Lottery Fund had been submitted for the successor Fenland Partnership project *Fenland Lives and Land*. The Committee was informed that the stage 2 application had been successful and approximately £360,000 had been awarded to undertake a project over a period of 3 years. Five exhibitions had been identified, together with a linked programme of events. A press release would be issued announcing the funding once the embargo had been lifted by the Heritage Lottery Fund.

The current travelling exhibition and events project organised by the Fenland Partnership was *Fenland Stories*, exploring both traditional and modern Fenland tales. This exhibition was currently on display at Lynn Museum.

NMAS was working in partnership with the Arts Centre Trust on plans for a joint exhibition running from January to March 2012.

The Sedgeford cow bone and coin hoard had been returned to display at Lynn Museum following a loan to the *Treasures Under Your Feet* exhibition at the Fitzwilliam Museum in Cambridge.

(iv) Learning & Outreach

A monthly *Mini Explorers Club* continued to meet at the Lynn Museum, targeted at under 5's, their carers and families.

The Learning Officer continued to deliver a varied programme of events for local schools.

The Community Outreach Officer continued to deliver programmes for young people categorised as NEET. Following the departure of the previous post holder Marie Kennedy to a new job, this role had been taken up by Stuart Hall. The Youth Forum was involved in a new project hosted at Gressinghall Museum.

Members of the King's Lynn Museums Youth Forum created the consultation film *Museum Busters*, which was submitted as part of the evaluation evidence for the Round 1 HLF bid for the Town Hall project.

A development programme was currently underway for the Museum Learning Assistant team at Lynn Museum. Members of this team would have an important role in supporting a range of formal and informal learning activities at the museum.

(v) Visitor numbers

The Western Area Manager reported the visitor numbers for the Lynn Museum as set out below:

<u>2011</u>	<u>2010</u>
September 1,521	September 1,570
<u>Year to date</u>	<u>2010</u>
5,964	5,550

The Committee was advised that it was anticipated that visits to the Lynn Museum for 2011 would exceed 15,000.

In response to questions from County Councillor Long on the expiration of the anti social behaviour dispersal order in October, the Western Area Manager explained that staff at the Museum would be instructed to report incidents to the Police. The Western Area Manager undertook to forward any relevant information to County Councillor Long of any incidents which occurred. The situation would be monitored closely. The Chairman, Councillor Mrs Nockolds suggested that the item be placed on future agendas of the SNAP meetings. County Councillor Long undertook to ensure that the item was placed on future agendas of the SNAP meetings.

Following a question from Councillor Smeaton on the Fenland Partnership and Fenland Stories, the Western Area Manager explained that 5 exhibitions had been identified and continued to be developed. He agreed to circulate a summary of the projects/exhibitions to all Members of the Committee.

Councillor Chenery referred to 1.8 of the report and asked for an update on the dig at Sedgford. In response, the Western Area Manager advised that

he did not have the information available today but would forward an update report to Councillor Chenery direct.

Councillor Back commented that he had attended the Mask Making event with his daughter and that it was an excellent workshop.

Councillor Back referred to section 2.2 of the report and enquired if there were any plans in place to consult further with the Civic Society if the Council was successful in obtaining stage 1 of the funding bid to HLF. In response, the Western Area Manager advised that the Town Hall was a Borough Council project, but his understanding was that there was a firm commitment to establishing a Consultative Forum inviting representatives from key stakeholder groups, including the Civic Society.

The Chairman, Councillor Mrs Nockolds advised that at a meeting of the Borough Council's Cabinet Scrutiny Committee she had given an undertaking that the Civic Society would be invited to be represented on the Consultative Forum for stage 2 of the HLF bid.

Councillor Back referred to 1.7 of the report and asked if it had been considered to hold talks in the early evening to enable those people who were in daytime employment to attend. The Western Area Manager explained that evening talks had taken place previously, but a disappointing response had been received. There would also be costs involved as staff would need to be employed during the evening. The Chairman, Councillor Mrs Nockolds informed Members that a talk had been given by the County Archivist previously at the Town Hall and the Friends of the Museum hosted talks at Thoresby College and the Town Hall.

Following a question from County Councillor Langwade on the files and items on shelving located at the back of the Town Hall, the Chairman, Councillor Mrs Nockolds provided assurance that the documents and files would be carefully sifted and cleared once the outcome of the stage 1 bid was announced.

Councillor Tyler suggested that a talk be trialled during the day on a Saturday.

In response to questions from Councillor Tyler on the working in partnership with the Arts Centre on plans for a joint exhibition, the Western Area Manager explained that his understanding was that the Museums Service had funded the exhibition at the Lynn Museum, but that the Renaissance in the Regions Programme would support the exhibition at a modest cost of approximately £2,000. The Western Area Manager would provide further details at the next meeting of the Committee.

The Chairman, Councillor Mrs Nockolds informed the Committee that there was a good working relationship with local metal detecting clubs and the King's Lynn Archaeology Society. Many of their finds were often not of great value.

On behalf of the Committee, the Chairman, Councillor Mrs Nockolds thanked the Western Area Manager for an interesting report.

RESOLVED: (1) That the report be noted.

(2) County Councillor Long to place a standing item on SNAP agendas relating to the monitoring of anti-social behaviour within the Bus Station Area/Lynn Museum.

(3) The Western Area Manager would circulate a summary of projects/exhibitions relating to the Fenland Partnership to the Committee.

(4) The Western Area Manager to forward an update report on the Sedgeford dig direct to County Councillor Chenery.

(5) The Western Area Manager to provide further details of the partnership work between the NMAS and the Arts Centre Trust at the next meeting.

8 SITE UPDATE REPORTS

(a) Green Quay Six Monthly Activity Report

The Chairman, Councillor Mrs Nockolds apologised for the lateness of the report, but explained that it was important for the Committee to be kept informed of activities at the Green Quay.

In the absence of Mr M Dennis, Green Quay Manager, the Committee received a written activity report, a summary of the key points is set out below:

- (i) Sales for the past 6 months for cafe and shop were up slightly on the same period last year as well as room hire. However, footfall had dropped but this had seen an increase in spend per head.
- (ii) The social evenings organised for the summer months had been well supported by members and similar events would run through the winter months. A new series of the popular "Supper Talks" would commence on 18 October and run through to March.
- (iii) More organisations were using the conference room bringing in much needed revenue.
- (iv) Being open on a Sunday visitors were very surprised and disappointed that the rest of the attractions in the Discover King's Lynn leaflet were closed, including the TIC until noon.

The Chairman, Councillor Mrs Nockolds explained that the King's Lynn Museum had previously been open on a Sunday, but there had been low attendance rates.

County Councillor Long expressed concern regarding the lateness of the report and some of the comments made by the Green Quay Manager and suggested that he be requested to attend future meetings, alternatively perhaps the Chairman of the Green Quay be invited to attend. The Chairman, Councillor Mrs Nockolds commented that Mr Dennis had attended previous

meetings of the Committee and that she had spoken to him prior to this meeting and advised that it was not necessary for him to attend today.

RESOLVED: (1) That the report be noted.

(2) The Chairman, Councillor Mrs Nockolds to contact the Green Quay Manager to discuss attendance at future meetings.

(b) True's Yard Activity Report

The Committee received a written report from the Manager of True's Yard which provided an update on the following:

- (i) Norfolk Eastern Daily Press Tourism Awards – True's Yard was entered in the best visitor attraction category in August and were now through to the second stage of the award process.
- (ii) Visitor Numbers and Comparisons for the Quarter – overall income and total visitors were up on last year, which was a record year. 15 schools were now members of the Time Club which had led to even more school visitors and outreach sessions and assemblies.
- (iii) HLF Project – The HLF project would close in its entirety in June 2012. Special activities and workshops were ongoing, and there was a continual process of training staff and volunteers.
- (iv) Staff and Volunteers – A curatorial project worker spent 4 months at True's Yard with a brief to re-display the Old Smithy. The new improved smithy was launched on 30 September by the Borough Mayor. The project was funded by the Friends of True's Yard. More volunteer North End tour guides were being trained through the summer to join the existing group of 10.
- (v) Autumn Talks Programme – Programme had been a success with all 8 talks being full.
- (vi) SHARE Museums East Grant – True's Yard had received a grant from SHARE East for collections care of the extensive Eastern Sea Fisheries collection.
- (vii) The Maritime Trail and Maritime Month – Along with the Green Quay, Town Guides and Eastern IFCA an exhibition of a programme of talks was staged. This was well received and it was hoped could be continued next year.

The Chairman, Councillor Mrs Nockolds commented that visitor numbers for September was lower compared to 2010. She explained that there were more attractions open on Heritage Day and some visitors may have chosen to visit different attractions than in 2010. Councillor McGuinness added that the decrease in visitor numbers could be because of the schools returning a week earlier in September than in 2010.

The Western Area Manager explained that the SHARE East training programme was managed by NMAS. He added that True's Yard also benefitted from support from the Museums Development Officer. The Chairman, Councillor Mrs Nockolds commented that this was a good example of partnership working.

RESOLVED: That the report be noted.

9 SCHEDULE OF MEETINGS 2012

Monday 9 January 2012 at 2.15 pm in Meeting Rooms 1, 2 and 3, King's Court, Chapel Street, King's Lynn

Monday 19 March 2012 at 2.15 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn.

Monday 11 June 2012 at 2.15 pm in Meeting Rooms 1, 2 and 3, King's Court, Chapel Street, King's Lynn

Monday 12 November at 2.15 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

The Meeting closed at 3.13 pm

North Norfolk Museums Forum

Minutes of meeting, 28 September 2011, Wells Maltings

Attendees

Cllr Lindsay Brettle (NNDC)
Sam Bates (Broads Authority, Toad Hole Cottage)
Henry Cordeaux (Kelling Heath Trustees)
Jamie Everitt (Norfolk Museums Development Officer, NMAS)
Robin Friend (Museum of the Broads)
John Gardiner (Fishermen's Heritage Centre/Peter Coke Shell Gallery)
Becky Jefcoate (Wells Maltings Project)
Keith Leesmith (Wells History Group)
Elizabeth Meath-Baker (Walsingham Shirehall)
Chris Morshead (RAF Air Defence Radar Museum)
Hilary Nelson (Sheringham Museum)
Cllr John Perry-Warnes (NCC)
James Steward (Eastern Area Manager, NMAS – Chair)
Cllr Hilary Thompson (NCC – Vice Chair)
Vanessa Trevelyan (Head of Museums, NMAS)
Christopher West (Mundesley Maritime Museum)

Apologies

Dr Mike Bridges (Fakenham Museum of Gas & Local History)
David Brown (Sheringham Museum)
Laura Crossley (Sheringham Museum)
Cllr Dr Marie Strong (NCC)

1. Minutes of previous meeting (8 June 2011)

The minutes were accepted.

2. Matters arising

None.

3. NNDC Member attendance at North Norfolk Museums Forum (James Steward)

James Steward has spoken to Karl Read at North Norfolk District Council about NNDC council Member representation, but the position was still unclear. Jamie Everitt noted that up to five members each could be nominated from Norfolk County Council and North Norfolk District Council. There was at present an imbalance because of changes due to the local government elections in North Norfolk. **Action:** JE to check and report back on current member representation from both councils.

Cllr Brettle suggested that she should seek further nominations from NNDC. This was agreed.

Post-meeting update: Cllr Tom FitzPatrick has agreed to join the Forum as a representative of NNDC.

4. Report from Cromer Museum (James Steward)

The year so far had been somewhat mixed, with visitors in August slightly down on last year, which had been exceptionally good. September has been busy, but overall visitor figures are

slightly down on the year to date, although still above target. Admissions income is slightly up on last year, however. A recent report indicates that most paid visitor attractions are suffering declines in visitors compared to last year, the national average fall being about 10%.

The events programme has received very good attendances reflecting the resources invested in creating and promoting it. The Mardles have been well attended, almost up to capacity. The priority for the next quarter is collections management, including a deep clean of the museum.

5. Update on NMAS Trust status (Vanessa Trevelyan)

Vanessa Trevelyan reported that the investigation into trust status was still at the Options Appraisal stage. The consultants appointed are Winckworth Sherwood, who are very experienced in the field and have successfully taken numerous local authority services through this process. Their methodology has been to look at potential business plans under trust status and determine whether these offer any advantages. Trust status has been well-tried elsewhere by several ex-local authority museums.

The process of undertaking the options appraisal has proved more complex than originally envisaged and is, therefore, taking longer than anticipated due to the large number of authorities involved in the Joint Agreement, and the difficulty in identifying the actual cost to museums of centrally provided services. The final report will be referred to Norfolk County Council and all District Councils to respond on whether they wish to pursue any of the options.

John Gardiner asked about links with Colchester & Ipswich Museums Service. VT replied that Winckworth Sherwood are carrying out a similar exercise there, but that linking the two services would be too complex at this stage as they are structured very differently. However closer partnership working will be explored, including sharing exhibitions and subject specialist staff.

Cllr Perry-Warnes asked if any new trust would be charitable. VT confirmed that it would.

James Steward noted that in North Norfolk the interests of heritage are best served by working in partnership, and this meant working with NMAS as a whole, not just Cromer Museum. Partnership working should be a standing item on future agendas.

Cllr Brettle noted that she had reported to Cllr John Lee, NNDC Cabinet Member for Tourism & Heritage, who is interested to see the outcome.

Elizabeth Meath-Baker asked if the consultants will make recommendations. VT replied that the Options Appraisal would recommend a way forward that offered the best financial, governance and management structure.

Hilary Nelson asked if the changes would affect the independent museums sector. VT replied that there would be no negative effects to independent museums. As the largest service in the county, NMAS would always seek to take decisions that would benefit the whole of the museums sector in the county.

6. Arts & Museums Guide 2012

The new combined Arts & Museums Guide for 2012 is being delivered by Boudicca Marketing who were chosen after a competitive tender process. Additional funding was provided by the Rural Development Programme for England. 30,000 copies of the guide will be circulated.

The North Norfolk Museums Guide, which previously was produced and distributed free of charge by North Norfolk District Council on behalf of museums in the District, will not be

published from next year onwards due to reduced funding and the increasing costs of distribution. It is replaced by the new Guide, but it has been necessary to charge for advertising space due to the additional costs. The minimum price for a listing is £50, however the Guide will be supported with a website and media advertising campaigns designed to drive tourist visits in the off-peak seasons, so it represents good value for money and will have a wider reach than the old leaflet ever could.

Not everyone had received the details of the Guide. **Action:** JE to circulate details to all Forum members.

Post meeting update: The booking deadline is specified as 30 September but Matt Doughty of Boudicca Marketing has confirmed that bookings can be taken up to 21 October. For those museums which cannot set their opening times and/or prices until the New Year it is suggested that a simple listing is taken out in the print guide and full details placed on the website, which can be updated at any time. There are only a few half-page spaces left but plenty of listings are still available.

7. Night at the Museum / Culture 24 bid (Jamie Everitt, for Laura Crossley)

The funding bid was submitted to Heritage Lottery Fund at the beginning of September, and a response is expected in mid-November. The final application was for £35,000 including approximately £24,000 of match funding, the majority of which is in-kind as volunteer time.

The bid has been coordinated locally by Laura Crossley of Sheringham Museum. The project leader is Nick Stockman, Museums at Night Project Manager at Culture24; if successful Culture24 would appoint a local coordinator on a freelance contract basis. Culture24 will be coordinating the marketing of the project and aim to secure £40,000 worth of free publicity.

Nine organisations have signed up to the project: Cromer Museum, RNLi Henry Blogg Museum, Cromer Preservation Society, Sheringham Museum, Sheringham Little Theatre, the North Norfolk Railway, Fishermen's Heritage Centre, Peter Coke Shell Gallery, and Wells Maltings. Norfolk Library & Information Service would be partners but not hosting any events.

Events will have a Victorian theme and will take place over two days. The theme was chosen because it is common to most of the partner sites. The events and associated publicity are aimed at drawing new audiences to North Norfolk from Norwich and further afield. It is hoped that this will give a boost to the event and make it sustainable for the long term.

A key aim of the project is to recruit a new cohort of volunteers to work with the partner organisations beyond the life of the project. An additional aim is to recruit 20 volunteers who are low-achievers in literacy, who will be asked to record their experiences on the internet; by doing so it is hoped their skills and confidence will improve.

James Steward asked that the Forum should record a vote of thanks to Laura Crossley for her work in coordinating this bid.

8. Update on North Norfolk museums' activities

Toad Hole Cottage (Sam Bates)

- The season has been very variable, dependent on the weather. Attendances in July and August were not as good as last year.
- Total visitor numbers have been similar to last year but secondary spend is reduced – boat trips are much lower than in previous years.

- The Cottage will close in October at the end of the season and the reception and sales are will be revamped to bring it up to date; it

RAF Air Defence Radar Museum (Chris Morshead)

- The museum opened as planned in Spring, thanks to the efforts of volunteers and support of many local companies.
- Visitor numbers have been good except for June. Secondary spend in the shop and café is down, but shop profits have gone up due to better stock.
- The Museum is in the process of buying the estate from the Ministry of Defence, which should be completed in the New Year. Changes to the site are planned, including improvements to visitor facilities, which will wait until ownership of the Museum has been transferred.
- CM is also reviewing the collections, displays and the stories they tell, and planning changes. This will be an evolutionary process over several years.

NMAS (Vanessa Trevelyan)

- NMAS has been conducting a complete collections review for several years, and has transferred several objects to other museums. The review is continuing and the Service may be contacting the independent museums sector with offers of objects in the future.

Cromer Fishermen's Heritage Centre (Cllr Hilary Thompson)

- Cllr Thompson is also a Cromer Town Councillor responsible for the town's cemeteries. It is hoped to turn the Cromer Town Cemetery chapel into a fishermen's heritage centre celebrating the town's crab fishing industry, which is being promoted by the Fishermen's Local Action Group. The building has been in a deteriorating state of repair, but North Norfolk District Council and Cromer Town Council have funded repair of the roof.
- The centre would open on an irregular basis, and may share opening times and volunteers with the adjacent Cromer Signal Box Museum.
- It could be a suitable place for preserving and displaying the QJ&J, Henry Blogg's personal fishing boat, which is currently in store at a boat builder's in Lowestoft.
- Cllr Thompson also noted that Norfolk County Councillors are very pleased with the operations and level of service of NMAS.

Wells Maltings Project (Becky Jefcoate / Keith Leesmith)

- The lease transfer of the Maltings and the Sackhouse from NNDC to the Wells Maltings Trust is now complete.
- 16 funding applications have been submitted for a mixture of short term support and longer term capital development. The Architectural Heritage Fund, Town House Charitable Estate and Sheringham Shoal Fund have all provided funding.
- The Maltings took part in Heritage Open Days, opening up the usually hidden roof space.
- A Pirate Festival was organised as a community fundraising event, and this worked well
- Exhibitions are being used as part of a process of generating and maintaining local interest in the project. A wildfowling exhibition has been on display throughout September featuring Frank Southgate paintings, bird taxidermy and artefacts from wildfowling. It has attracted about 400 visitors

Kelling Heath Trustees (Henry Cordeaux)

- Kelling Heath is hoping to be awarded High Level Stewardship.
- The Bronze Age Cemetery has been given an award by the Council for the Protection of Rural England. Illegal campers created a mess at the Cemetery, but no permanent damage.

The Mo, Sheringham Museum (Hilary Nelson)

- Attendances in July and August were 50% up on last year. Much of the increase can be attributed to the summer arts and crafts events programme, coordinated by two part-time

interns from Norwich University College of the Arts. Events have been advertised via the website, a leaflet and social media sites.

- 'Norfolk's Secret Sea', a photographic exhibition of undersea photography in Sheringham, was very well received. This will be followed in October by 'Mysterious Creatures of the Depths', featuring children's artworks inspired by the Secret Sea exhibition.
- More volunteers are being directed to the museum from Voluntary Norfolk.
- Laura Crossley will be leaving as maternity-cover Manager at the end of September. Sarah Stannage, the substantive post holder, has been offered a position in Peterborough and will not be returning. The Board have decided not to staff the Museum over the winter and a new manager will be appointed for the new season; the Board will run the museum in the interim.

Fishermen's Heritage Centre / Peter Coke Shell Gallery, Sheringham (John Gardiner)

- Following end-of-season closure, repairs are being made to the sea-facing wall of the building, mainly to replace metal reinforcements in the mortar screed which have rusted and stained. There is also work to be done to extend and update the fire alarm system.
- If the Museums at Night bid is successful the lifeboat will be stripped out and repainted internally. Health and safety concerns over old lead paint will limit the amount that can be done by volunteers. Also with the bid we hope to produce a new leaflet about the boat.
- An application has been put in to the Sheringham Shoal Fund to replace all the halogen spotlights with low energy bulbs.
- In May the Centre had a visit from Capt. Hogg of the National Maritime Museum who was impressed by the extent to which the boat was still in its original condition. It was consequently discovered that it was not on the National Register of Historic Ships so this has been rectified.
- It has been a good summer season in terms of visitors, especially for the Shell Gallery

Walsingham Shirehall Museum & Abbey (Elizabeth Meath Baker)

- The Abbey grounds are managed by the Walsingham Estate Company. Maintenance of the grounds is big drain on the finances, and costs of gardening have had to be reduced.
- The pricing structure have been reviewed. Prices have been raised and concessions are not now offered, as it transpired that almost all visitors are concessions.
- July was a good month for visitors but August was poorer than last year, possibly because of the price rise.
- Opened for Heritage Open Days – 300 people attended instead of the usual 25.
- A new guidebook has been produced.

Fakenham Museum of Gas & Local History (Jamie Everitt, for Mike Bridges)

- After a slow start this year, visitor numbers are well down on last year, although recovering somewhat during August and September.
- Exhibits on "The Growth of Fakenham", "Lost Villages in the Fakenham District" and "A visit to the 1951 Festival of Britain" by a group of pupils from Fakenham Grammar School have elicited considerable interest from visitors.
- Much needed maintenance work has been delayed by unnecessarily bureaucratic procedures and will probably not now be started until Spring next year.

Eceni Study Centre (Jamie Everitt, for Steve & Jo Parish)

- The centre has sadly been forced to close after the landlords declined to renew the lease.

Museum of the Broads (Robin Friend)

- Visitor numbers have been similar to last year, as has income. The shop and café are slightly down on takings but trips on the steam launch have shown an increase.
- The Princess Royal visited in June, it was a successful visit and HRH showed a lot of interest in the boats.

- The temporary exhibition on the Broads at War has been very popular and will be turned into a small permanent display.
- Photovoltaic cells are being installed on the roof, and maintenance work has included replacement of floors and the doors on the boatshed.

9. AOB

Museums Norfolk

Jamie Everitt noted that the Museums in Norfolk Group had now rebranded as Museums Norfolk, with a formal relaunch on 21 September. The first event would be a networking and training half-day at Norwich Castle on 21 November, to which all paid-up members would be invited.

West Beckham Radar Station

Cllr Perry-Warnes noted that the radar station at West Beckham was an early example and should have a plaque commemorating the fact on one of the surviving buildings. JE suggested contacting the North Norfolk Historic Buildings Trust.

10. Date and venue of next meeting

Next meeting: 2.00pm Thurs 5 January, Cromer Museum.

**Report of the Meeting of the
Norfolk Archaeological Services Advisory Committee
held on 10 October 2011**

1 Election of Chairman and Vice Chairman

The Advisory Committee elected Mr Phillip Duigan as Chairman and Dr Christopher Kemp as Vice-Chairman for the ensuing year.

2 Tour of Cromer Museum

The October 2011 meeting of the Advisory Committee was held at North Norfolk District Council offices and preceded by a guided tour of Cromer Museum where Members were given an opportunity to view some interesting newly discovered objects and recent archaeological acquisitions.

3 Half-Yearly Report on the work of the Historic Environment Service

- 3.1 During the period April to October 2011, 725 Historic Environment Records (HERs) were created along with 1,025 event records and 1,323 source records. During that period staff also undertook some significant enhancement work with HERs, focussing in particular on sites recorded by the Norfolk Industrial Archaeology Society, and dealt with the integration into the HER of information previously held by Norfolk County Council's Building and Landscapes team at County Hall. Furthermore, staff began a parish-by-parish audit of HER records to identify other unrecorded historic landscapes and built heritage sites and worked to ensure all former Heritage Landscape Team data was fully integrated.
- 3.2 The HES commented on 304 planning applications and issued 130 briefs in the period between 1st March 2011 and 31st August 2011. This placed it on track to be nearly as busy as in 2008-2009 (the busiest year ever for planning applications) and reflected the general, if slow, upturn in development. The planning team were also involved in consultation on the Localism Bill and the draft National Policy Framework which should be finalised and enacted in time to be considered at the next meeting of the Advisory Committee.
- 3.3 The Localism Bill talks about the setting up of neighbourhood development plans. The HES produced a briefing note for those working on such plans at the local level which was made available to Local Authority planning officers. The Advisory Committee was informed that the most worrying aspect of the Localism Bill (as published) was that it appeared to remove much of the protection afforded to listed buildings and conservation areas and this was being challenged at every

level, including in the House of Lords. The other proposed legislative change, the National Planning Policy Framework, was aimed at replacing Planning Policy Statement 5 and its associated guidance. The presumption in favour of development present throughout the draft document could place undesignated assets such as historic landscapes at risk. However, small scale assets were adequately protected through similar measures to those in PPS 5.

- 3.4 The Norfolk Monuments Management Project sought to promote the positive management and conservation of Norfolk's most important and best-preserved archaeological sites and ruined buildings. In 2010-11, 13 new conservation agreements were set up and £25,000 of funding from English Heritage was issued in grants to farmers and land owners. The project was successful in securing £23,245 of English Heritage funding for this work in 2011-12.
- 3.5 Members were informed that during the period covered by the report Burnham Norton Carmelite Friary had transferred from NCC guardianship to the Norfolk Archaeological Trust, and some final repairs had been made to ensure the remains were in good order prior to transfer. Fiddler's Hill Bronze Age burial mound at Warham/Binham was also in the process of being transferred to the Norfolk Archaeological Trust who had agreed to take on future management of the site.
- 3.6 The HES continued to work on preparing a 'Your Heritage' bid to the HLF. This would be a community based project to engage local communities in work on WW2 heritage in Norfolk. A pre-application was submitted to the HLF and HES were encouraged to make a full application, which was in progress.
- 3.7 Staff continued to attend six metal-detecting clubs on a monthly basis in addition to dealing with large numbers of individual finders. Notable finds during the reporting period included:
 - An Iron Age hoard comprising two terrets and a vessel mount in the form of a stylised bull's head from Whinburgh and Westfield
 - A Romano-British phallic gold pendant from Hillington
 - An unusual continental Early Saxon version of a crossbow brooch from Alderford, only the second example noted from the country and dating to the late fourth or early fifth century
 - A small hoard of groats of Henry VIII found in Wymondham. The area where they were found was connected to Kett's rebellion in 1549 and this hoard, with its latest coin dating to 1544-7, must surely be connected with that uprising.
- 3.8 The HES was involved in work to identify heritage crimes at Billingford, Burgh Castle and Bromholme Priory. At the instigation of the HES, Norfolk County Council joined the Alliance to Reduce Crime against Heritage. The HES staff brought this initiative to the attention of District Council conservation officers, and as a consequence, a countywide meeting about heritage crime was arranged for 20 October 2011. Details about the event were emailed to NASAC Members after the Advisory Committee meeting.
- 3.9 East Anglian Archaeology, the regional monograph series based in HES continued to flourish, with new titles in print and further work in press describing a range of archaeological discoveries. Recent published volumes include:

- A report on the Roman town at Billingford, the site of the largest Roman cemetery so far excavated in Norfolk, and where evidence was found for occupation continuing into the fifth and sixth centuries, after Britain ceased to be a Roman province.
- A report on the archaeology of the Newland in Kings Lynn, where excavations on the site of the Vancouver Centre explored the processes of land reclamation and the gradual building of tenements along the banks of the Purfleet and Broad Street fleet in the 13th century.

4 Norfolk's Coastal Heritage Project

- 4.1 The Advisory Committee received an interesting presentation from Dr Richard Haggett, Coastal Heritage Officer, about Norfolk's Coastal Heritage Project. The Advisory Committee were informed that this project allowed Norfolk's coastal communities to prepare for the impact that coastal change could have on their heritage. Initially the project focussed on Happisburgh, before broadening its focus to work with other communities. As the project entered its second phase, the Project Officer continued to develop additional links with other interested individuals, groups and societies. For example, close links were developed with RSPB staff and volunteers at Titchwell and Snettisham and National Trust volunteers at Sheringham Park, all of whom were keen to learn more about the archaeological remains in the areas under their management so that those remains could be promoted and interpreted for the public. The Project Officer was also working closely with the Paston Heritage Society, which had received a £3,000 grant from the Norfolk Coast Partnership to provide a series of heritage-themed training events for local residents and school children.

5 Half-Yearly Report on the work of the Archaeology Department, Norwich Castle Museum and Art Gallery, April to October 2011

- 5.1 The work of the Archaeology Department during the last six months was steered by the current key priorities within NMAS; the rationalisation of office space and collections. Archaeology staff and volunteers were involved in the wider Norwich programme of moving offices and stores. Alongside this work the Archaeology Department maintained a balanced programme of curatorial activities and public services.
- 5.2 The priorities within NMAS included the movement of the Costume and Textile collections and services from Carrow House to the Shirehall. In order to accommodate the additional material, a substantial reorganisation of the building was undertaken, which involved all existing staff. Significant work was undertaken during the period to move Archaeology offices, stores, books and records within the Shirehall. Staff benefited from the contribution of volunteers for this purpose.
- 5.3 Due to pressure of space in the county stores, considerable work was also undertaken to scrutinise collections and centralise bulk material at Gressenhall. Where appropriate, collections were being designated for rationalisation.
- 5.4 There were a number of important acquisitions made by the Department, including several very generous donations of finds by members of the public. The most significant acquisition involved the securing of £14,250 of external funding to purchase a large collection of Treasure material found on a significant

Iron Age site in North-West Norfolk. This came from field work at the site during the 2000s, which had yielded a substantial assemblage of gold, silver and bronze objects dating from the Bronze Age to the Roman periods. Most were Iron Age in date including fragments of torc, brooches and 118 Iron Age coins. The most unusual and significant items were five fragments of iron chain mail, which were especially rare from this period. Roman items included coins and some religious items, including miniature votive axes. Thanks to the positive relationships established with metal-detector users and to their generosity, many of their items acquired had been gifted to the museum.

- 5.5 The Advisory Committee were informed that the *Collecting Cultures Scheme*, the subject of reports from previous Advisory Committee meetings, was enabling the enhancement of the archaeology collections and displays. The project, worth £220,000 in total, remained a major part of the Department's work programme into 2013. 'Collecting Cultures' funding, derived from a HLF scheme and supported by the Friends of the Norwich Museums, provided for the purchase of a number of important acquisitions. It also allowed for the development of the website and for it to include 'star object' trails.
- 5.6 A new partnership between the NMAS and the British Museum was launched, with the project title 'Norwich Castle Gateway to Medieval England', with the aim of creating major new displays in Norwich Castle Keep. Funding for the Norman Connections project was also secured. A £160,000 grant was made available from the Interreg IVa France (Channel) – England Programme, and the project was expected to last until September 2013. The project was based on a partnership between Norwich Castle Museum and communities in the south of England and in Normandy aimed at exploring and developing some of the historic, intellectual and physical links between historic sites, relating to the Norman period. The partners represent; Norwich Castle, Colchester Castle, Rochester Castle, Hastings Castle, Caen Castle, Falaise Castle, Bayeux Tapestry Centre, Calvados Tourism Department.
- 5.7 The Advisory Committee was informed that the Honorary Research Associate, Faye Kalloniatis, had continued to work on the Egyptian Collection Project. The Egyptian Shroud project was described in a previous report from the Advisory Committee to the Joint Committee and represented a major collaboration between Norwich Castle and the British Museum. Once the Shroud had been fully opened it was possible to see that the surface was covered with hieroglyphic inscriptions from the Book of the Dead. These were ancient Egyptian spells designed to help the deceased negotiate their way safely to the afterlife. The study showed this to be a rare eighteenth dynasty shroud (c1550BC), of which only a few were known worldwide. A second phase of study was planned. During the reporting period, a workshop on the subject of 'Fakes' was held at the Castle Museum and a seminar was arranged to be held at Norwich Castle in conjunction with the Egypt Exploration Society in April 2012 about 'Ancient Egyptian Funerary Practices'. The Norwich Egyptian Shroud would be featured during this event.

6 Half-Yearly Report of NPS Archaeology

- 6.1 The Advisory Committee received a report that described the Norfolk projects and outreach work undertaken by NPS Archaeology during the period March 2011 to August 2011 inclusive. Members were informed that during that period

NAU Archaeology had worked on 92 projects (along with the post-excavation stages of ongoing projects) of which 65 (71%) were Norfolk projects.

- 6.2 The Norfolk projects included an evaluation that took place prior to the construction of a new residential dwelling on land off Cross Lane at Brancaster, within what was an area of allotments and gardens close to the Roman fort of Branodunum. This excavation had revealed a number of well-preserved archaeological features. The majority of these remains were of likely or probable Roman date, including a partially clay-lined flue (associated with some form of agricultural or light industrial process), several substantial ditches and a pit. The work provided clear evidence that remains from the fort continued into the Cross Lane area.
- 6.3 A silver disk was found during metal detecting in moat deposits at Caister Castle in July 2011 (see below). The disk measured 36mm across with a thickness of 1mm and was inscribed on both sides with lettering and decoration. One face had the wording 'MH Sharpe, Proprietor', with the other side reading 'Norwich Theatre 1786, 5'. The disk was pierced near to one edge; so that it would have hung with the writing the correct way up from a chain, either around the neck or from a fob chain. These 'tickets' were originally created by Thomas Ivory in 1768, whom was the sole owner of the Theatre Royal at this time. The name on this ticket appeared to be MH Sharpe and could refer to the musician and composer, Michael Sharpe, whom had close associations with Norwich during that period.



- 6.4 An archaeological trial trench excavation was undertaken ahead of the proposed development of a site of 5.3 hectares at Old Church Road in Hainford, Norfolk. The most significant remains recorded by the evaluation were of early Roman date (1st-2nd Century AD) including a small assemblage of Roman pottery thought to be locally produced. Part of an amber bead also of early Roman date was recovered as a residual find from the site. The geophysical survey indicated other archaeological features might be present in the vicinity.
- 6.5 An archaeological watching brief was undertaken during ground works at the site

of a new hospice due to be built at Hillington. Although the works were undertaken adjacent to an area of known Roman remains, deposits at the site contained a number of metal finds of Saxon date however any features that might have been associated with these finds were limited in number.

- 6.6 Ninety-four trenches were excavated across two fields at the south-western edge of Poringland. Archaeological remains were identified in fifty-two of the trenches. The two fields exhibited quite different geology and possible former land uses.
- 6.7 NPS Archaeology was involved in the recent 'Hands on History' event at The Forum in Norwich and in the annual community project at Acle which attracted much interest again this year.

Philip Duigan
Chairman



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JOINT MUSEUMS AND ARCHAEOLOGY COMMITTEE

18 November 2011

Item no 8

Norfolk Museums and Archaeology Service – Integrated Performance, Finance and Risk Monitoring Report for 2011/12

A report by the Head of Museums and Archaeology

Executive Summary

This report provides performance and risk details against service plans and budget out-turns information at 30th September, financial year 2011/12 for the Norfolk Museums and Archaeology Service (NMAS). Section 1 covers service performance information in the context of delivering service plans. Section 2 covers progress with NMAS budgets and Section 3 provides details of the current risks facing the service.

The main issues for consideration by this Committee are:

- Progress with NMAS Revenue budgets and Reserves and Provisions indicates the service is forecast to break-even at year-end. The capital programme is continuing with some delays to programmes mainly caused by planning permissions.
- Performance indicators for the NMAS indicate that the service has reduced audience participation compared with last year.
- Performance indicators for the NMAS indicate that the service has reduced audience participation compared with exceptional performance last year.
- The NMAS risk register was updated during September 2011 and the highest risks, control measures and scores are presented in this report.

Recommendation

Committee Members are asked to consider and comment on:

- Progress with performance and 2011/12 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2011/12
- Consider the key risks to the service and comment as required.

1. Performance against Service Plans

1.1 Performance Summary

- 1.1.1 In the period April to August 2011 museum visits were 188,952 compared with 202,865 in the previous year, a 6.9% reduction. However, in 2010/11 there had been a 6% increase in visitors so the overall trend is still favourable compared with 5 years ago. Visits in organised school groups rose to 16,498 a 15.3% increase over the same period last year. The indicator measuring Norfolk County Council schools engaging with the service shows that take up was 56%.

1.2 Museums and Archaeology Service (NMAS)

1.2.1 Skills For The Future

The East of England's distinctive historic buildings and landscapes are a vital part of our quality of life and a rich resource for lifelong learning. However, we are at risk of losing many of the skills needed to look after this valuable cultural heritage. Norfolk Museums & Archaeology Service and the Museum of East Anglian Life at Stowmarket (MEAL) have been awarded £620,000 funding through the Heritage Lottery Fund's "Skills for the Future" programme to deliver a project over the The project will be delivered over four years and will address a regional shortage of work-based training opportunities in traditional skills, particularly focussed on heritage landscape management and rural heritage collections. The Skills for the Future project is progressing with the planning and coordination of a number of exciting training opportunities at Gressenhall Farm and Workhouse. The first recruits have been appointed and the programme will be launched formally on 18 October.

- 1.2.2 NMAS co-ordinated and participated in Fenland Stories, a touring exhibition organised by the Greater Fens Museum Partnership Fenland Project (GFMP), which is funded by Renaissance East of England. The focus of the exhibition was a series of animation films featuring old stories from the Fens such as Tiddy Mun, The Dauntless Girl and Tom Hickathrift. Others look at the drainage of the Fens and groups such as the Pig Dyke Mollies. The films were made by community groups such as schools, youth and adult groups throughout the Fens. The project has had many positive outcomes, such as young people with social problems achieving valuable qualifications as well as gaining new skills and experiences. The project is providing hard evidence of how museums can link into and support larger social agendas and concerns

- 1.2.3 Since November 2009, the King's Lynn Museums have run a series of projects in partnership with the College of West Anglia aiming to engage young people aged 16-18 who are not in employment, education or training (NEET). In the context of rising youth unemployment and low expectations of formal education, this project aimed to offer young people the chance to engage with something different. The young people have been able to gain accredited qualifications and develop a great range of technical and social skills: film making, interviewing and oral history techniques, basic drama training, communication, negotiation and self confidence. The sustained partnership with the College of West Anglia has enabled the museum to deliver accredited courses that give the young people qualifications that can help them progress

onto the next stage of their life, whether that be into employment or further education.

- 1.2.4 Thanks to the County Councils CERF fund (Carbon Energy Reduction Fund) NMAS has been able to install LED lights at Time & Tide, Norwich Castle and Gressenhall Farm & Workhouse. These lights use 25% of the energy of conventional lights thereby reducing carbon emission and saving money. Plans are in hand to install a bio-mass boiler at Gressenhall, which will reduce the use of oil for heating.
- 1.2.5 The refurbishment of the Bridewell Museum building was completed well within budget despite some time delays caused by unanticipated problems with the historic building. The Bridewell Museum has been awarded a Community Award by the Norwich Society for the refurbishment of the historic building and the creative adaptation of the new entrance. Work to install the displays is underway.

1.3 Conclusion

- 1.3.1 Our conclusion is that this has been a good year for performance despite a small fall in overall attendances; the delivery of NMAS plans continue to benefit the people of Norfolk. We look forward to developing these services further within the framework of the new Community Services Department.

2. Budget Monitoring 2010/11

2.1 Revenue Budget

- 2.1.1 Based on the position at the end of September 2011, the NMAS expect to achieve a nil revenue budget outturn.
- 2.1.2 Taking into account the reduction in visitor numbers there is a possibility of a reduction in admissions income currently projected at £0.020m. However, experience shows that visitor numbers can improve later in the year so this is not a cause of concern at the moment and the Museums Income Reserve is available to meet any shortfall if necessary.
- 2.1.3 Revenue Budget Changes during 2011/12 - changes totalling £0.112m to the budget are noted for 2011/12:
- -£0.040m transfer for business support
 - -£0.031m return of pay inflation budget
 - -£0.088 transfer of support services budget.
 - +£0.047 increased Building Maintenance Fund

2.1.4 The table below sets out the net revenue service budgets and out-turn for the NMAS.

Service	Approved budget £m	Outturn £m	+Over/ Underspend £m	+Over/Underspend as % of budget	Variance since last report £m
Museums Service	4.162	4.162	0.000	0.00%	0
Archaeology Service	0.000	0.000	0.000	0.00%	0
NMAS Total	4.162	4.162	0.000	0.00%	0

2.2 Capital programme

2.2.1 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.

2.2.2 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.

2.2.3 The NMAS 2011/12 capital programme is shown at Appendix A1 and includes any programme revisions.

2.3 Reserves and Provisions

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

- The income reserve is maintained to enable the service to effectively manage resources during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The ICT reserve has been used to fund collections maintenance.
- The Museums Repairs and Renewals Reserve has been reduced by a planned £0.032m to pay for the replacement of playground equipment at Gressenhall Farm and Workhouse. The playground, which has an estimated 5 to 6 year estimated life, was funded from the £8.5m European Objective 2 programme that finished in 2007/08. The Adventure Playground is a major attraction for families and has contributed to the increase in visitors from 56,000 to 75,000 per year.
- The Unspent Grants and Contributions Reserve shows project balances at year end that have been included in Creditor balances in prior years. They are now being shown separately in a reserve under

International Financial Reporting Standard rules as no conditions attach to these types of funding, although restrictions may apply.

Reserves and Provisions 2010/11	Balances at 01Apr11	Outturn at 31Mar12	Change
	£M	£M	£M
Norfolk Museums and Archaeology Service			
Museums Income Reserve	0.079	0.079	0.000
ICT Reserve	0.009	0.000	-0.009
Museums Repairs and Renewals Reserve	0.209	0.177	-0.032
Unspent Grants and Contributions Reserve	0.386	0.092	-0.294
Service Total	0.683	0.348	-0.335

3. Risk Management Update

- 3.1 The service continues to manage the risks to its objectives both internal and external. A significant annual review of the service risk register was undertaken in this year. This has resulted in a fully refreshed risk register for the service. A summary of the risk register is at Appendix B.
- 3.2 The revised register contains five key risks all of which have been assessed as 'medium' level risk. These are all being well managed. Three of the risks are showing 'green – on schedule' prospects for mitigation to target risk scores whilst two are showing 'amber – some concerns' re mitigation to target. Specific details are included at Appendix C for the two amber prospect risks.

4. Resource implications

- 4.1 The implications for resources including, financial, staff, property and IT, where relevant, are set out in Section 2 of this report.

5. Other Implications

- 5.1 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 take into account

6. Equality Impact Assessment (EqIA)

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

the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

7. Section 17 – Crime and Disorder Act

- 7.1 The NMAS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. The NMAS provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training. Through these and many other projects the NMAS is using its resources to contribute towards reducing crime and disorder in Norfolk.

8. Conclusion

- 8.1 The NMAS achieved a break-even revenue budget position and progress with performance indicators and the successful implementation of service plans points to continuing improvement.

9. Recommendation or Action Required

- 9.1 The Joint Museums and Archaeology Committee is asked to consider and comment on:
- Progress with performance and 2011/12 service plans
 - Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2011/12.
 - Consider the key risks to the service and comment as required.

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Appendix A1

Capital Programme 2011/12 – Museums and Archaeology Service

Scheme or programme of work	Approved 2011/12 capital budget £m	2011/12 capital outturn £m	Change since the previous report	Reasons
Schemes in Progress				
Bridewell Museum Development	0.739	0.739	0.000	
Castle/Gressenhall/Time & Tide catering	0.000	0.000	0.000	Cafe equipment outstanding £432
Castle Fire and Security Improvements	0.036	0.036	0.000	Awaiting final invoices
Gressenhall Eco Building	0.143	0.143	0.000	Awaiting start date from NPS/planners
Seahenge	0.034	0.034	0.000	Ongoing works for Lynn Museum entrance
Gressenhall Biomass Boiler CERF *	0.155	0.155	0.000	Works ongoing commenced July 2011
Castle LED CERF	0.004	0.003	0.000	Additional costs funded by CERF
Time & Tide LED ** CERF	0.001	0.001	0.000	Complete
Bridewell LED CERF	0.000	0.000	0.000	Complete with £372 underspend
GFWH Wind & Solar CERF	0.020	0.020	0.000	Awaiting installation date
Lynn Museum LED CERF	0.014	0.014	0.000	Complete
Prior Years Corporate Minor Works	0.054	0.054	0.066	All projects are currently due to complete in 11/12
Schemes in Progress - Total	1.200	1.200	0.000	
2011/12 New Starts				
Corporate Minor Works 2011/12	0.006	0.006	0.000	Projects expected to complete in 11/12
Gressenhall Shop Relocation	0.080	0.080	0.000	Awaiting planning approval

Great Yarmouth Museums Office Relocation	0.009	0.009	0.000	Complete and awaiting invoices
Museum Stock System	0.100	0.100	0.000	System Review in progress
New Starts - Total	0.195	0.195	0.000	
Total Capital Programme	1.395	1.195	0.000	

* CERF is the Carbon Energy Reduction Fund

** LED Light Emitting Diode

Funding of the NMAS Capital Programme

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

- The feasibility element of the Bridewell Museum project was funded from NMAS. The indicative capital programme is £1.553m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- Catering improvements were funded from a mix of Corporate Minor Works and internal service funding.
- Corporate Minor Works relate to health and safety and DDA essential works that are funded by submission to the Corporate Capital and Asset Management Group that is funded from the NCC capital programme.
- The Gressenhall Eco-Buildings project is funded by the NCC over 2 years with approved funding of £0.048m in 2009/10 and £0.095m in 2010/11. Due to planning delays this project is now not scheduled to start until 2011/12. This project also has £0.042m of match funding from the Renaissance in the Regions programme. The programme is planned to provide a woodland outdoor classroom, a riverside pond dipping station and improved toilet provision for visitors.
- Seahenge ongoing funding is to improve the entrance at Lynn Museum in conjunction with a minor works project.
- 10/11 CERF funding is for energy reduction projects at Gressenhall, Castle, Lynn, Time & Tide and Bridewell Museums for LED lighting, biomass boiler at Gressenhall and wind and solar power at Gressenhall.
- Gressenhall Shop Relocation, Great Yarmouth Museum Relocation and the Museum Stock System projects have been funded from revenue.

Appendix B

Museums Risk Register Summary

No.	Risk Description	Risk Owner	Risk Rating	Risk Prospects
#RM13947	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	Bill Seaman	Medium 12	Green - On Schedule
#RM13948	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	James Steward	Medium 12	Green - On Schedule
#RM13949	If we do not meet or continue to meet the criteria for funding through the Renaissance Scheme it could lead to a loss of revenue and result in a reduction in service provision	Bill Seaman	Medium 9	Green - On Schedule
#RM13951	If admissions income drops by more than 5% it could lead to services being curtailed, reductions in exhibitions and negatively damage our reputation.	Charles Wilde	Medium 9	Amber - Some Concerns
#RM13950	If unforeseen problems should arise during capital projects it could lead to delays in delivery of outcomes resulting in loss of income and reputational damage.	Bill Seaman	Medium 8	Amber - Some Concerns

Footnote: See below for definitions for Risk Prospects

Met Target Target risk score has been achieved

Green - On Schedule Risk Score is on schedule to be managed to target score by target date

Amber - Some Concerns There are some concerns that the risk score will not be reduced to the target score by the target date

Red - Serious Concerns There are serious concerns that the risk score will not be reduced to the target score by the target date

Specific Risk Details

Risk Name & Description			
Risk No. #RM13950 - If unforeseen problems should arise during capital projects it could lead to delays in delivery of outcomes resulting in loss of income and reputational damage.			
Risk Rating	Risk Prospects	Risk Target Score	Aspiration Date
Medium 8	Amber - Some Concerns	Low 4	April 2012
Risk Owner		Date Entered on Register	
Bill Seaman		June 2011	
Risk Progress			
Recent media coverage regarding the delays to the Bridewell project are a cause for concern re our reputation. However steps have been taken to manage the situation and these are being closely monitored. A recent media tour of the Bridewell went well with some positive coverage.			
Tasks to mitigate the risk			
<ul style="list-style-type: none">*Rigorous monitoring by Project Boards.*Ongoing project evaluation system being trialled to ensure that good and bad lessons are captured in a timely way*Ensure strict adherence to CPO project management guidelines and gateway review process*Attempt to ensure adequate contingency funding is available where possible*Continuous monitoring of project management processes needed			

Risk Name & Description			
Risk No. #RM13951 - If admissions income drops by more than 5% it could lead to services being curtailed, reductions in exhibitions and negatively damage our reputation.			
Risk Rating	Risk Prospects	Risk Target Score	Aspiration Date
Medium 9	Amber - Some Concerns	Low 4	April 2012
Risk Owner		Date Entered on Register	
Charles Wilde		June 2011	
Risk Progress			
Visitor income holding up well despite recession although there are indications that visitor numbers and income might be down in 2011. This is a risk that needs constant treatment to keep at these levels. We will continue to monitor and address any changing risk levels as they become known. Shop income is down wef summer 2011.			
Tasks to mitigate the risk			
<ul style="list-style-type: none">*Build a loyal repeat audience*Ensure the NMAS product is attractive*Create and publish regular good news stories to media and elected members*Create an income reserve fund to cover income deficit in any one year*Promote Museums Pass to encourage repeat visits*Develop mailing list and emailing list to inform regular users of attractive events*Seek other income generation streams*Continuously review pricing strategy*Continuous review of all above controls.			

Norfolk Museums and Archaeology Service

Service and Budget Planning 2012 to 2014

Report by Head of Museums and Archaeology

Summary

This report sets out the financial and planning context for the Norfolk Museums and Archaeology Service (NMAS) for the next two years.

It includes:

- a detailed list of revenue costs and pressures facing the service;
- a detailed list of savings proposals for the service;
- information concerning the departmental capital programme.

Action Required

Members are asked to consider and comment on the following;

- the revised service and financial planning context and assumptions;
- the revised spending pressures and savings for the NMAS;
- the proposed list of new and amended capital schemes.

1	Background
1.1	In February 2011 the County Council agreed a new core role and a three year programme of work to support reshaping the role of the County Council and to deliver savings needed to meet the Government's planned spending reductions. This was shaped following the Council's largest ever consultation, the Big Conversation.
1.2	The County Council agreed a budget for 2011-12, which included delivery of £59.8m savings towards a then predicted funding gap of £155m for the three year period 2011-14. The gap included the impact of increasing costs, increasing demand for services and reduction in Government funding to councils. Council in February also asked Chief Officers, in consultation with Cabinet Members, to take the action required to deliver the budget savings for 2012-13 and 2013-4 that were consulted on and set out in the Medium Term Financial Plan.
1.3	Cabinet at its meeting on 12 September 2011 reviewed the progress made so far in the three year programme of change and considered revisions to planning forecasts including a revised funding gap and changes to the context for medium term planning. It also set out high level guidance to Chief Officers for forward planning of services.
1.4	<p>This paper brings together for JMAC Members the following:</p> <ul style="list-style-type: none"> • Revised financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals. • A review of the progress made to date by the NMAS within the planned three year programme. The revised budget position for the NMAS based on updated financial forecasts and budget proposals for emerging cost pressures, new savings and revisions to future savings currently within the three year plan. • A detailed list of the updated costs and pressures facing the NMAS. • A detailed list of updated proposals for savings. • A list of new and amended capital schemes.
2	Financial and planning context
2.1	<p>The context for the County Council's three-year planning was set out by Cabinet in its report in September. The themes are largely unchanged from previous years, since they reflect on-going long-term challenges and issues, however there are some national policy changes, set out below, which are likely to impact on the work of the County Council:</p> <ul style="list-style-type: none"> • Reductions in some grants including the Area Based Grant which has had an impact on services funded from those sources • The introduction of a new funding system from 2013-14, which will replace the existing Formula grant. The proposal is for a system based on local retention of business rates, which would see increase in funding linked directly to local growth in business rates. • The transfer of resources and responsibility from some national and regional public bodies to local authorities. For example, the County

	<p>Council will start to receive funding to take over responsibility for public health from 2012/13 (previously carried out by PCTs)</p> <ul style="list-style-type: none"> • The opportunity to transfer some services and assets from local authorities to community and third sector organisations and groups, and the giving of more freedom to schools, colleges and GPs. • A confirmation of the move away from centralised performance and financial monitoring, and towards the self-publication of data to facilitate local public scrutiny of how we deliver services. • The reforms to the health system in England and a new leadership role for top-tier local authorities in: establishing and developing Health and Wellbeing Boards; the transfer of public health functions and responsibilities from the PCT; an expanded health scrutiny function; the development of local HealthWatch from the existing LINks led system of patient advocacy and representation; integration of health and social care, across all age ranges. • The Government is keen to embrace payment on results, whether services are provided by the public or private sector. This may affect the way the Council currently plans and monitors budgets and services • An extensive review of health and social care policy, and a stream of new proposals for legislative and practice change in this field • The rapid expansion of academies with consequent impacts for the funding of education and related services • The commitment to personalisation as the model for social care funding and delivery.
2.2	<p>The Government set out its overall national financial framework for 2011-15 within the Comprehensive Spending Review 2010, which was announced in the Autumn 2010. This remains the main basis for the authority's forecasts of funding for the next three years. The Local Government Finance Settlement announced in December 2010 provided details of the provisional grant funding for 2012-13. The Council has also received indicative grant allocations for some core grants for 2012-13.</p>
2.3	<p>The Government is intending to introduce a new local government funding scheme from 2013-14, centred on local retention of business rates. It is likely that funding will be baselined on 2012-13 formula grant funding and thereafter impacted by changes in locally generated business rates. For 2013-14 and 2014-15 the local retention of business rates scheme would still operate within the overall funding envelope set out in the Spending Review 2010 for those years.</p> <p>A review of the financial assumptions and cost pressures has been undertaken and revisions to the original financial forecast were set out in the paper to Cabinet in September. The key financial assumptions and changes are:</p> <ul style="list-style-type: none"> • A 1% pay award in 2012-13 and 2013-14; 2% general inflation and 4% for social care transport costs. Revision of inflation forecasts based on the 2011-12 budget. • Revised forecasts of demographic and legislative costs.

	<ul style="list-style-type: none"> • Inclusion of known changes to core grants. • Expected formula grant reduction of £17.137m in 2012-13 and forecast of £5m in 2013-14. . <p>Continued planning for a council tax freeze in 2012-13 and 2013-14.</p>
2.4	Overall, the savings required in 2011-12 of nearly £60m are on track to be delivered.
2.5	Based on the revised financial forecasts set out in paragraph 1.4 there is now a revised funding shortfall of £75m in the following two years (2012-14).
2.6	In respect of the Council's capital investment, the Spending Review 2010 included some significant changes to capital funding, with the cessation of any new supported capital borrowing. From 2011-12, Government support to capital funding is via capital grant.
3	Service specific context
3.1	With the financial constraints as a "given", in planning for the next two years the NMAS faces the following additional key challenges and opportunities:
3.1.1	The current phase of the Renaissance in the Regions funding programme is coming to an end with the abolition of the Museums, Libraries and Archives Council. NMAS currently receives £1.4m a year to deliver a wide range of services to the public. Arts Council England is taking over responsibility for the museum sector and has introduced a new Major Grants Programme to replace Renaissance. NMAS is applying to this fund and will know the outcome in January 2012.
3.1.2	<p>The economic downturn is likely to affect the public's leisure spend. NMAS is seeing a small downturn in visitors from last year, although that year had seen an unexpected uplift so that the overall trend is not disheartening. However, there is less secondary spend which means that NMAS is unlikely to meet all its income targets.</p> <p>NMAS is seeking to improve its direct contact with regular users by encouraging people to sign up to its email newsletter service. This is a cost effective way of targeting information to a wide range of users, and has proved effective in increasing audiences for events.</p>
3.1.3	Norfolk's ageing population, and it's anticipated impact on demands for services, is well understood – Norfolk has the highest number of people aged 65+ of all shire counties in the Eastern Region, and this number is growing at a faster rate than average. Demand for services continues to rise steadily as a result of this. NMAS has a good record in developing services for older people and is working with Adult Social Care to tailor its services more specifically to people's needs.
3.1.4	<p>Opportunities for better joint working</p> <p>Changes to the make-up and organisation of services, a requirement for better partnership working across sectors, and experience of 'good practice' has highlighted significant opportunities for improved outcomes and better value for money. These act as drivers for the department's planning, and include:</p> <ul style="list-style-type: none"> • Maximising the benefits of a single Community Services department. By organising ourselves as a single department, and by

	<p>planning together, previous Social Care, Cultural and Community Safety Services can provide more straightforward and effective services. This is particularly the case in improving the department's universal services offer, better access to good information and advice, and in involving communities in activities and service design.</p> <ul style="list-style-type: none"> • Co-producing services. 'Co-production' describes the way the department engages with user-led organisations, citizens and service users in the design of services. The partners of the department and service users increasingly expect the department to co-produce new services and approaches. In addition, co-production delivers better, more cost effective services. Community Services are part of a strategic partnership with the Norfolk Coalition of Disabled People which will oversee the way partners work together and ensure that the voice of services users is heard.
3.1.5	<p>Performance Challenges</p> <p>In setting out the context for the Council's planning, the authority must consider its performance challenges – those areas of performance where it is vital that the Council delivers significant improvements, or where it has to maintain a high level of performance. For Community Services the main performance challenges are:</p> <ul style="list-style-type: none"> • Maintaining high levels of performance in key Cultural Services. Norfolk has high performing Cultural Services. Library and museum usage is amongst the highest per head of population nationally, and the Archive Centre is the highest ranked archive in the country. However whilst Norfolk has to date bucked national trends for reducing library and museum usage, it has recently seen some reductions, meaning that maintaining the current high performance becomes one of the key challenges.
3.1.6	<p>Risks</p> <p>In planning for the next two years, the previously mentioned external challenges and uncertainties feature strongly on the risk register. There are however a number of internal challenges and uncertainties that have not been mentioned earlier but are detailed on the risk register including:</p> <ul style="list-style-type: none"> • A lack of capacity in IT systems to support Community Services delivery could lead to a breakdown in services to the public, particularly ticketing and admissions. This could result in a loss of income, misdirected resources, poor performance against targets and negatively impact on our reputation. • The speed and severity of the changes in work activities and job cuts necessary to achieve budget savings targets could significantly affect the wellbeing of staff. This results in increased sickness absence, poor morale and a reduction in productivity. • If the department does not meet its budget savings targets over the next three years it would lead to significant reductions in services or museum closures.

3.1.7	<p>Community Services priorities for 2012-14</p> <p>Taking into account the key drivers, performance challenges and risks highlighted above, priorities for Community Services for 2012-14 are as follows:</p> <ul style="list-style-type: none"> • Deliver the budget savings • Work closely with health services to provide and commission community-focused services around GP surgeries • Provide all people eligible for social care a choice through a personal budget or direct payments • Maintain the current high levels of performance in key cultural services • Make sure that vulnerable people are independent, active and safe within their community • Supporting the economic wellbeing of individuals, communities and the County <p>These priorities will drive the Community Services planning in the coming months.</p> <p>Whilst the departmental planning will cover all of the things the Community Services does, the department will use these priorities to guide its choices about what we do and don't do.</p> <p>Locality plans and team plans will demonstrate how all staff contribute to one or more of our priorities. The department will use the priorities to help simplify what can sometimes be quite a complex picture of national and local pressures.</p> <p>In addition the priorities will be used to drive more joined-up planning. Within Community Services, the priorities around communities and the economy will help the department make important links between the roles of Cultural and care services in supporting the most vulnerable people. They will also help Community Services identify areas for joint working with Children's Services and Environment, Transport and Development.</p>
4	<p>Financial and service planning for 2012-14</p>
4.1	<p>In evaluating the progress made so far in delivering current year savings and putting in place actions to deliver planned future savings, Cabinet agreed that the Chief Officer's planning for 2012-14 should continue to implement the three year programme of work approved by County Council in February.</p>
4.2	<p>Cabinet also asked Chief Officers to continue to seek opportunities for new efficiencies and improved ways of working to deliver the Council's new core role. Cabinet confirmed that where Chief Officers identify additional cost pressures and/or changes to savings for 2012-13, not reflected in the report to Cabinet on 12 September they will be expected to identify additional savings to offset the reduction. Chief Officers were asked to report revised plans to Panels and Joint Committees in November.</p>

5	Review of progress within the current three year programme and proposed changes																														
5.1	The progress made by the NMAS towards delivery of savings for 2011-12 is being reported within the integrated performance and budget monitoring reports.																														
5.2	<p>Progress with delivering 2011/12 NMAS budget savings is good and the approved savings are shown below for information. The rates savings of £25,000 for Norwich Castle have been delivered in 2011/12. However late arriving information indicates that this is part of transitional rates relief which will be reduced in succeeding years. The service will therefore have to find rates increases for Norwich Castle until the transitional relief is completed.</p> <table><tr><th>Ref</th><th>NMAS Savings 2011/12</th><th>£,000</th></tr><tr><td>C1</td><td>Increase admission charges for museums</td><td>-20</td></tr><tr><td>C2</td><td>Increased income from retail and catering</td><td>-20</td></tr><tr><td>C4</td><td>Changes to museums in King's Lynn</td><td>-3</td></tr><tr><td>C6</td><td>Reduced staffing in museums service</td><td>-89</td></tr><tr><td></td><td>Rates savings at Norwich Castle</td><td>-25</td></tr><tr><td></td><td>Electricity savings through new lights in museums</td><td>-32</td></tr><tr><td></td><td>Security review savings at Norwich Castle</td><td>-35</td></tr><tr><td></td><td>Withhold inflation to supplies and services budgets</td><td>-10</td></tr><tr><td colspan="2">Total NMAS Savings 2011/12</td><td>-234</td></tr></table>	Ref	NMAS Savings 2011/12	£,000	C1	Increase admission charges for museums	-20	C2	Increased income from retail and catering	-20	C4	Changes to museums in King's Lynn	-3	C6	Reduced staffing in museums service	-89		Rates savings at Norwich Castle	-25		Electricity savings through new lights in museums	-32		Security review savings at Norwich Castle	-35		Withhold inflation to supplies and services budgets	-10	Total NMAS Savings 2011/12		-234
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5.3	For 2011/12, NMAS savings were implemented without further change.																														
5.4	<p>NMAS revised cost pressures for 2012/13 and 2013/14 are detailed in Appendix A.</p> <p>However, there are minor changes proposed for 2012/13 and 2013/14:</p> <ul style="list-style-type: none">• The NMAS Big Conversation saving C2 (increased income of £0.010m for both years from retail sales and catering) is proposed to be deleted and replaced with £0.010m increased income from hire charges (room lettings for events) in 2012/13 and increased income generation of £0.010m in 2013/14.																														
5.5	In addition the service is forward planning for the delivery of savings in future years and has put in place actions in 2011-12 to enable delivery of agreed savings in 2012-13 and 2013-14.																														
5.6	In February, schemes and funding were considered within a three-year capital programme as part of the Medium Term Financial Plan 2011-14. Capital bids are identified following option appraisal and these will be evaluated by the Corporate Capital and Asset Management Group (CCAMG). These will be evaluated alongside existing schemes using the capital prioritisation model and recommendations for any revision to the programme will be reported to January Overview and Scrutiny Panels and Joint Committees. The revenue consequences of capital spending (financing charges and changes in operational costs) have been incorporated within the financial planning.																														

5.7	Details of Community Services capital funding is shown in Appendix B for information. At present there are no proposals for NMAS capital schemes in 2012/13 or 2013/14.
6	Consultation
6.1	The Norfolk Big Conversation budget consultation, which ran from 26 October 2010 to 10 January 2011 consulted on a three year programme of savings. This was agreed by council on 14 February 2011. At the time, it was recognised that further consultation and involvement work would be required on the implementation of some of these proposals.
6.2	As part of the engagement on the 2012/13 budget, the Council is also consulting on the proposed changes to the level of savings on two of the Big Conversation proposals agreed in February 2011. These are post-16 transport (B3) and rural bus service subsidies (H11). Additionally, the authority is seeking views on the proposal by Cabinet to maintain the freeze on council tax (at the 2010/11 level) for a further year, as set out in the September Cabinet report. Since that report the Government has announced that it will be providing a further tax freeze grant for the 2012-13 tax year, albeit on a one off basis (the tax freeze grant for 2011-12 is ongoing until at least 2014-15). We are awaiting details of the amount of grant payable, and County Council will consider use of the one-off grant as part of its overall budget decisions in February.
6.3	The budget consultation opened on 1 October 2011 and will run until 31 December 2011. The principle routes to publicise this are via the October edition of Your Norfolk, the Norfolk County Council website and through the press. People can respond online, through the Customer Service Centre, via the Have Your Say email address or by post. People can also respond by contacting their elected members. The results of the consultation will feed into the January cabinet in 2012.
7	Equality impact assessment
7.1	Individual Equality Impact Assessments were carried out in 2010-11 on all the Council's budget proposals for 2011-14 that would potentially have an impact on identified groups with protected characteristics.
7.2	The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommended that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment. These consultations were carried out from October 2011 to January 2012.
7.3	<p>A full equality impact assessment report was published alongside the Cabinet budget papers in January 2011. In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty:</p> <ul style="list-style-type: none"> • Promote equality of opportunity between disabled people and other people • Eliminate unlawful discrimination

	<ul style="list-style-type: none"> • Eliminate harassment of disabled people that is related to their disabilities • Promote positive attitudes towards disabled persons • Encourage participation by disabled people in public life; and • Take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others.
7.4	Where the Council identifies potential adverse impact on protected groups, it must do two things. Firstly, it must consider whether to go ahead with the proposal, or amend it in some way, with a view to promoting equality and tackling disadvantage for the protected group affected. If it takes the decision to go ahead with the proposal in its current form, it must identify actions to reduce or mitigate the adverse impact.
8	Section 17 – Crime and Disorder Act
8.1	The NMAS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. The NMAS provides services that are accessible to local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training. Through these and many other projects the NMAS is using its resources to contribute towards reducing crime and disorder in Norfolk.
9	Resource implications
9.1	The implications for resources are laid out in sections Five and Six and Appendices A and B of this report.
10	Staffing implications
10.1	The financial implications of reductions in staffing levels for all services was assessed corporately as part of the overall budget proposals for 2011-14 reported in January 2011.
11	Risk assessment
11.1	<p>The main risks and issues associated with these proposals have been highlighted in Sections Three and Five. However, given the scale of potential change associated with the budget proposals, there are a series of risks which are generic to all services:</p> <p>Service performance: the risk that the scale of change will impact on performance and on user satisfaction with services;</p> <p>Staffing: the risk that skills and knowledge may be lost as people leave or are made redundant, and that staff morale is adversely affected;</p> <p>Capacity for change: the proposals require significant transformation and change to services, and there is a risk that there will be insufficient capacity to re-design services and implement new ways of working;</p>

	Increasing demand: there is a risk that where preventative services are being scaled back, that there may – in future – be an increased risk in demand, as people’s needs become more pressing.
12	Action required
12.1	JMAC Members are asked to consider and comment on the following: <ul style="list-style-type: none"> - the revised service and financial planning context and assumption; - the revised spending pressures and savings for the NMAS; - the proposed list of new and amended capital schemes

Officer Contact

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APPENDIX A - Proposed NMAAS Budget Changes 2012-14

		2012-13	2013-14
NORFOLK MUSEUMS AND ARCHAEOLOGY SERVICE		£m	£m
	ADDITIONAL COSTS		
	Basic Inflation - Pay (2012-14 - 1%)	0.032	0.033
	Basic Inflation – Prices (General 2%, School and social care passenger transport 4%)	0.010	0.010
	Sub Total Additional Costs	0.042	0.043
Ref	BUDGET SAVINGS		
	Museums and Archaeology Service		
C3	Changes to costumes, textiles and regimental collections	-0.110	
C5	Review of museum opening hours	-0.015	
C6	Reduced staffing in museums service		-0.141
	Other savings proposals within Medium Term Financial Plan		
	Increased hire charges income	-0.010	
	Increase income generation		-0.010
	Withhold inflation to supplies and services budgets	-0.010	-0.010
	Total Museums and Archaeology Savings Proposals	-0.145	-0.161
	Removal of budget for 2011-12 pay award	-0.031	
	Big Conversation proposals	-0.135	-0.151
	New savings proposals	-0.010	-0.010
	Total Savings Proposals	-0.145	-0.161
	NET TOTAL	-0.145	-0.161

Appendix B: Capital Programme 2012-14

Community Services - Indicative capital programmes for 2012-13 and 2013-14

Scheme	2012-13	2013-14
	£m	£m
Community Services		
Adult Care		
Unallocated capital grant (note 1)	2.229	
Adult Care – Total	2.229	
Cultural Services – Library refurbishment programme (note 2)	0.196	
Cultural Services - Total	0.196	
Community Services - Total	2.425	
Funding of Programme		
Non-ring fenced capital grant funding	2.229	
Funding from capital receipts and prudential borrowing		
Internal NCC funding	0.196	
Other External Grants and Contributions		
Total	2.425	

Note – at present there are no new schemes being proposed for the NMAS.

NMAS museum catering operations

Report by the Head of NMAS

Summary

This report provides an update of the catering service as requested at the July 2010 meeting of the JMAC. The report contains information on:

- Progress with the catering service since it was transferred from NCS (Norse) in February 2008.
- Improvements made to the catering 'offer'
- Changes to staffing
- Changes to how catering is delivered at Time & Tide
- An appraisal of the financial position including a profit and loss statement and a revised business plan with recommendations to make further improvements

Recommendation:

- That JMAC members consider and comment on this report.

1 Background

- 1.1 NMAS provides cafes in three of its museums: Norwich Castle, Gressenhall Farm & Workhouse (GFW), and Time & Tide (T&T).
- 1.2 Until February 2008, Norfolk County Services provided catering services in Norwich Castle and GFW. Services at T&T were provided by an external contractor since its opening in 2004, but the contractor withdrew in 2006. As no other service provider was prepared to take on the contract at that time, NMAS decided to manage the catering in-house in order to provide continuity to the public.

NCS gave notice to stop providing catering services to NMAS on 4 December 2007 citing the reason as increasing financial deficits. This left the service with no catering facilities provision at these sites with effect from 1 February 2008. Officers considered the options, which were to find an external contractor, take the service in-house, or cease providing catering services altogether.
- 1.3 Due to the difficulty in costing and staffing cafes in sites with such large seasonal variations in visitors it had proved impossible in the past to attract a reliable external contractor at any of our sites. The decision was taken, therefore, to take catering provision in-house where it was hoped that integration with other front-of-house operations would provide economies of scale.

- 1.4 In July 2010 the Head of Museums reported that the in-house catering service had made considerable improvements in the quality of the café facilities and the food offer. Customer satisfaction had increased as measured by a decrease in complaints to virtually nil and an increase in compliments. However, this had not been sufficient to generate sufficient additional business to eliminate the annual deficit. It was reported that officers needed, therefore, to undertake a fundamental review of café staffing in order to bring in a balanced budget.

This report sets out what changes were introduced and how successful they have been.

2 A new business plan and staffing structure

- 2.1 Appendix 1 sets out the reasons why it is important to provide museum catering and the improvements made since taking the service in-house as reported to members in 2010.
- 2.2 However, the catering operation still struggled financially and it became clear that the greatest liability was the staffing structure, and it would be impossible to turn around the deficit position that NCS also experienced without substantially changing the structure that we had inherited.

Furthermore, the NCC Modern Reward Strategy has subsequently re-introduced weekend and bank holiday enhancements thereby increasing staff costs by up to £30k a year. Previously NMAS had negotiated a single hourly rate with front-of-house staff, which applied whichever day they were working to reflect the fact that the museums service operates 7 days a week.

- 2.3 A new stringent business plan and a completely new staffing structure have been introduced for Norwich Castle and GFW cafes to bring costs in line with income. Steps have been taken to:
- simplify the staff structure and reduce management posts
 - review the management responsibilities and deploy responsibilities more appropriately whilst delivering savings
 - change fixed hour contracts to annualised hours to make it easier to employ staff when there is a business need

Improvements in service delivery and efficiency at Norwich Castle and GFW cafes have brought the costs more in line with the income generated. There is still work to do to slim down the catering operation at both sites when there are fewer visitors in order to bring costs down to a minimum.

- 2.4 While it was felt that there were enough visitor numbers at Norwich Castle and GFW to generate sufficient café business, a robust business case could not be made for T&T. Despite previous disappointments with external providers it was decided to test the market again and offer the café lease to an external caterer. Before that was taken up we tested out a much reduced in-house offer of drinks, cakes and a simple lunch option, which could be delivered in-house during the busiest weeks of the year and break even. We also created a comfortable seating area in the museum reception and a vending machine was installed for the use of visitors when the café was shut.

Following an approved procurement process, a local caterer who also runs a café on the South Quay was successful in obtaining the lease for the Time & Tide café. This has been in operation since early summer 2011 and has received very favourable customer feedback. The caterer plans to offer a year round service.

3 Resource Implications

3.1 Finance

A new business plan has been implemented that is bringing bring café expenditure in line with income.

Appendix 2 shows the expected profit and loss for 2011-12 based on actual transactions to September 2011 and projections for future months based on known trends for income, visitors, staffing restructure and cost of sales.

4 Equality Impact Assessment

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

5 Health and Safety

High standards of health and safety are being met. The NMAS officer catering board regularly reviews health and safety arrangements. Staff are required to undertake the necessary food handling and awareness training. A legionella management regime is in place. The cafes are inspected regularly by the Environmental Health Officer - Norwich Castle Café has received a 5* rating. Customer safety has been improved at GFW café with the introduction of a new counter layout and non-slip flooring. Norwich Castle café layout has been consolidated so that tables are nearer to the serving area thereby reducing potential slips and spills while carrying food.

6 **Any Other implications**

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

7 **Section 17 – Crime and Disorder Act**

All NMAS service plans take account of the need to address the issues of social exclusion, one of the key triggers for crime and disorder. Many of the museums are located in areas of social deprivation and their development is part of an integrated regeneration strategy. By providing services that are accessible to local people, by encouraging participation by young people at risk of offending, by assisting schools in improving pupil attainment, by generating pride in the local heritage, NMAS is making a substantial contribution towards reducing crime and disorder in Norfolk.

8 **Action Required**

That members of the JMAC consider and comment on this report.

Officer Contact

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

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1 Why do we need museum cafes at all?

- 1.2
- Pleasant cafes add value to a museum visit and contribute to overall visitor satisfaction. Museum cafes contribute to the overall dwell time by visitors, and this has a direct relation to visitors' perception of value for money and willingness to make repeat visits.
 - There is an expectation by members of the public that a large institution, such as a museum, will provide some sort of catering on the premises. Even at our smaller museums, catering is frequently cited by visitors as something that they would like to see provided. Depending on the dwell time and the location of the museum, different types of catering are more suitable. GFW, for instance, is a day attraction and is in an isolated location. It is not possible for visitors to leave the site, find alternative catering, and return to get good value out of their admission ticket.
 - Museums can be exhausting to go round. It is necessary to provide seating and places for relaxation, and most people welcome the opportunity to have something to eat and drink. Families with young children or people with disabilities in particular need the opportunity to have a break and recharge the batteries.
 - NMAS provides facilities for visitors to bring their own picnics as an alternative to using the cafes. However, most visitors prefer to be able to buy food and drink at the place they are visiting.

1.2 GFW

- Has sufficient visitor numbers to be capable of making a surplus, but these are spread very unequally over the open season
- It is necessary to provide catering for visitors who expect to be able to stay all day as there are no other catering venues nearby
- However, business relies to a large extent on the success of the major event days, and these are very vulnerable to the vagaries of the weather. Visitor numbers might range from 2,500 people attending a popular event day, but bad weather might cut that by 50%, and that might make the difference between breaking even or having a deficit at the end of the year.

Conclusion: We considered there was a sufficiently strong business case to retain the current catering offer and continue the steps that have currently led to an improvement in performance.

The café layout at GFW has been rationalised, which has improved safety for customers, increased the number of covers from 80 to 120, and better enabled the café to cope during busy times. External room hire and associated catering at GFW has increased following improvements in the various meeting room facilities.

1.3 **Norwich Castle**

- There are sufficient visitor numbers to be capable of making a surplus. However, as with GFW, visitors are not spread equally over the year. It is relatively easy to make a surplus from April to September, but almost impossible not to make a deficit from October to March.
- There are other catering outlets nearby but they are awkward for visitors to get to. Visitors expect a museum of this size to provide a good catering offer.

Conclusion: It was agreed that we should retain the current catering offer and continue the steps that have led to an improvement in performance. Programming to increase visitors in the winter months has helped generate more business for the café and a surplus is projected for 2011/12.

The café layout has been changed at Norwich Castle to create a more distinct café area. This has made serving and cleaning easier, and has also seen a 31% increase in sales.

1.4 **T&T**

- Insufficient volume of visitors and seasonality meant that the café was not viable in the winter and it was impossible to make sufficient profit in the summer to balance the books overall.
- There are other catering outlets within a reasonable distance but these are awkward for visitors to get to. Visitors expect a museum of this size to provide a good catering offer.

Conclusion: Despite previous disappointments with external providers it was decided to test the market again and offer the café lease to an external caterer.

NMAS Catering Service Profit and Loss Account 2011/12

(These are forecasts based on the position at 30 September 2011)

Catering P & L	Norwich Castle	Gressenhall F and W	Total
	£	£	£
Income	(233,810)	(135,204)	(369,014)
Cost of Sales	209,057	136,406	345,463
Gross (Profit)/Loss	(24,753)	1,202	(23,551)
Overheads	27,153	10,142	37,295
Net (Profit)/Loss	2,400	11,344	13,744

Visitor Numbers to 30 September 2011	94,758	51,851	146,609
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NMAS Collections and Accommodation Rationalisation Programme 2010-14

Report by the Head of NMAS

Summary

NMAS is facing increasing budget pressures that will be exacerbated by the government's spending review.

NMAS has an ongoing Collections Rationalisation Programme whereby collections are assessed on a regular basis and those that are not suitable for future display or study needs are found alternative homes (see Annex 1). This will ensure that the NMAS:

- Reduces its accommodation needs to the minimum necessary for the safe and accessible storage of collections, in order to reduce the financial and staffing burden of collections care
- Ensures that all collections are accessible and used on a regular basis for the benefit of the public

Annex 2 sets out the list of items which have been assessed as surplus to NMAS' requirements as being of poor quality, or of limited interest, or more relevant to another museum collection.

The programme is following best practice as advised by the Museums Association, the Museums Libraries & Archives Council (MLA), and the Museums Accreditation Standard (published by MLA).

Recommendation:

That members approve the rationalisation of the items listed in Annex 2.

1 **Background**

NMAS has an ongoing Collections and Accommodation Rationalisation Programme whereby collections are assessed on a regular basis and those that are not suitable for future display or study needs are found alternative homes (see Annex 1). This is with the aim of:

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

Members considered and approved the policy on 14 January 2011.

2 **Collections review**

The objects listed in Annex 2 have been identified as candidates for deaccessioning and disposal. The list has been scrutinised by the NMAS' internal Rationalisation Group, which comprises the Museums Development Officer, the Senior Conservation Officer and the Chief Curator. Where possible these objects will be found a home in another museum or cultural institution.

3 **Resource Implications**

3.1 **Finance**

It is anticipated that this programme will identify savings of up to £120,000 a year. NMAS will fund any necessary revenue or minor capital expenses resulting from moving in or out of accommodation out of efficiency savings. There will be a risk to budgets if the projected savings are not achieved.

3.2 **Property**

NMAS will vacate one leased and one NCC-owned building with advice from NPS.

4 **Other Implications**

4.1 **Equality Impact Assessment**

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

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

Access to the costume and textiles collections will be greatly improved. It will be easier for visitors to Norwich Castle to access the Royal Norfolk Regimental displays.

4.2 Health and Safety Implications

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

4.3 Any Other implications

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

5 Section 17 – Crime and Disorder Act

All NMAS service plans take account of the need to address the issues of social exclusion, one of the key triggers for crime and disorder. Many of the museums are located in areas of social deprivation and their development is part of an integrated regeneration strategy. By providing services that are accessible to local people, by encouraging participation by young people at risk of offending, by assisting schools in improving pupil attainment, by generating pride in the local heritage, NMAS is making a substantial contribution towards reducing crime and disorder in Norfolk.

6 Action Required

That members approve the rationalisation of the items listed in Annex 2.

Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Glenis Wright on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Strategy for rationalising NMAS collections

1 Introduction

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

The policy of the NMAS is to preserve and interpret Norfolk's history while also providing a window on the world for the people of Norfolk. The NMAS has rich and diverse collections and is ranked within the top 2.5% of non-national registered museums. These collections are held in trust on behalf of current and future generations. The collections housed in the Castle Museum & Art Gallery and the Shirehall Collections Study Centre have been Designated by the DCMS as being of national significance. Fifty museums out of over 2,000 Accredited museums have received this distinction, and a challenge fund has been established by the DCMS to support the work of Designated collections. The NMAS has received £742,000 since the Fund was created in 1999 towards improving the quality of collections, making it accessible on-line, and improving our displays.

Collecting within the NMAS is undertaken in accordance with the Collecting Policy, which is reviewed and approved by Committee every five years. This sets out the strengths of the collections, areas for future collecting and constraints on collecting, such as resources, space and expertise. Cromer Museum, for instance, will only acquire material that provides information about the history of Cromer not currently held within the museum. Thus, duplicates or material that is historic but not otherwise interesting or informative, will not be acquired. This does not preclude collecting outside the terms of the Policy in exceptional cases, such as the West Runton elephant, which is within the terms of the Collecting Policy but of unusual size and national importance. A similar exception is the famous teapot collection of over 3,000 examples is now a nationally important collection without parallel elsewhere in the country and supports the study of styles in ceramic design. It is also a good marketing "hook" for visitors and spreads the fame of Norfolk throughout the world through a series of international travelling exhibitions funded by Twinings.

2 Using collections

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

1. Display material represents the best or most significant items in the collections and is easily accessible by all people visiting the museums. Gallery displays are highly interpreted to attract the interest of the general visitor and, hopefully, enthuse them. The Egyptology collection at Norwich Castle "earns its keep" by providing an interesting display for the general visitor and an important resource for schools, which are able to study this part of the national curriculum from real objects in their local museum.

2. Study collections provide depth for people who want to learn more about a specific subject. The emphasis is on presenting as many objects as possible for study. Improved

study facilities are being provided at Collections Study Centres, such as the Shirehall, Carrow House or Gressenhall, where collections are available in reference galleries. Objects are either freely accessible when the museum is open, on open storage (easily accessible with an appointment or on regular open days) or in study rooms (open on set days a week).

3. Long-term research material is needed as evidence for current or future research and only needs to be available on an appointment basis. This can be contained in high density storage, thereby making the most cost effective use of space. It is debatable how much of this material is needed but museums have a responsibility to future research to ensure that important evidence is not destroyed unnecessarily. New analysis techniques are being developed all the time and often unprepossessing samples from a Roman midden or pieces of fire-damaged stone can provide important information. "Seahenge" is a case in point. The timbers are over 4,000 years old and have been damaged by the action of the tides but English Heritage has been able to determine the year and month in which the trees were felled, and how many individual people worked on them. However, we can't keep everything and a balance needs to be struck between keeping enough for future needs but not so much that there are no resources to do anything else.

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

4. Working or demonstration material

Objects are put to working use or demonstration use at or on behalf of the museum. Items may require sufficient restoration to satisfy for example health and safety requirements, functionality, and should take account of presentation issues of object preservation/restoration within the museum environment. They should be used under defined conditions that are stated in their documentation.

5. Education, handling and loan collection

Objects are included for educational reference material only, including loans. There is an implied deterioration through usage over time.

6. Set dressing and cannibalisation

Objects are used as set dressing for on-site activities of the museum, following the principal of ultimate disposal by the 'back to nature' route.

7. Dispersal

Objects are sold or given away to others. We shall follow MA and Registration guidelines. There will be a presumption that objects will remain in the public domain and offered initially to similar institutions at whichever location provides the best balance of care, context and access.

8. Disposal

Following MA guidelines objects are scrapped or cannibalised for reference material or restoration use.

3 The rationalisation programme

The rationalisation programme will particularly concentrate on identifying which material should fall in category 3 and below. Material in category 2 will also be reviewed as it is likely that there is some material which, over the years, has become surplus to requirements. Material in category 1 will have been reviewed when a decision was taken to put it on

display. The NMAS has an ongoing programme of renewing or refreshing displays which allows for changing objects on display and assessing their importance.

3.1 First steps in the rationalisation programme

A Collections Management Officer will be responsible for the review programme. Other staff to be involved include:

- Chief Curator
- Head of Conservation
- Staff with curatorial responsibility for collections at specific sites, eg Curator of the museum
- Subject specialists

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

3.2 Identifying material for rationalisation

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

- Does not fall within the current collecting policy.
- Unethically acquired material.
- Loan material no longer required for display.
- Does not provide important information about Norfolk and its history.
- Is irrelevant to the collection.
- Has no reasonable expectation of being useful for display or research.
- Is unaccessioned (ie has not been properly recorded).
- Is unprovenanced (ie 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 (eg through decay or infestation. This might be a textile item that has rotted or a natural history specimen that has an infestation)
- Poses a threat to other objects or people (eg by contamination. This might be WW2 gas masks with degraded asbestos filters or radio-active geological specimens).
- Is an unnecessary duplicate.
- Where there is no reasonable expectation that NMAS will be able to provide suitable levels of curation or collections care.
- Is of good quality but would fit better into another museum's collection (eg Archaeological material has been recently transferred to West Stowe Anglo-Saxon Village.
- May be more appropriate to the NRO or NLIS.

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

3.3 Options for disposal

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

- Transfer to a handling collection for use with schools or the public
- Working machinery can be used to engage the public and demonstrate historic practices

Other alternatives include:

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

3.4 Process for decision taking

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

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

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

- Objects for disposal will be identified by staff with collections care responsibilities at each site, assisted by subject specialists as appropriate
- Documentation will be checked to confirm that the NMAS is the legal owner of the items and is legally free to dispose of them (there may be conditions attached to a bequest etc)
- Permission for disposal will be sought from the Joint Museums & Archaeology Committee
- The views of particularly interested groups or organisations will be sought
- If material was acquired or conserved with grant aid, contact will be made with the grant funding body to establish whether the funder has any requirements or views on the disposal. Reimbursement of grant aid is a standard requirement unless the object is to be transferred as a gift to another Accredited museum.

3.6 Process for disposal of accessioned material





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, 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.
- Material in which no interest is expressed will be either sold or destroyed.
- Complete records of all transactions will be kept.





End

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
GRSRM : 1976.32	Tipping Truck	Tipping truck; sheet iron; u shaped drawn on rails used to collect sand and clay at Little Plumstead Brickworks; [Gunton's]; early 20th Century		Extremely poor condition	Destruction
GRSRM : 1977.30.1	Copper	Used for boiling soap; cast iron with three projecting lugs; 19th century		Extremely poor condition	Destruction
GRSRM : 1977.30.2	Copper	Used for boiling soap; cast iron with three projecting lugs; 19th century		Extremely poor condition	Destruction
GRSRM : 1981.24.50	Box	Wooden farrier's box with metal loop handle; 20th century		Poor condition	Destruction





Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
GRSRM : 1983.122	Weighbridge	Cattle crush and Weighbridge; 20th century		Poor condition, uneconomic to restore to working order	Offer for transfer to other social history museum
GRSRM : 1983.161	Market stalls	Set of wooden green painted market stalls; used at Dereham Market; around 1920; comprising four ends/trestles and two boards; 20th century		Extremely poor condition	Destruction
GRSRM : 1990.42.1	Incubator	Egg incubator; wooden chest with eight drawers, supported on wooden legs at each corner; contains associated heating apparatus and trays etc; 20th century		Duplicates other items in better condition in collection	Offer for transfer to other social history museum
GRSRM : 1993.116	Winch	Large hand winch from H. Plowright and Sons, Swaffham; large handle missing?; no. 6 model 'Safe Working Load 15cwt'; cast iron, painted green, timber frame; 20th century		Very poor condition, casting cracked.	Offer for transfer to other social history museum
GRSRM : 1993.117	Oven	Cast iron oven and other parts; 20th century		Extremely poor condition and no local provenance	Destruction



Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
GRSRM : 1993.118	Mould	Brick maker or mould; cast iron; machine serial no. KC288; 20th century		No local Provenance	Offer for transfer to other social history museum
GRSRM : 1993.129	Trough	Large oak water trough; steel bolts, brass screws; rectangular; about fifty years old; sat in corner of stable yard; up to fifty horses would drink from it; 20th century		Poor condition, extremely large item with not enough resources to conserve or store	Offer for transfer to other social history museum
GRSRM : 1993.137.1	Hut	Postman's hut; several sheets of corrugated iron, partially painted blue, and several panels of wooden planked walls; also slab of carrstone on which stove rested; 20th century		Extremely poor Condition	Destruction
GRSRM : 1993.175	Cutter	Cast iron; painted blue; on wooden frame; marked 'BANBURY TURNIP CUTTER'; 20th century		Extremely poor condition, casting cracked, no local provenance, duplicated in collection	Destruction
GRSRM : 1993.178	Extractor	Large steel drum containing fitted equipment for removing honey from combs; painted white; 20th century		No local provenance and duplicates other items in collection	Offer for transfer to other social history museum


Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
GRSRM : 1993.181	Pony trap	Seats two people; wooden with black and red painted iron frame; shafts bound in leather; wheels; brown corduroy padded back rests; seats arranged side on, with small door to shut the travellers in; 20th century		No local provenance	Offer for transfer to other social history museum
GRSRM : 1993.198	Rake	Horse drawn hay rake, originally with 13 tines; wood with metal chains; handle adjustable; double tined; woodworm; 20th century		No local provenance and duplicates other items in collection, poor condition	Offer for transfer to other social history museum
GRSRM: Unaccessioned	Extractor	Honey extractor, White with wooden handle, small label reads EH Taylor Ltd, Beehive Works, Welwyn, Herts, England; 20th century		No local provenance and duplicates other items in collection	Offer for transfer to other social history museum
NWHCM : 1974.123	Hobble	Horse hobble in the form of wrought iron chain with wooden head; clog missing; found at North Tuddenham; 19th century		Poor condition and incomplete	Offer for transfer to other social history museum
NWHCM : 1974.587.23	Chair	One of a set of four chairs with large combs, shaped seats and turned front legs; from Wicklewood Workhouse, Forehoe Union (latterly a hospital); 20th century		Poor condition and duplicates other items in collection	Destruction
NWHCM : 1974.603.7	Tools	Equipment from a wheelwright's shop; 20th century		Extremely poor Condition	Destruction

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
NWHCM : 1999.182.1	bird	Bird, taxidermy specimen, Cased bird, two adult male scaup, two adult female scaup, three standing and one sitting on rocks; blue background, artificial rock, shells and sand as groundwork, Greater Scaup (<i>Aythya marila</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.2	bird	Bird, taxidermy specimen, Cased bird, adult male and female merlin standing on ground, three merlin chick standing on ground, one merlin chick sitting on ground; yellow background with clouds and painted scenery (mountains and river valley), peat, real plants and grasses and moss as groundwork, Merlin (<i>Falco columbarius</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.3	bird	Bird, taxidermy specimen, Cased bird, three adult corncrake standing on ground, three corncrake chick sitting on ground; blue background, peat, real plants and grasses, moss, lichen, nest, red admiral butterfly and exploded puffball as groundwork, Corncrake (<i>Crex crex</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.4	bird	Bird, taxidermy specimen, Cased bird, one adult tufted duck in flight, one adult tufted duck standing on rock, one adult tufted duck standing on sand; blue background, artificial rock, shells and sand as groundwork, Tufted Duck (<i>Aythya fuligula</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
NWHCM : 1999.182.5	bird	Bird, taxidermy specimen, Cased bird, three adult black guillemot standing on rock, one juvenile black guillemot standing on rock; artificial rock, shells, seaweed and sea anemones as groundwork, Black Guillemot (<i>Cephus grylle</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.6	bird	Bird, taxidermy specimen, Cased bird, adult nightjar in flight, one adult nightjar sitting on ground, two nightjar chick sitting on ground; painted woodland scenery as background, real plants and grasses, artificial plants, moss, lichen, branch and leaf litter as groundwork, European Nightjar (<i>Caprimulgus europaeus</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.7	bird	Bird, taxidermy specimen, Cased bird, two adult shoveller standing on rocks, one adult shoveller on water, three shoveller chick on water, one chick standing on rock; blue background, artificial rock, peat, painted glass 'water', real plants and grasses and moss as groundwork, Northern Shoveler (<i>Anas clypeata</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.8	bird	Bird, taxidermy specimen, Cased bird, two adult carrion crow standing on rocks; artificial rock, real grasses, branch and painted snow as background, Carrion Crow (<i>Corvus corone</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
NWHCM : 1999.182.9	bird	Bird, taxidermy specimen, Cased bird, two adult corn bunting perched on branches, one adult corn bunting standing on ground; blue background, artificial plants, real grasses, moss, branch, artificial brambles, fungi (toadstools), nest and four eggs as groundwork, Corn Bunting (<i>Emberiza calandra</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.10	bird	Bird, taxidermy specimen, Cased bird, one adult smew in flight, four adult smew standing on rocks; painted sea and rockpools as background, artificial rock, glass 'water' and shells as groundwork, Smew (<i>Mergus albellus</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.11	bird	Bird, taxidermy specimen, Cased bird, two adult jackdaw standing on rocks; artificial rock, moss, real grasses, artificial plants and twigs as groundwork, Eurasian Jackdaw (<i>Corvus monedula</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.12	bird	Bird, taxidermy specimen, Cased bird, two adult common partridge standing on ground, three partridge chick standing on ground; blue background, artificial rock, peat, artificial plants, real grasses, nest and five eggs as groundwork, Grey Partridge (<i>Perdix perdix</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
NWHCM : 1999.182.13	bird	Bird, taxidermy specimen, Cased bird, one adult teal in flight, aone adult teal standing on ground, one adult teal sitting on ground; blue and yellow background, real grasses, butterfly, nest and five eggs as groundwork, Common Teal (<i>Anas crecca</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWHCM : 1999.182.14	bird	Bird, taxidermy specimen, Cased bird, three adult wigeon standing on ground, one adult wigeon sitting on ground; blue and yellow background, peat, real grasses and earth/mud as groundwork, Eurasian Wigeon (<i>Anas penelope</i>)		Cotton Collection, acquired from the Natural History Museum in 1985 in the mistaken belief that it had local provenance. Correct provenance recently discovered: most of Cotton's collection was probably done in Hampshire.	Offer to Hampshire Museums Service initially, then to other museums with Natural History collections, then Cotton family.
NWCHM : 2011.455	Human remains	Skeletal remains of 17 humans (11 juveniles) excavated from a well on the site of the Chapelfield Mall development.		DNA testing on a sample of 9 bodies demonstrated Ashkenazi Jewish ancestry for 5 bodies (2 produced no results and 2 showed indigenous European ancestry, possibly evidence of inter-marriage). The Jewish Community of Norwich has requested the bodies for burial according to Jewish rites.	Transfer to the Jewish community via Norwich Hebrew Congregation, for reburial. A full photographic record will be made, and bone samples from each skeleton will be retained in agreement with the Jewish community.
NWHCM : 2011.668	Chair	Pair of upholstered chairs, 19th century		Upholstery in poor condition, some insect damage	Destruction

Record number	Object name	Brief Description	Image	Disposal reason	Initial disposal proposal
NWHCM : 2011.669	Cabinet	French bow-fronted cabinet with gilded decoration, 19th century; transformed inside into a display cabinet		Outside collecting policy. Character altered by conversion into display cabinet: unlikely to be of interest to other museums	Sale
THEHM : 1979.226	Wall hanging	Leather wall hanging (in two pieces) of embossed, gilded and coloured leather of floral design (60cm x 74cm) dates from the 17th century and was made in Spain.		It was originally hanging in Oxburgh Hall, Oxborough, Norfolk and was donated to the Ancient House Museum by Miss Sybil Buxton, daughter of Lady Buxton in 1928. It was given to Lady Buxton by the Hall's owner, Sir Henry Bedingfield c.1898. Similar hangings can still be seen in the Hall.	Transfer to Oxburgh Hall

Report to Joint Museums & Archaeology Committee

18 November 2011

Item No 12

Transfer of museum sector responsibilities from the Museums, Libraries & Archives Council to Arts Council England

Report by the Head of NMAS

Summary

Since 2003 Norfolk Museums and Archaeology Service has been in receipt of significant government revenue funding through the Renaissance programme. This external funding was managed by the Museums, Libraries & Archives Council (MLA). This report details the transfer of responsibilities from MLA to Arts Council England and outlines NMAS' proposed application to the new Renaissance Major Grants Programme for funding for 2012-15.

The tight deadline for issuing the grant criteria and returning applications has precluded pre-application discussions with members. However, should the NMAS grant application be successful we will have more time to develop a detailed business plan when views of members will be able to be taken into account.

Recommendation:

The Joint Museums and Archaeology Committee is asked to note the change of responsibility from MLA to ACE and comment on the proposed grant application themes.

1 Arts Council England takes over responsibility for museums and libraries

On 1 October, Arts Council England (ACE) assumed the responsibilities for museums and libraries previously held by the Museums and Libraries Archives Council (MLA). The National Archives assumes responsibility for providing strategic leadership to the archives sector and advising the Government on its development.

ACE has introduced a new staffing structure, with 53 new roles focusing on museums and libraries. A new Acquisitions, Exports, Loans and Collections Unit will be split between London and Birmingham: the Acquisitions, Exports, and Loans team in London, while Accreditation, Designation, PRISM fund, Security Advice and Government Indemnity teams remain in Birmingham.

The MLA is now winding down, with a skeleton staff remaining until May 2012 to complete the management of existing Renaissance contracts and outstanding financial and contractual arrangements, and to prepare for the appointment of a liquidator.

2 A new framework for museums and libraries

2.1 On 13 September, ACE published *Culture, knowledge and understanding: great museums and libraries for everyone*, a companion document to ACE's 10-year strategic framework, *Achieving great art for everyone*. The document clarifies ACE's programmes and framework for the decisions for the remainder of this spending period (2011–15), and aims to encourage further debate about the directions ACE should take in the longer term. In her foreword, ACE Chair Dame Liz Forgan says the organisation will “unashamedly focus our support on the most excellent; we will seek out originality and innovation, curatorial and scholarly endeavour, inspiring interpretation and real engagement with people and communities.”

2.2 The framework sets out five 10-year goals that sit alongside ACE's existing goals for the arts:

1. Excellence is thriving and celebrated in museums and libraries
2. More people experience and are inspired by museums and libraries
3. Museums and libraries are sustainable, resilient and innovative
4. The leadership and workforce in museums and libraries are diverse and highly skilled
5. Every child and young person has the opportunity to experience the richness of museums and libraries.

2.3 The framework also outlines ACE's priorities in supporting the sector through its three roles - championing, developing and investing. These include:

- Focusing investment on “excellent, forward thinking and enterprising museums and libraries best able to drive innovation, care for their collections and share learning”;
- Using Renaissance to “drive development and deliver excellence in England's regional museums, focusing in particular on strengthening the foundations of excellence, resilience and leadership in 2012–15”;
- Supporting organisations to embrace diversity through co-production with users, giving priority to those who are developing their offer in consultation and partnership with the people using their services;
- Focusing museums advocacy work on the regional museums that benefit from the Renaissance funding programme, working with partners to build an excellence agenda to which all museums can contribute;
- Working to strengthen networks within the sector, for example by building relationships between national and regional museums, and collaborations exploring the boundaries between different cultural forms or between culture and science and technology;
- Piloting programmes that look to encourage collaboration between museums, libraries and arts organisations, focusing in particular on participation and children and young people.

3 Renaissance Major Grants Programme for leading museums

3.1 ACE opened applications on 13 September for the new Renaissance in the Regions major grants programme for regional museums. The programme, which replaces the MLA's core museums fund, will distribute £20 million each year, awarding grants of between £500,000 and £2 million for the three years from April 2012 - March 2015. Grants will be awarded via an open application process for accredited single museums or consortia with designated, multi-themed collections, a minimum footfall of 150,000 visitors and a track record in leading, partnering, research and scholarship, and financial resilience. Successful applicants will need to demonstrate how they aim to achieve excellence in at least two strategic goals, as well as a leadership role demonstrating a contribution to the wider health of the sector.

3.2 As with the national portfolio funding process for arts organisations earlier this year, ACE will assess proposals against published criteria and consider how they fit into an overall balanced portfolio. The balancing criteria are:

- appropriate distribution of leadership;
- geographical spread; and imaginative approaches to resilience of the sector.

Applications closed on 2 November 2011 and funding decisions will be announced by 27 January 2012.

3.3 The Arts Council will also develop a complementary funding stream similar to the MLA's plans for a challenge fund. This will take effect later in 2012 and will target those development gaps within the ACE's five goals that are not addressed by the recipients of major grants.

4 The NMAS application

4.1 It is clear that ACE will want to see evidence of "step change" in those service areas they have prioritised for funding, e.g. working with young people and supporting volunteering. Officers are also very mindful that a range of core services currently underwritten by Renaissance funding underpin much of the work we do in these areas and therefore need to be sustained. Clearly ACE are not looking for an application characterised as "business as usual", so we need to be clear about those areas of our work where investment in the "core" operation will deliver significant improvements and/or reach in those services that meet ACE's aspirations for the sector.

4.2 ACE has five strategic goals to drive development and deliver excellence in England's regional museums. NMAS will be seeking ACE investment to support the five goals as follows:

4.2.1 Goal 1: Excellence

NMAS has collections designated as being of national importance which are cared for and interpreted by staff with a high level of specialist expertise and scholarship. ACE investment will support ambitious programming of world class exhibitions in partnership with international museums over the next three years. Collections will be made more accessible through rationalisation and digitisation programmes.

4.2.2 Goal 2: Audiences

ACE investment will enable NMAS to continue to reach diverse audiences and to widen engagement with collections through loans, touring and digital access. There will be an increased focus on co-production of our services by the public and on developing a cross-cultural offer in partnership with other arts organisations. Investment will be focused on developing a creative, inclusive events programme and increasing the provision for adult learning.

4.2.3 Goal 3: Resilience

We aim to become a more resilient organisation. The focus of this goal is for the organisation to become more entrepreneurial and expand the funding base through developing commercial activities, corporate and private giving, and by delivering commissioned services.

4.2.4 Goal 4: Leadership and Diversity

NMAS has a track record as a high performing service and has developed a leadership role within the sector nationally. With ACE investment NMAS will develop a reputation for providing high quality sector skills development and vocational training through structured programmes for interns and volunteers, and promoting a national specialism for museum education.

4.2.5 Goal 5: Children and Young People

NMAS has developed a particular specialism for its provision of services to children and young people and will build on our existing national reputation. More children and young people will have access to a high quality cultural offer, in particular the targeted offer to vulnerable young people will be extended across Norfolk. NMAS will work in partnership with other arts organisations in Norfolk to widen the cultural offer and young people will be supported to achieve the Arts Award in a museum setting. NMAS also aims to extend its existing work with teacher training colleges and aims to be recognised as a key deliver of initial teacher education.

4.3 The NMAS application was submitted on 2 November and we expect to hear the outcome by the end of January.

5 Resource Implications

- Finance** NMAS currently receives £1.4m each year from Renaissance in the Regions. We are seeking comparable funding through the ACE Major Grants programme.
- Staff** All staff (30 FTEs) currently funded through Renaissance will be at risk of redundancy. Funding for redundancy payments is budgeted for within the Renaissance business plan so there will be no charge on the County Council.

6 Equality Impact Assessment (EqIA)

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

7 Any Other implications

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

8 Section 17 – Crime and Disorder Act

All NMAS service plans take account of the need to address the issues of social exclusion, one of the key triggers for crime and disorder. Many of the museums are located in areas of social deprivation and their development is part of an integrated regeneration strategy. By providing services that are accessible to local people, by encouraging participation by young people at risk of offending, by assisting schools in improving pupil attainment, by generating pride in the local heritage, NMAS is making a substantial contribution towards reducing crime and disorder in Norfolk.

Norfolk Museums and Archaeology Service offers opportunities for KS3 and 4 pupils to develop their learning for Citizenship through experience, participation and reflection. Several museums in the service can support pupils' learning about crime and the criminal justice system. We can help develop understanding about the role of prisons and related institutions, like the workhouse, in the past and compare this with today.

9 Action Required

The Joint Museums and Archaeology Committee is asked to note the change of responsibility from MLA to ACE and comment on the proposed grant application themes.

Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Glenis Wright on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.