

**NORFOLK JOINT MUSEUMS & ARCHAEOLOGY
COMMITTEE**

Date

Friday
27 April 2012

Time

2pm

Place

The Edwards Room
County Hall
Norwich

Agenda



**Apprentice at Gressenhall Farm and Workhouse – part of the Skills for the
Future training scheme funded by the Heritage Lottery Fund**

- 1 **To note Apologies and whether any Substitute Members have been Appointed**
- 2 **To Receive the Minutes of the Previous Meeting held on 13 January 2012** (PAGE 5)
- 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/ Scrutiny Committee** (PAGE)
 - (a) **Breckland** (PAGE)
 - (b) **Great Yarmouth** (PAGE)
 - (c) **King's Lynn** (PAGE)
 - (d) **North Norfolk** (PAGE)
 - (e) **Norwich** (PAGE)
- 7 **To Receive the Report of the Meeting of the Norfolk Archaeological Services Advisory Committee Held on 9 March 2012** (PAGE)
- 8 **Norfolk Museums and Archaeology Service-Integrated Performance and Finance Monitoring Report** (PAGE)

Report by the Head of Museums and Archaeology

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| 9 | Major Partner Museum Funding for Norfolk Museums and Archaeology Service
Report by the Head of Museums and Archaeology | (PAGE) |
| | | |
| 10 | Development Strategy for Norfolk Museums and Archaeology Service
Report by the Head of Museums and Archaeology | (PAGE) |
| | | |
| 11 | NMAS Service Plan 2012-15
Report by the Head of Museums and Archaeology | (PAGE) |
| | | |
| 12 | NMAS Collections Rationalisation
Report by the Head of Museums and Archaeology | (PAGE) |

CHRIS WALTON
Head of Democratic Services

County Hall
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19 April 2012

Enquiries and names of any Substitute Members to Tim Shaw
Direct Dialling: Norwich (01603) 222948
E-mail: timothy.shaw@norfolk.gov.uk

GROUP MEETING

Conservative – 1.30 pm – Colman Room



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NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Minutes of the Meeting Held on 13 January 2012

Present:

Norfolk County Council

Mr J Carswell
Mr M Carttiss
Mr J Joyce (Substitute for Mr G Jones)
Mr M Kiddle-Morris
Mr J Rogers
Mr B Stone
Miss J Toms
Mr J Ward (Chairman)
Mr M Wilby

Breckland District Council

Mr P Duigan

Norwich City Council

Mr D Bradford
Mr G Gee
Ms V Thomas

Broadland District Council

Mr J Bracey

Borough Council of King's Lynn and West Norfolk

Mr A Wright (Substitute for Mrs E Nockolds)

North Norfolk District Council

Mrs L Brettle

South Norfolk Council

Dr C Kemp

Co-Opted Members

Museums in Norfolk Group

Mr D Wickerson

Museum Friends

Mr J Knight (Substitute for Mr R Gurney)

1 Apologies for Absence

Apologies for absence were received from Mr G Jones, Mrs E Nockolds and Mr B Coleman.

2 Minutes

The minutes of the previous meeting held on 18 November 2011 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

There were no declarations of interest.

4 Matters of Urgent Business

The Chairman agreed to take as urgent business a report of the meeting of the North Norfolk Museums Forum that was held on 5 January 2012 and had been sent to Members with a Supplementary Agenda.

In introducing the report, Mrs L Brettle drew Members attention to the views that had been expressed at the meeting about the proposals to change the governance arrangements for the NMAS.

5 Public Question Time

There were no public questions.

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

The annexed report by the Head of Museums and Archaeology was received.

The Joint Committee received a report from the Head of Museums and Archaeology that set out the latest performance information for the NMAS together with a budget update for the period to 30 November 2011.

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

- The findings within the annual audit letter.
- The Joint Committee was on target to achieve a balanced revenue budget for 2011/12.
- There were some delays in the capital programme mainly caused by planning permissions.
- The NMAS target for carbon emissions was included within the overall NCC target of 25% to be achieved by 2013. Performance to date indicated that the service was well on its way to contributing to that target particularly through the introduction of LED lighting technology.

Resolved –

That the report be noted.

7 Norfolk Museums and Archaeology Service – Service and Budget Planning 2012-2014

The annexed report by the Head of Museums and Archaeology was received. The Joint Committee received proposals for service planning for 2012-2014.

It was noted that there were no significant variations in the NMAS Revenue pressures and savings or the Capital Programme for 2012/13 and 2013/14 since the previous report to the Joint Committee in November 2011.

The Joint Committee therefore asked for earlier comments that had been made at the November 2011 meeting to be considered by the County Council as part of the budget deliberations, namely:

- There was a risk associated with a lack of capacity in IT systems to support NMAS Museums outside Norwich that could lead to a breakdown in services

to the public such as ticketing and admissions. It was noted that this issue was being addressed by the County Council and did appear on the NMAS risk register.

- Officers were working with colleagues in Adult Social Care to identify those NMAS services that could be provided to older people with personal budgets.
- The implications of “the speed and severity of changes that were being made in service delivery” on staff were being carefully monitored by officers.
- The NMAS was participating in a Fellowship Scheme whereby ex-curators were paid through a grant from the Monument Trust to return to the museums where they once worked to share their unwritten knowledge about museum collections with present staff and volunteers.

Resolved –

That the Joint Committee note the specific revenue budget proposals and capital programme for the NMAS as set out in the report and ask for the comments set out in the minute above, that were made at the November 2011 meeting, to be used to inform Cabinet discussion at its next meeting.

8 Museums Service Options Appraisal

The annexed report by the Head of Museums and Archaeology was received.

Members were asked to consider options around future governance of the NMAS, to consider the views of a firm of consultants and to come to a decision about which of the following three options they wished to pursue:

- Requesting further investigation into the financial benefits of Charitable Trust status and a report back to the Joint Committee.
- Requesting further information about a possible museum trading arm and a report back to the Joint Committee.
- Recommending that the NMAS retains its current status.

In introducing the report, the Head of Museums and Archaeology made the following key points:

- The NMAS was a high performing service and recognised by the Government as the lead museum service for the East of England.
- The current economic climate meant that there were unprecedented pressures on the NMAS budget.
- The NMAS would continue to be creative and innovative in the use of its budget but was finding that public funding for museums and spending in museums was showing signs of declining.
- The Head of Museums and Archaeology suggested that there could be financial advantages for the NMAS if a Commercial Manager was appointed

to run its trading activities. She suggested that the possibility of setting up a museums trading company was another option that could be explored.

- The NMAS had to deliver service reductions of £161,000 for 2013/14 which would lead to a decline in the service unless new forms of external investment could be found.
- The Government was encouraging museums to find ways to access new revenue and capital funding that was not available to local authorities and setting up a Museums Trust was one of the ways in which the consultants had advised that this could be done.
- Whatever system of governance for the NMAS was put in place, the local authorities in Norfolk would retain control of the service through service level agreements and through the renewal of the Museums Agreement.
- The Chairman said that the Joint Committee had a great museum service and all credit to the Head of Museums and Archaeology and her team for bringing us to where we are today but let us not do anything to jeopardise that service. Let us retain its current governance status and explore the possibility of developing closer links with Colchester and Ipswich Museums.
- The Chairman added that there was some concern about the governance arrangements for a Museum Trust with only 2 or 3 elected Members on a probable 16 person board. The Chairman said that the savings identified were insignificant in relation to the overall £4.5m budget and there would be considerable set up costs for a Trust as well as additional Company administration costs. He added that the only example of a successful museum trust that Members had been given details of was York and that was a poor example as York was a unitary authority and the data was several years old.

In the course of discussion, the following key points were made by other Members:

- The auditors of the NMAS had given an unqualified audit opinion for 2010/11 and were of the opinion that there were proper arrangements in place to secure value for money. This placed the NMAS in a strong position when compared to the audited positions of some other local authority services and also showed that the NMAS should be able to continue to provide a very high quality service for the foreseeable future.
- The NMAS had a national reputation for the delivery of a high quality Museum Learning service.
- A Charitable trust would have to face the same economic challenges as those confronting local authorities but would be unlikely to have the breadth of expertise that local authorities had available to them.
- Members of the Joint Committee with experience in the working of trusts considered the Gift Aid savings in entrance fees estimated at £100,000 per annum if the NMAS was set up as a Trust to be unrealistic.

- A trust was not seen by Members to be a substitute for local democratic accountability.
- A further investigation into the possibility of a Museums Trust would be detrimental to the service.
- The current governance arrangements already provided a shared vision between the County Council, the City Council and the District Councils for the operation of the NMAS.
- The Norwich Area Museums Committee and the Great Yarmouth Borough Council supported the continuation of the existing governance arrangements.
- Mr Nobbs, speaking as the Labour Leader, and Labour Spokesperson for Cultural Services at Norfolk County Council, asked for it to be included in the minutes that members of the public and members of NMAS staff had expressed concern to him about the uncertainty that would be created within the service if the Joint Committee was to go ahead with the option of setting up a Museums Trust. He added that he would be pressing for an investigation at the County Council into the reasons why the firm that had carried out the review of NMAS governance arrangements had been chosen to be an appropriate body to be commissioned to undertake this work.
- The report from the consultants was seen by Members to be produced from a pre-determined point of view. It was said that the consultants were known to have been advocates of Museums Trusts and to be beneficiaries of where work had been done to set up trusts.
- UNISON had written to Members of the Joint Committee to express reservations about the trust option and to support a continuation of the existing governance arrangements.
- Members asked for the possibility of appointing a Commercial Manager and for developing a stronger partnership with Ipswich and Colchester Museums to be explored in detail.
- Members expressed their support for the work of the Friends of Norwich Museums in all that they did for the NMAS.
- In reply, the Head of Museums and Archaeology said that the consultants report had been shared with the City and the District Councils at the same time as it had been made available to the NMAS and the County Council. She added that staff had been kept fully informed of discussions about trust status through the monthly staff newsletter. The consultants report had also been shared with NMAS staff on the NMAS intranet site at the same time as it was made available to others.

The Chairman (Mr J Ward) moved, duly seconded by Mr Bradford –

That the NMAS retains its current status.

On being put to the vote, this was agreed (with no votes against).

Mr Carswell, a Member of the Joint Committee, and the Cabinet Member for Cultural Services at Norfolk County Council, said that the County Council had jointly agreed in 2010 that a firm of consultants would be used to undertake the review.

He added that in view of the decision that had been taken at this meeting, he would be recommending to Cabinet that the NMAS continues with its existing governance arrangements.

9 Lifelong Learning Opportunities in Norfolk's Museums

The annexed report by the Head of Museums and Archaeology was received.

The Joint Committee received a report that set out the wide variety of ways in which the NMAS supported formal and informal learning throughout people's lives.

Resolved –

That the report be noted.

10 NMAS Collections and Accommodation Rationalisation Programme 2010-14

The annexed report by the Head of Museums and Archaeology was received.

The Joint Committee received a report that sought approval for the rationalisation of the latest 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 collection. These items were listed in the Appendix that had been sent to Members with the Supplementary Agenda.

Resolved –

That the Joint Committee approve the rationalisation of the items listed in Annex 2 to the report (included with the Supplementary Agenda).

The meeting concluded at 3.10pm.

Chairman



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Public Document Pack

BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Friday, 10 February 2012 at 2.00 pm in
Gressenhall Farm & Workhouse Museum, Gressenhall**

PRESENT

Mr P.J. Duigan (Chairman)
Mr R.G. Kybird
Mrs P.A. Spencer

Mr M Brindle
Mr J.D. Rogers

Also Present

Mr D Blackburn
Mr R Key
Ms C Walters

- Co-optee
- Co-optee
- Co-optee

In Attendance

Mr Oliver Bone

Dr Robin Hanley
Teresa Smith

- Curator of the Ancient House, Museum of Thetford Life
- Western Area Manager
- Committee Officer (Scrutiny & Projects)

Action By

1/12 MINUTES

The minutes of the meeting held on 14 October 2011 were agreed as a correct record.

2/12 APOLOGIES

Apologies for absence were received from Cllr C Clark, Cllr P Darby, Cllr Kiddle-Morris, Cllr D Irving, Cllr J Bracey and Vanessa Trevelyan.

3/12 CHAIRMAN'S ANNOUNCEMENTS

None.

4/12 URGENT BUSINESS

None.

5/12 DECLARATION OF INTEREST

None.

6/12 GRESSENHALL FARM & WORKHOUSE

Mr Hanley informed the Group that the Norfolk Museums and Archaeology Service had been successful in receiving major funding from the East Arts Council. This meant the work of the museum

Action By

service within Norfolk had been recognised nationally and this was really good for Norfolk, and in particular Gressenhall Farm and Workhouse Museum and Ancient House Museum.

This would mean that the museums could plan with confidence over the next 3 years, and that core activities would be continued.

Mr Robin Hanley presented the report which covered the period from October 2011 to January 2012.

In October 2011, Gressenhall held its key event 'Apple Day' which attracted over 3000 people, which was a rise compared to previous years.

During Autumn and Winter 2011 Gressenhall successfully trialled pre-booked events. The first of these was 'Witches in the Workhouse' for Halloween that attracted 144 visitors.

The second was a 'Victorian Christmas Family' event held over two days and this attracted 470 visitors. The event used resources already in place from the Victorian Christmas school programme which ran during December.

As both events were pre-booked and pre-paid this meant staff could cater for the numbers and therefore reduce wastage.

The Museum would be open for February half-term during Monday to Friday. Facilities would be limited due to the site building works continuing; however there would be a reduced admission price to reflect this.

A 'Rediscover Gressenhall' marketing campaign was being planned to mark the new season. The campaign would target local people and would include a reduced admission voucher for use during April. Vouchers would be distributed through a range of local outlets including schools and would appear in a number of local parish magazines. The campaign would link to the email sign-up which was designed to reduce marketing costs and support growth in Museum Pass sales.

The 2012 Event Programme had been confirmed following a detailed review and evaluation of 2011 events. There would be some new additions including events to celebrate the Diamond Jubilee. On Sunday 29 July, Gressenhall would be hosting a 'Festival on the Farm' event for Breckland District Council. A new event 'How does your garden grow' would be held on 6 May to promote horticulture.

Gressenhall continued to host the Monument Fellowship where the former retired curator, Bridget Yates was working closely with the current Curator, Megan Dennis to share her extensive knowledge.

The programme had been extended to focus on the re-display of the seed merchant displays in Village Row.

There was extensive building work being carried out on the site. This

Action By

included relocating the ticket entrance and shop to existing space within the centre of the facility to provide an improved visitor service. The existing entrance and shop would be altered to provide improved visitor toilet facilities.

Re-roofing and re-decoration works was being undertaken on Village Row, and improvements to paths in the laundry area, and re-carpeting of key public areas including the Collections Gallery.

Friends of Gressenhall continued to support a range of activities including the recent funding of a new harness for the Suffolk Punch horses, and the production of a mobile "pop-up" display kit to promote the museum at off-site events.

Levels of school visits had been sustained at Gressenhall during 2011. Feedback had recently been received from teachers with 89% rating extremely good.

The Victorian Christmas event for primary school children was once again very successful.

The Skills for the Future project was continuing at Gressenhall. An Apprentice Farrier had recently been recruited. Further trainees would be recruited for traditional skills in Heritage Gardening, and Heritage Landscape Management. A DVD had been produced and it was suggested that this should be shown at the next meeting.

Visitor figures of 2011 compared to previous years was very pleasing considering the current climate. Gressenhall reduced a number of the larger events, and was therefore expecting a fall in figures, but this was not the case. School visitors also increased for the third year running.

A member expressed his congratulations for very pleasing figures during a very difficult time.

Another member asked if there were any figures to show those that did not attend the pre-booked events.

Mr Hanley said that the no-show rate was very small. He also explained that the events were offered at a reduced admission rate for museum pass holders. Feedback from pass holders had been that if a discount was received they were happy to attend. The Halloween and Christmas events were fully booked, and due to the popularity of these events they did allow more people to attend than planned.

The Chairman thanked Mr Hanley for his report.

7/12 COLLECTIONS REVIEW

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

Action By

This was the third phase at Gressenhall and those objects identified for deaccessioning and dispersal was listed in Annex 1 of the report.

A member asked if some of the items would be useful to a sculptor. The Curator thought this was a good idea and would look into it.

The Chairman thanked Ms Dennis for her report.

8/12 ANCIENT HOUSE MUSEUM OF THETFORD LIFE

Mr Oliver Bone presented the report which covered the period from October 2011 to January 2012.

Work continued on the exhibition of mapping the town using maps, photographs, objects and models.
The display would be open in May 2012 and would also include a section on underground tunnels and pits of Thetford.

Ancient House was participating in a joint project with Leicester University focussing on the tombs of Dukes of Norfolk, who were buried at Thetford Priory. Further information was available on the project website <http://representingreformation.net/>

The World War Two theme currently displayed at Ancient House would end Easter 2012.

There was a busy programme of events and activities planned for 2012. The museum groups: History Club, Teenage History Club, Museum Club, Knit and Knatter, Learn to Knit, Stitch in Time and Mini Museum Club for Under 5s would all continue.

The Ancient House Museum would contribute to Norfolk's American Trail. A Project Officer would be appointed to oversee the varied programme which ran from July to November 2012.

October Half term had been very busy for the Museum as they were involved in a BBC Hands on History event which proved very popular with children creating Roman mosaics and other Iceni crafts.

On 2 December the Museum opened late to link in with the switch on of the Christmas lights in the town. Over 250 visitors enjoyed a range of activities provided by the museum.

The Teenage History Club had made a docudrama on the life of Dr Minns, the first black mayor in Britain who worked at Thetford Workhouse in the early part of 20th Century. The film was shown to parents in November at Ancient House. The young people made the film as part of their Bronze Arts Award.

The Ancient House Knit and Knatter group had made remembrance poppy badges which were sold in aid of the Royal British Legion. As a thank you, the Group enjoyed an illustrated talk on Witney blankets from Jamie Everett.

Action By

A collection of Circus programmes dating from the 1940s to the 1980s had been donated to the Ancient House Museum.

The Friends Group continued to support the museum and a number of new committee members had joined the group. A programme of talks had been scheduled to take place during six afternoons throughout the year.

In early January, two Young Thetford Treasure volunteers arranged two evening events at Ancient House using funding from their Marsh Award. The Night at the Museum events included various activities such as creating shadow puppets.

Visitor numbers to Ancient House had seen a slight increase which was very pleasing.

A Member asked if there had been any coverage in the Local Press on Youth events that were held at the Museum. The Curator responded by saying that they should use this facility more, and would take it as a useful reminder.

The Chairman thanked Mr Bone for his report.

9/12 NEXT MEETING

The next meeting will be held on Friday 15 June at Gressenhall Farm and Workhouse Museum.

The meeting closed at 3.05 pm

CHAIRMAN

Great Yarmouth Borough Council
Scrutiny Committee
2nd April 2012

Report by the Eastern Area Manager,
Norfolk Museums and Archaeology Service (NMAS)

Report on Great Yarmouth Museums for the period:
January – March 2012 (Q4)



You Are Here: Journeys to Great Yarmouth, Time and Tide Museum, March – November 2012.

NORFOLK MUSEUMS AND ARCHAEOLOGY SERVICE

1.0 2011/12 Visitor figures

Visitors to the **Time and Tide Museum**, during the period January – March 2012 totalled 4,465 thereby showing only a 4% decrease on the same period in 2010.

The total visitor figure for 2011/12 is 28,498 thereby exceeding the visitor target for the year by 12%.

The **Tolhouse Museum** closed for the season on 31st October 2011. The total visitor figure for 2011/12 was 4,177. The Tolhouse re-opens for the season on 1st April 2012.

The **Elizabethan House Museum** also closed for the season on 31st October 2011. The total visitor figure for 2011/12 was 11,022 thereby exceeding the visitor target for the year by 15%.

The overall number of visits to Great Yarmouth Museums in 2011/12 decreased by 11% (combined total 43,699). This compares to an average 8% reduction in total visitors to Norfolk Museums & Archaeology Service sites during the same period.

2.0 Success for NMAS' bid for Arts Council Major Grant Award

We are delighted that our bid to Arts Council England for Renaissance major grants funding has been successful. The Arts Council received 29 eligible applications from museums across the country requesting £116.4 million over three years, against a total budget for the Renaissance major grants programme for 2012-15 of around £60 million. Funding has been offered to 16 applicants, however the total amount of funding requested is around £23.5million and the overall budget for Renaissance major grants is £20million. NMAS will receive approximately £1.2m a year for 3 years and this funding will enable us to maintain much of the momentum we achieved

under the old Renaissance funding programme plus some new exciting work streams. This funding cannot be used to fund the efficiency savings we still need to make in our core budget, but it will enable us to continue to deliver a wide range of high quality services to the public. The bid was judged against five goals set by the Arts Council:

- *Excellence is thriving and celebrated in museums*
- *More people experience and are inspired by museums*
- *Museums are sustainable, resilient and innovative*
- *The leadership and workforce in museums are diverse and highly skilled*
- *Every child and young person has the opportunity to experience the richness of museums*

At Great Yarmouth museums we are confident that we can deliver these goals and look forward to continuing making a difference in the lives of Borough residents through providing high quality museum services. The funding will specifically support the delivery of public programming (events and exhibitions), audience development and youth engagement work.

3.0 New season site preparation

A deep clean of all sites was undertaken in February and March in preparation for the Easter holiday re-opening. Extensive work to upgrade the conservation heating at the Elizabethan House has now been completed. The ambient temperature on site has now stabilised and increased generally making the site more welcoming and comfortable. The stable temperature will also benefit the environment for our displayed collections. Work is also complete on fully synchronising the heaters to the Hanwell CR2 environmental controls.

At Time and Tide work has been completed on the re-furbishment of the Education and meeting room facilities. This has included a complete re-decoration and the installation of new carpets throughout. It is anticipated that with additional improvements to IT and audio/visual facilities the spaces will be sought after for private hire and will be marketed at competitive rates from April 2012. Also at Time and Tide new LED lighting have been installed in the reception and shop areas, including down lighters and display lights. The improvements have significantly enhanced the retail display and will contribute further to the site's energy savings.

4.0 Elizabethan House flood defence

On 5th January the prevailing weather conditions, including a forecast surge height of 1.33m and force 8-9 NW wind strength, led to the activation of the flood defences at the Elizabethan House Museum. This involved neoprene covered flood boards, airbrick covers and furniture bags being deployed. Whilst this takes some time to install the process is always useful and raised some practical issues that were later discussed with the visitor service team. Thankfully there was no rainfall as this would have compounded the threatening conditions. We are building our knowledge of the conditions and do not necessarily act on every flood warning but are learning to interpret the physical signs and act appropriately with the available information.

5.0 Museum Learning

A total of 7,782 school visits were made to Great Yarmouth museums in 2011/12. This represents 18% of our total visitors. The learning programme supports the needs of local schools in the Borough and pupils with different learning styles. Learning staff provide an immersive learning experience that is both enjoyable and which enables key stage learning to take place.

Great Yarmouth Museums' staff have successfully put learning at the centre of the public service role which in turn has encouraged staff to look outwards, seeking development opportunities in the local community. Learning staff have developed good contacts in schools and have worked to demonstrate the museums' relevance to specific National Curriculum study units resulting in increased schools' use during the year.

6.0 Transformation of early history

Since February the early history gallery at Time and Tide has been subject to a dramatic transformation. Following visitor feedback, and museum staff evaluation, it was felt that we could achieve cost effective improvements to the interpretation and display strategy in this area of the museum. This has resulted in a significant reduction in the number of text panels and the addition of more interactivity and

'hands-on' displays. The Romans section of the gallery has been enlarged to cater for the demand from local schools. The new display includes the re-creation of a 4th century Anglo-Roman villa complete with a roasted dormouse and oysters in the kitchen. A new mural will be completed and installed by Easter prior to the team moving onto the next section that will include a Norfolk cabinet of curiosities drawn from the natural history and ethnographic collections. Further display work is planned in 2012/13 including a dedicated reminiscence room (Norfolk Mardle) in the Rows and new displays looking at the history of health and education in the Borough.

7.0 Experience Days

We ran the first of our Museum Experience Days on 15th February entitled '*Costumes and Creativity*' which was well received by all attendees. The experience days are designed to combine guided access to collections with attendant expertise as well as a look behind the scenes of the museums. The costumes and creativity day included a 'hands on' look at the costume collections at the museums with the curator and specialist conservation knowledge of Debbie Phipps. The afternoon element inspired participants to work with a designer to create a 1960's style tote bag using the Carrow handling collections as inspiration. Visitor Services Team members acted as hosts for the day (in period costume) starting with a guided tour of Elizabethan House. The feedback on the day was extremely positive, attendees were very complimentary about the overall quality of the day, the value for money and the lunch. A second experience day was held on 14th March entitled 'The secrets of watercolours' which also proved to be a great success. We hope to develop the experience days in the future using the resources that we have to generate additional income and audiences.

8.0 Collections

As part of the service wide rationalisation programme staff at Great Yarmouth museums have been busy moving vulnerable collections from the basement storage facility at the library. Assisted by volunteers, art technicians, and conservation staff the curator has documented, photographed, re boxed and moved our entire collection of works on paper including some two thousand watercolours and drawings

to the archive at Time & Tide museum where they will be made into a more accessible public resource. Work will continue in the coming year to evaluate the significance of the social history collection with reference to planned display work and addressing contemporary collecting needs.

9.0 Stitchers in time

Great Yarmouth Museums' *Stitchers in Time*, the volunteer sewing group, were joined by other keen sewers when they took part in a 'Pins and Pads' workshop at the Time and Tide museum. The free course, run by Great Yarmouth Museums in partnership with Norfolk Adult Education Services, enabled the group and members of the public to learn new skills including embroidery and beading, which they used on this occasion to decorate the padded coat hangers that had been created by the group.

The Stitchers agreed that these skills would be useful during their regular meetings at the Time and Tide where they are continuing to carry out an excellent job of repairing and creating replica historical costume.

10.0 Exhibitions

10.1 The exhibition of paintings and drawings, from Norfolk Museums and Archaeology Service collections, entitled *Sea View: Great Yarmouth Masterpieces*, closed on 4th March 2012.

10.2 The forthcoming temporary exhibition at Time and Tide is entitled *You Are Here: Journeys to Great Yarmouth* (March – November 2012). Taking the Olympic values of Respect, Excellence and Friendship as a reference, this exhibition seeks to explore the world-wide cultural influences and histories which contribute to Great Yarmouth's history and identity.

The Time and Tide museum was developed in consultation with local people to determine the stories told, and to ensure the community were represented at the heart of the display and interpretation strategy. However, communities are not fixed, and our local community is significantly different to the one when the museum was

first developed. This exhibition will explore the journeys of people, and objects, to Norfolk, and in particular, to Great Yarmouth. The displays will help reveal the various paths that objects and people have taken to reach Great Yarmouth, and celebrate the resulting cultural diversity found in both our museum collections and the community.

11.0 Recommendation

That members note this report.

Officer Contact

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

James Steward, Eastern Area Manager (NMAS) Tel No: 01493 743933

email address: james.steward@norfolk.gov.uk



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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 19 March 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 Mrs S Smeaton	- Borough Council of King's Lynn & West Norfolk
Councillor A Tyler	- Borough Council of King's Lynn & West Norfolk
Mr T Humphreys	- Tourism Manager, Borough Council of King's Lynn & West Norfolk
Kathy Wagg	- Democratic Services Officer, Borough Council of King's Lynn and West Norfolk
County Councillor M Chenery of Horsburgh	- 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
Mr B Howling	- Friend of King's Lynn Museums

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor G McGuinness and V Trevelyan.

2 MINUTES

The notes of the meeting held on 17 October 2012 were agreed as a correct record.

3 MATTERS ARISING

There were none.

6 DECLARATIONS OF INTEREST

There were none.

7 REPORT OF WESTERN AREA MANAGER

King's Lynn Museums Report – October to February 2012

The Western Area Manager presented his report which provided Members with information on King's Lynn Museums for the period October to February 2012 as set out below:

(i) Temporary Exhibitions and events at Lynn Museum

The Lynn Museum charging period runs from April to September. The free admission period runs from October to March.

The exhibition *Fenland Stories*, ran at Lynn Museum 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.

The current temporary exhibition at the Lynn Museum is *Rehome*, running from 21 January to 10 March 2012. This was a partnership project with the King's Lynn Arts Centre Trust. Staff at the Lynn Museum had worked with the team at the King's Lynn Art Centre and colleagues at Freebridge Community Housing to facilitate the development of exhibitions across three sites in Lynn, inspired by domestic objects from the King's Lynn museum collections. Six artists from the King's Lynn Arts Centre's Aspire Artists project, funded by the Arts Council England, had chosen from a selection of objects from which to draw inspiration and acted as a starting point for the artist's creative ideas. Each artist created two pieces, one for display at the Museum and a second for the Arts Centre. As well as the exhibitions at the three sites, a programme of half term activities for families working with the artists had taken place in February. An Art Trail, supported by artist-led tours, linked up the Arts Centre, Museum and the restored 1960s flat at Hillington Square.

The next temporary exhibition would be *Hard Times: Poverty in King's Lynn in the early 20th century* on show at the Lynn Museum from 31 March. The exhibition would feature the story of the workhouse in King's Lynn. The exhibition would include fine art collections, letters and archives.

A programme of informal family learning events continued to be offered at the Lynn Museum. Events during the October half term included the very popular *Deadly Dinosaurs* on 25 October and *Creepy Collections* on 27 October. In the approach to Christmas, a Christmas Crafts event ran on 10 December. During the February half term a lighting themed event ran on 14 February and a Victorian wash day event ran on 18 February.

A programme of occasional illustrated talks was taking place at Lynn Museums on Wednesday afternoons. Recent talks had included *18th Century literature* on 12 October and *Fenland Stories* on 9 November. The next scheduled talk was *Fear of the Workhouse in early 1900s King's Lynn* on 9 May.

A rare gold Romano-British pendant in the shape of a phallus had been acquired by the Lynn Museum. The object had been found in January 2011 by a metal detectorist in Hillington and declared Treasure by the coroner. The pendant was 2cm long and was in excellent condition. The pendant was purchased by the Lynn Museum with the assistance of the Friends of the King's Lynn Museum, the Victoria and Albert Museum Purchase Grant Fund and the Headley Trust. This significant item was now on display in the Lynn Museum following its collection from the British Museum in January. The acquisition had been the subject of considerable press interest. The NMAS retail team was investigating the production of a replica for sale in NMAS shops.

(ii) Other Museum Developments

NMAS staff had now moved 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.

NMAS was continuing to support colleagues from the Borough Council with the project relating to the redevelopment of the Town Hall.

NMAS staff provided a display for the Queen's visit to the Town Hall on 6 February. Curator Tim Thorpe showed the Queen a selection of paintings and prints from the museum collections. Community Outreach Officer Stuart Hall presented extracts from the *Fenland Stories* DVD and talked about NMAS's work with young people.

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. NMAS was currently assisting with specialist valuations for specific collections and had also sourced conservation advice for paintings in the collections.

The planning application relating to the proposed modest alterations to the front glazed elevation of the Lynn Museum had been approved, following liaison with the Borough Council. Confirmation of Listed Building consent was pending. 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. Building works would take place in October, following the end of the summer season.

(iii) Friends of King's Lynn Museums

The Friends were continuing to offer a varied programme for members including lunchtime talks, trips and an annual lecture. The Friends would be supporting the afternoon talks programme in the Lynn Museum in 2012.

The Friends continued to support a long-term conservation programme for parts of the fine art collections and had recently agreed to fund conservation on further works of art.

The Friends had recently funded a bespoke seating and storage unit for the Lynn Museum reception that provided secure storage for a range of craft materials and school handling collections.

(iii) Partnership Projects

The NMAS bid to the Arts Council England for Renaissance Major Grants was successful. The Arts Council received 29 eligible applications from museums across the country requesting £116.4 million over three years, against a total budget for the Renaissance major grants programme for 2012-15 of around 60 million. Funding had been offered to 16 applicants, and over the coming weeks the final amount awarded to each organisation for 2012-2015 would be confirmed. In King's Lynn the funding would include support for the development of permanent and temporary exhibitions, youth engagement projects and learning programmes.

King's Lynn Museums continued to lead the Greater Fens Museums Partnership. The Round 2 Heritage Grant application to the Heritage Lottery Fund for the next Fenland Partnership project *Fenland Lives and Land* was successful, with £358,000 awarded to the project over the next three years. Match funding of £20,000 came from the externally funded Renaissance in the Regions programme. Following a start up meeting with the HLF, official permission to start had been granted. Recruitment of a FT project officer and PT support worker was now underway.

The Fenland Lives and Land project aimed to explore the complex relationship between Fenland people and their local landscape. The project would give local communities the chance to get involved in co-producing a range of exhibitions and would also support capacity building and skills development in partner museums. The project aimed to facilitate the development of sustainable relationships with local community organisations through a 'cluster' delivery model. The project would see the development of five exhibitions exploring a range of landscape themes and using a variety of different media. The choice of exhibition themes had been informed by consultation with existing and potential community partners and the wider public. The exhibitions would tour museum partners and community venues and would be supported by programmes of formal and informal learning, delivered both on-site and as outreach. It was suggested that the

Project Officer be invited to give a presentation to the Committee in six months time.

(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. Postholder Stuart Hall had recently recruited new members to the King's Lynn Museums Youth Forum and a number of meetings had been held.

A development programme was currently underway for the Museum Learning Assistant team at Lynn Museum to provide staff with improved skills in planning and delivering informal learning events.

(v) Visitor numbers

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

2012	2011
February 1,669	February 2,401
<u>Year to date</u>	<u>2010/11</u>
15,559	13,839

The Committee was advised that the reason for less visitor numbers than the same time last year was that the 1960's exhibition opened.

In relation to 1.7, Councillor Mrs Smeaton asked how the Museum found the pendant? In response, the Western Area Manager explained that the finder of the item reported the find to the Finds Identification Unit based at Gressenhall as it came under the terms of the Treasure Act. The item was then identified and was subject of an Independent Valuation Committee to ascertain its value. Expressions of interest from museums were then sought for the item. The Museum then raised the funds with the help of the Friends of the Museum. The person who found the item split the money with the farmer where the item was found. The item was then collected from the British Museum. Lynn Museum was currently looking at ways in which the display featuring the item could be improved.

The Chairman thanked the Friends of the Museum for their contribution towards purchasing the item.

Councillor Tyler referred to item 2.4, and asked whether the Borough Council actually owned the items that were on display at the Museum and Town Hall and whether these items could be hired out? He also asked whether items could be taken to Red Mount Chapel to be displayed such as pilgrim badges?

In response the Western Area Manager explained that all items were governed by the Joint Museums Ownership Agreement with the vast majority being owned by the Borough Council. He explained that requests were received regarding the loan of objects and there were a standard set of loan conditions that had to be complied with but each request had to be assessed in relation to security and environmental issues. He added that the Red Mount Chapel would not be a suitable environment for the display of objects in terms of security and environment, however replica badges could perhaps be considered. With regards to the Pilgrim badges from the Town House Museum, he explained that most would be going on display at the Lynn Museum.

With regards to item 2.5, Councillor Long reported that consideration was being given to moving the CCTV cameras in the bus station to give better coverage, but this was subject to available funding.

Councillor Tyler referred to item 1.6 and reported that he had attended the talk on 18th Century Literature but was disappointed at the number of attendees. He asked whether there was a set figure to see if an event was sustainable? The Western Area Manager advised that the talks often complemented the temporary exhibitions and related to different collections. He added that the talks normally attracted between 15-20 people and it was considered that 15 people attending was enough. In addition, a lot of the talks were given by museum staff or volunteers at minimal cost.

Reference was made to the Sea Henge Timbers and Councillor Wright asked who owned them? The Western Area Manager explained that the timbers were owned by the Le Strange Estate and that the Museum had a formal 10 year loan agreement in place which was expected to be renewed at the end of the 10 year period. He explained that the conservation project for Sea Henge was funded by English Heritage, however if significant conservation works were required to the timbers, then Le Strange Estates would be involved. He added that there was a robust loan agreement in place.

The Chairman referred to paragraphs 4.2 and 4.3 and asked if she could be reminded who the Fenland Partners were. The Western Area Manager agreed to circulate a definitive list of partners to the Committee.

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) That the Fenland Project Officer be invited to give a presentation to the Committee in six months time.

(3) That the Western Area Manager circulated a definitive list of members of the Fenland Partnership to the Committee.

8 REPORT OF THE BOROUGH COUNCIL

The Tourism Manager presented a report which updated Members of the Committee on tourism marketing and provision of tourism information services undertaken by the Borough Council during the period June 2011 – March 2012.

(i) West Norfolk Holiday Guide and advertising campaign (2011)

The Tourism Manager provided the Committee with the final 2011 figures for the promotional campaigns aimed at generating enquiries for the West Norfolk Holiday Guide were as follows:

	Target	Final
Direct request through West Norfolk campaign	46,000	48,534
Direct request through East Anglia Seaside Campaign	13,000	13,049
Additional enquiries via email, other advertising and 3 rd party websites		11,808
Total brochure requests responded to		73,391

The remaining brochures were distributed through the national Tourist information network including West Norfolk TIC's and at key road service areas and rail stations with direct connections to the area. The remaining brochures were distributed at exhibitions and events including the Sandringham Flower Show, Holkham Country Fair and Tour of Britain event.

The total distribution of the West Norfolk Holiday guide was 100,000.

(ii) Visit West Norfolk Website

It was reported that considerable work had been taking place to redevelop the www.visitwestnorfolk.com website. The new version of the site was being developed by the tourism section in conjunction with the Borough Council's web team. Whilst the existing visitor pages were an integral part of the main Borough Council website, the re-developed site would be a stand alone site, specifically designed to reflect the branding and diversity of the tourism product throughout West Norfolk. The site would be fully utilise the on-line search facilities using the regional tourism database and destination management system. This extended the approach already developed for event information on the existing website. The new site would be completed and fully operable by May 2012.

(iii) Where to go and what to do in West Norfolk

The 2011 Where to Go guide was extensively distributed to key tourist sites in Norfolk, Cambridgeshire, parts of Lincolnshire and Suffolk. Closer to West Norfolk the guide was also distributed to service and retail sites used by visitors and residents. A total of 200,000 copies were printed and distributed.

(iii) Discover King's Lynn

The 2011 edition of Discover King's Lynn was extensively distributed throughout the season with the full 100,000 print run being distributed by early October 2011. The discount voucher scheme was again promoted throughout the season.

(iv) West Norfolk Marketing Campaign 2012

The 2012 West Norfolk Holiday guide was printed in December, with distribution having commenced on 4 January. A total of 95,000 had been produced. The brochure now featured new photography reflecting the main West Norfolk product themes.

The 2012 marketing campaign would be increasingly focused on generating visits to the www.visitwestnorfolk.com website as well as direct brochure requests. This would include proactive use of the website to maximise search engine optimisation as well as direct promotions using on line advertising to lead potential visitors to the website. Through the website there would be increased use of on-line marketing to maintain regular contact with consumers who had visited the site.

The 2012 edition of Where To Go and What to Do in West Norfolk was published in mid February with distribution commencing immediately. 200,000 copies were produced.

The 2012 edition of Discover King's Lynn was going to print and was being increased by 10,000 to meet levels of demand experienced in 2011. Updated editions of the Hunstanton mini guide and Downham Market mini guide would be published during April.

(v) Tourist Information Centres

The Tourism Manager explained that during 2011 a total of 228,966 people visited West Norfolk's two main Tourist Information Centres in King's Lynn and Hunstanton, which was slightly above figures recorded in each of the last 10 years, with the exception of 2009, when record numbers were recorded. Including written, telephone and email enquiries a total of 265,195 people used the services at the two Tourist Information Centres.

For the seventh consecutive year since the awards started, King's Lynn TIC was shortlisted as one of the 3 finalists for best Tourist Information Centre in the Tourism in Norfolk Awards. Unlike in 2010, the TIC did not win the final award.

(vi) Collaborative and partnership marketing

It was reported that through the Norfolk Tourism Partnership, West Norfolk continued to work with partners across Norfolk to ensure that Norfolk was effectively marketed as a leading visitor centre. Work had been taking place to identify opportunities and gauge support from businesses for more collaborative marketing of the north Norfolk coast product area to ensure it

was promoted as a distinct and leading destination competing with other coastal destinations in the UK. Work was being undertaken through the North Norfolk Tourism Forum and the West Norfolk Tourism Forum.

(vii) Other Heritage Marketing

The Tourism Manager gave an update on the following and reported visitor numbers where appropriate for the following:

- Tales of the Old Gaol House
- Red Mount Chapel and South Gate
- The Hanse
- Heritage Open Day
- King's Lynn Town Guides
- Maritime Trail Walks
- King's Lynn Pedestrian Signposting
- Hunstanton Wolf Trail

The Tourism Manager referred to item 6.3.2 and reported that feedback had recently been received that the joint project proposal by 25 hanse towns including King's Lynn across 11 European countries was likely to receive European funding . The project would aim to develop a project for the development and marketing of the Hanse as a Brand of European Cultural Tourism Products and Services and the development of cultural trails.

In relation to the Town Hall, the Tourism Manager explained that following the stage 1 application to the Heritage Lottery Fund (HLF) for the King's Lynn Town Hall development project, the HLF had indicated that they would like to see some further work on the project proposal before a more detailed stage 2 application could be developed. At a follow-up meeting between members of the project team and representatives from HLF there was positive feedback about the project overall as well as discussion around issues requiring further work. Work to refine the scheme would now take place including further consultation with stakeholders, review of the cost/benefits of the scheme, revised conservation plans to reflect the building, collections and archives. The HLF also requested that the vision and strengths of an integrated approach to heritage in King's Lynn be further articulated.

Taking account of the requirements of the HLF it was intended to resubmit a proposal for the Town Hall in late summer/early autumn.

Councillor Tyler stated that he was encouraged by the new website giving the ability to download information about specific events and he was also impressed with the new brochure/design. He asked whether there was any feedback from people who had requested a brochure and then visited West Norfolk? The Tourism Manager explained that whilst it was difficult to obtain comprehensive feedback, a survey carried out in 2008 had suggested that up to 40% of people visited West Norfolk after receiving a brochure. It had to be noted however that this only represented people who had chosen to, return a survey coupon within the brochure, for which a prize incentive had been offered.

In relation to the new website, this would offer an opportunity to carry out more surveys and keep in regular contact with people.

Councillor Chenery asked whether enough promotion was given to Nelson and also that Norfolk had the greatest collection of medieval churches. In response the Tourism Manager explained that Nelson was mentioned in the main brochure. In relation to Churches, he explained that it was the intention with the website to be able to provide much more information on other sites within West Norfolk.

The Chairman pointed out that there were other societies who promoted churches.

Councillor Mrs Smeaton referred to the interpretation boards in Hunstanton which she considered to be excellent. The Tourism Manager explained that the existing fingerposts in King's Lynn were being reviewed to help visitors find the key areas of town as well as specific attractions. Following this other information and interpretation could be considered

Councillor Back stated that a lot of work had been undertaken in respect of the new website and asked whether any consideration had been given to the use of mobile 'app' devices? The Tourism Manager explained that new website was based on interactive content. He added that development of mobile 'apps' would be looked at in the future.

Councillor Mrs Smeaton asked what further promotion could be given to the Maritime history of the area? The Western Area Manager explained that Maritime displays were currently located on the first floor of the Custom House and also at Lynn Museum. In addition, there was True's Yard which explored the fishing community. He added that as part of the Town Hall project there would be more focus on maritime interpretation of the Pocahantus story which currently had been told in a piece-meal fashion but could be improved upon and promoted further.

9 DATE OF NEXT MEETING

The next meeting would be held on 11th June at 2.15 pm.

The Meeting closed at 4.00 pm

North Norfolk Museums Forum

Minutes of meeting 28 March 2012, Fakenham Museum of Gas & Local History

Present:

Cllr Lindsay Brettle (NNDC)
Dr Mike Bridges (Fakenham Museum of Gas & Local History)
Henry Cordeaux (Kelling Heath Trustees)
Cllr Tom Fitzpatrick (NNDC)
Dr John Gardiner (Fishermen's Heritage Centre)
Elizabeth Meath-Baker (Walsingham Shirehall Museum)
Philip Miles (Sheringham Museum)
Hilary Nelson (North Norfolk Historic Buildings Trust)
Chris Morshead (RAF Air Defence Radar Museum)
Cllr Paul Rice (NCC)
James Steward (NMAS, Chair)
Cllr Dr Marie Strong (NCC)
Christopher West (Mundesley Maritime Museum)

Apologies:

Laura Crossley (Museums at Night)
Jamie Everitt (NMAS)
Keith Leesmith (Wells Maltings)
Jacqui Palmer (RNLI Henry Blogg Museum)
Cllr John Perry-Warnes (NCC)
Cllr Hilary Thompson (NCC)
Vanessa Trevelyan (Head of Museums, NMAS)
Jane Wisson (Customer Services Team Leader, NNDC)

1. Minutes of previous meeting

Accepted as a true record.

2. Matters arising

Cllr James Carswell has stepped down as County Council Cabinet member for Cultural Services and has been replaced by Cllr Barry Stone.

Trust status for NMAS was rejected by councillors and the Service will remain under local authority management. An all-party working group will be set up within Norfolk County Council to review the Joint Museums Agreement. The terms of reference are still being developed.

Suggestion of a museum Retail consortium to encourage gift shop sales and improve buying power and discounts between members.

Action: James Steward to look into retail training through SHARE.

English Tourism Week – there were mixed reports from the Tourist Information Centre, with a low turnout possibly due to time of year and weather, and also issues with publicity. Suggestion of a centralised leaflet swap shop between the museums and for Tourist Information Centres who are keen for information to pass onto visitors.

3. NMAS Major Partner Museum status with Arts Council England (James Steward)

Arts Council England (ACE) has now fully replaced the MLA as the standards and major funding body for museums. NMAS was successful in its bid to become a Major Partner Museum with Cambridge University Museums being the other successful East of England applicant. NMAS will receive £1.2 million per year for the next 3 years to develop its services. Other museums in the region can apply for Strategic Funds or may benefit from the Museum Development Fund (see Item 4). Former MLA-funded posts within NMAS will continue for the time being.

Museums are being encouraged to apply to other grant awarding bodies. The Big Society fund has £450,000 to distribute annually (details on NCC website) with support for capital funding. The Crown Estates Coastal Development Fund can also support those organisations within coastal towns with this funding coming from the fees earned by the crown for renting the sea bed etc. HLF “Young Roots Fund” will support projects focussing on young people and Scira have funded energy and community projects, e.g. the Museum of the Broads has had Solar Panels fitted through a SCIRA community grant.

Possible sources of funding to go on a future meeting agenda.

4. NMAS application for Museum Development Funding (Jamie Everitt)

Jamie Everitt sent apologies but provided the following report:

The regional funding previously provided through the Hub structure and the Museum Development Fund will be replaced by the ACE Strategic Grant Fund (details to be announced later this year) and a new version of the Museum Development Fund. NMAS has applied to administer and deliver Museum Development across the East of England. This would have a focus on developing partnerships between museums and other organisations, especially those in the arts sector, and building economic and social sustainability into the museums sector. Funding is slightly reduced at £375,000 p.a. The results of the application should be made public on 16 May. NMAS has already successfully delivered Museum Development for the past year and has a very strong chance of securing the funding.

To cover the gap between the end of the financial year on 31 March and the announcement of the new Museum Development providers, the existing programme will continue until 31 July. There has been little information so far from ACE on what the supporting budget will be for this period, but Jamie Everitt will remain in post as Museums Development Officer to advise and assist museums and to ensure that last year's projects are sustained.

5. Marketing and Tourism update (Jane Wisson)

Jane Wisson sent apologies. To be rescheduled.

6. Museums at Night event (Laura Crossley)

Laura Crossley sent apologies but provided the following report:

Nearly all events have nearly been planned, booked and are ready to be delivered in May. Every event is free to attend, as we are very keen to ensure that the festival is as accessible as possible. We have film, costumed characters, circus acts, exhibitions, guided walks, a steam train ride, a magic lantern show, workshops, music hall, and much more besides. A logo, leaflet and advert have been designed – the leaflet (circulated separately) is available to download from the project website (www.victoriannightsnorthnorfolk.com), and will soon be available from venues around Norfolk. The advert has gone in Fun Outside, Primary Times Norfolk and Your Norfolk magazine.

We are still looking for festival volunteers:

- Blogging volunteers – we are working with Norfolk Library & Information Service (NLIS) to run two, 2½ hour sessions at local North Norfolk libraries in which volunteers will learn how to use WordPress blogging site, after which they will blog about themselves and the Festival. All participants will receive a certificate. Travel expenses can be paid on a case-by-case basis. Our partnership with NLIS has worked very well – NLIS are helping promote the festival and are lending some Victorian-era books to some festival partners to display in their venues during the festival.
- Evaluation volunteers – to support evaluation by conducting short visitor surveys at events and helping count the number of visitors to each event. We can pay travel expenses on a case-by-case basis.

We have launched a competition for schools to design a poster to advertise the festival. Please contact me for more information. A volunteer education team is also producing an education pack for Key Stages 1-3, which will be available for free in hard copy and to download from the website.

For further information, please contact Laura at victoriannightsnorthnorfolk@gmail.com

7. Round table update

Fishermen's Heritage Centre & Peter Coke Shell Gallery (written report from John Gardiner)

Over the winter the inside of the lifeboat, oars, mast, rudder etc. have been painted and some changes made to the way in which the masts and sails are arranged for display. The sea frontage of the building (including the doors) has been repainted and a new sign will be erected on this side to draw attention to the Shell Gallery. The new LED lighting is very successful and will reduce our carbon footprint and electricity bill considerably. Preparations for Museums at Night 2012 include the production of new short booklets about the Henry Ramey Upcher lifeboat and its predecessor, the Augusta. We currently have enough volunteers to open for the planned number of hours, which now involves daily opening for most of the season, but it would be nice to be able to extend the hours at peak visitor times.

Mundesley Maritime Museum (Christopher West)

New exhibition opens 1 May focussing on 40 years of the Mundesley inshore lifeboat. Moving towards using the E-hive digital database system for documentation as currently museum records are on physical card files. This has a public access database as well. Highly recommends going on a training course or checking www.ehive.com.

Museum of the Broads

Comprehensive cataloguing process of the collections still ongoing. Focussing on a push for educational visits, teachers have been invited to an evening preview of the museum. Photos are currently on loan from the Norfolk Wherry Trust. Dressing up clothes, teddy bears and explorer bags have been introduced as part of a greater focus on children. Museums at Night will have a storyteller covering the tale of the boat Maria. Facebook page now set up.

RAF Air Defence Radar Museum (Chris Morshead)

The museum has had a busy winter – delays in the purchase of the museum from the MoD has affected curatorial work. Currently in the process of separating off the utilities from the RAF which should be completed within 3-4 weeks, making the museum independent. Other maintenance work going well with the development of the library and archive rooms. Now has Facebook pages, website has been updated, and a new leaflet produced. Falklands War was the main topic of exhibitions and events this year. Results from a visitor survey showed that advertising in magazines was not as effective as advertising by leaflet or internet.

Councillor updates

Leaflets need to be distributed to tourist information centres, has been a big push on West Norfolk but North Norfolk is under-represented. Cromer tourist information office is the main hub for leaflet distribution to other TIC's, it is open all year round. Information can be sent to Cllr Brettle for inclusion in newsletters.

Fakenham Gas Museum

Attended a Heritage Open Days meeting in Norwich with the topic of how to increase awareness of the event. Accreditation of the museum is underway. The main focus this year are the Jubilee exhibition "The Reign of Change" and an exhibition on RAF/USAF Sculthorpe. It is also the 25th Anniversary of the museum with the following events lined up:

- Harley Davidson Bikers meet (Group Visit)
- Local Automobile Club (Group Visit)
- Youth Group Seminar (Teenage Engagement)

English Heritage has given £10,000 towards the urgent maintenance of the building and has placed it on the "At Risk" register. This is seen as a positive thing as it means that the necessary building works are now being funded.

Sheringham Museum

New manager now in post as of start of March. Early visitor figures are encouraging with regard to matching last years. Exhibitions for this season include a redisplay of the social history section, underwater photographer from Rob Spray and a re-hang of the Mick Bensley & Tom Armes exhibitions from 2010 featuring new works.

Walsingham Shirehall Museum

Reopened in February, visitor figures are down despite a good display of snowdrops this season, possibly due to weather. Cricket Pavilion has been saved after years of neglect in nearby parkland; it is being moved to within the museum grounds where it will be used as an open air display space. Interpretation panels need to be updated.

North Norfolk Historic Buildings Trust (Hilary Nelson)

The Carnival Archive Project in Luton is accepting new donations of archival materials electronically. Letheringsett Maltings has been sold but is now back up for sale ; the building is in a poor condition. Henry's Chapel (Kelling) is in the process of being transformed into a community centre in conjunction with talks with the NHS.

Kelling Heath (Henry Cordeaux)

The grand opening of the Neolithic and Bronze age barrows at Gallow Hill will take place on 30 March. Site will be open to the public to explore.

Cromer Museum

Visitor figures were 10% down on last year. Moving towards LED lighting. Preparing for Easter and the summer season.

8. AOB

Request that websites were updated to include links to other member museums to improve visitor numbers between all sites.

9. Date and venue of next meeting

2pm, 27 June 2012 at the RAF Air Defence Radar Museum, Neatishead.



NORWICH AREA MUSEUMS COMMITTEE

2pm to 3.45pm

19 March 2012

Present:

City Councillors:

Bradford (chair)
Fairbairn
Thomas

County Councillors:

Nobbs (vice chair)
Edwards
Scutter
Toms
Ward

Co-opted Non-voting members:

Councillor Bracey (Broadland District Council); Councillor Kemp (South Norfolk Council); Charlotte Crawley (East Anglia Arts Fund); Felicity Hartley (Norfolk Contemporary Arts Society)

Apologies:

City Councillors Banham (other council business) and Grahame, and County Councillor Mooney

1. TOUR OF THE NEW TITIAN EXHIBITION

The committee undertook a viewing of the Titian's "Diana and Actaeon", which was on tour from the National Gallery, London.

2. MINUTES

RESOLVED to approve the minutes of the meeting held on 10 January 2012, subject to inserting "unchanged" to the resolution of item 4, future management of the Norfolk museums service, so that it reads as follows:

"RESOLVED, with 8 members voting in favour; to recommend to the Norfolk joint museums committee that the current arrangements for the delivery of the Museums and Archaeology service in Norfolk remains unchanged."

3. GENERAL UPDATE ON THE NORWICH MUSEUMS

The Norwich museums manager, Norfolk County Council, presented the report which had been deferred at the last meeting of the committee and since updated. The head of museums and archaeology, Norfolk County Council, and the Norwich museums manager answered members' questions. The assistant director of cultural services, Norfolk County Council also commented.

Visitor numbers

During discussion the committee considered how income could be generated at the shop and the café. Members suggested partnership arrangements with a local department store and better signage from the street to promote the shop and café. A member also suggested that merchandise in the shop could reflect the collections, such as crafts used in the production of textiles. The head of museums and archaeology said that the café was quite busy at lunchtimes with more people coming in just to eat. There were times that the café was at capacity and additional tables were provided in the school holidays. An admissions charge was not made for people who wanted to use just the shop or the café. Officers had undertaken a review of the museums' commercial activities and had visited Brighton Museums to get an idea of what worked there. The museums and archaeology service was also working with a local retailer to develop commercial products, such as bags and scarves, based on the Norwich textile collection.

The chair suggested that there was potential to promote the Norwich museums by using display cabinets and pictures at City Hall which would be seen by visitors to the council and could generate visits to the collections held in the museums.

During discussion members referred to the reduction in admission numbers in August 2011 and considered that it would be useful to have a break down of attendance figures. The committee noted that admission numbers were not in decline with school visits being on a par with the previous year. Members were advised that visitor numbers could be analysed and that a breakdown could be provided based on admission ticket type.

Funding

The head of museums and archaeology said that the Arts Council England Major Partner Museums funding would likely be around £3.6m over the 3 years. She explained that the Norfolk museums and archaeology service (NMAAS) application had received the second highest score in the evaluation of the bid. The East of England had done well with Cambridge University Museums receiving the highest scores.

Councillor Bracey referred to the display of the Royal Norfolk Regimental Museum collections and said that the Royal Air Force (RAF) and the Navy should also be represented. The head of museums and archaeology said that the arrangement was with the Royal Norfolk Regimental Museum Trust who owned the collections. There were other national organisations and museums that displayed collections from the RAF and the Navy.

The committee discussed the salary budget savings and noted that there were opportunities for county council employees in the museums and archaeology service to take secondments on fixed term contracts, which provided career development opportunities.

Theft of Nelson objects and attempted theft of rhino horn

The head of museums and archaeology answered questions on the on-going police investigation into the recent theft of the Nelson objects and the attempted theft of a 19th century, taxidermy specimen, a rhino head and its horn. An independent review of security was underway, conducted by the national security advisor for the Arts Council. The county council had also asked its internal auditors to also look at the security system at the museums. The exhibition of the Titian masterpiece demonstrated that the National Gallery had confidence in the security systems in place at Norwich Castle Museum. The review would be thorough and reported to members as soon as appropriate. Members were also advised that the county council was responsible for insuring the collections held in the Norwich museums.

Councillor Ward suggested that NMAS recruited more volunteers to support the museums staff and provide additional security.

During discussion members expressed concern that they had not been aware of the thefts until they had read about them in the press. The head of museums and archaeology apologised to the committee for not advising members in a timely way. She explained that it had been necessary to take a low key approach until the reason for the breach in security had been identified but accepted that members had the right to know at the earliest opportunity, and definitely before any press report. The county council had also asked for a review of communications of major incidents so that lessons could be learned from this incident.

Members discussed how they would like to receive information in future and it was agreed that they would like regular monthly updates on the museums service in Norwich and that this would be sent to members by email.

Recent and current exhibitions

Members noted the prestige of the Norwich Castle Museum being the only regional museum to hold the Titian exhibition as part of the National Gallery's outreach programme. Members also commented on the quality of the non-reflective glazing.

Project updates

The Norwich museums manager and the head of museums and archaeology reported that the Bridewell Museum would be opening on 3 July 2012 and would open all year round on Tuesdays to Saturdays. The official opening would be the previous weekend. In the past the museum had been closed in the winter months because it had been difficult to heat.

Members were advised about the improvements to the Colman Galleries due to reopen at Easter 2012. The old heavy wooden doors had acted as a barrier to the galleries and would be removed and replaced with new glass doors. However the old ones would be retained in case of a future use for them.

Courtroom, Shirehall Study Centre

Members were advised of the work to create a study centre in the courtroom in the Shirehall and that there was a demand from schools visiting the museum. This would include the reinstatement of the route from Norwich Castle to the Shirehall through the spiral staircase. The county council's building maintenance budget had paid for the works and Arts Council funding would fund the displays.

Norfolk and Norwich Festival – Museums at Night

During discussion the vice chair referred to the celebration of Museums at Night on 19 May 2012 and said that he welcomed the return of the free entry event. Charlotte Crawley said that the event was being publicised in the Norfolk and Norwich Festival brochure.

Buildings update

During discussion members noted that planning applications had been submitted to the city council and English Heritage for a scheme to address the problems of roosting pigeons on the roof of Norwich Castle.

The Norwich museums manager advised the committee that the costume and textile library and all study resources were now available at Norwich Castle Study Centre. It was noted that the entrance to the Norwich Castle Study Centre was through the old Regimental Museum entrance and that there had already been a number of visitors showing an interest in the new resource.

RESOLVED to:

- (1) note the report;
- (2) ask the Norwich museums manager to provide regular updates which will be emailed by the committee officer to all committee members.

4. CHANGES TO COUNTY COUNCIL'S CABINET MEMBER FOR CULTURE, CUSTOMER SERVICES AND COMMUNICATIONS

RESOLVED to:

- (1) record the committee's gratitude to County Councillor James Carswell for his work as the cabinet member for culture, customer services and communications;
- (2) note that Councillor Barry Stone is the new cabinet member for culture, customer services and communications at Norfolk County Council.

CHAIR

**Report of the Meeting of the
Norfolk Archaeological Services Advisory Committee
held 9 March 2012**

1. The Lynn Museum

- 1.1 The March 2012 meeting of the Advisory Committee was held at the offices of the Borough Council of King's Lynn and West Norfolk in King's Lynn. The meeting was preceded by a guided tour of the Lynn Museum conducted by Oliver Bone, Curator, and Dr John Davies, Chief Curator and Keeper of Archaeology. Those Members who took part in the tour were able to see a gallery devoted to the story of "Seahenge", Norfolk's astonishing Bronze Age Timber Circle. Members were able to view the way in which half of the original timbers were housed in a display that echoed their beach find spot. The gallery revealed information about the people who created the monument and the details uncovered by a study of the timbers. Members were also able to view the main museum gallery, which narrated the story of West Norfolk from the Iron Age to the 20th Century, and to see some items that had recently gone on display.

2. The Historic Environment Service – Reporting Arrangements

- 2.1 The Historic Environment Service (HES) (formerly Norfolk Landscape Archaeology) transferred from the Norfolk Museums and Archaeology Service (NMAS), to Environment Transport and Development (ETD) in Norfolk County Council on 1 April 2010 as part of an organisational review. As the Joint Museums Agreement which makes provision for a Norfolk Archaeological Services Advisory Committee was still in force at the time of that transfer it was agreed that, until such time as the Museums Agreement was subject to review, the existing reporting arrangements should continue.
- 2.2 The Advisory Committee meets twice a year and receives reports from NPS Archaeology, the NMAS Archaeology Department and the HES, and some of the Members of the Advisory Committee have expert knowledge of archaeological issues. Now that the HES is no longer part of the Joint Service and is located in ETD, and the Museums Agreement is due for renewal, the Advisory Committee recommend that the HES should report on historic environment matters where necessary to its own panel, (the ETD Overview and Scrutiny Panel) and that the existing links with Museums should be maintained by means of (1) continued liaison and joint working by officers and (2) (at the request of the Advisory Committee) six monthly reports by the Historic Environment Manager, presented directly to the Joint Museums and Archaeology Committee, and (3) the activities of the Advisory Committee should be suspended. Referring to (2), the Historic Environment Manager advised that there was already an agreement with the Joint Museums and Archaeology Committee for an annual report, and he felt that that was an appropriate interval, coinciding with preparation of the HES's Annual Review.

- 2.3 If the Joint Committee agree to the recommendation set out in the paragraph 2.4 below then the HES would continue to report to the districts and other stakeholders as required through other meetings, such as the Great Yarmouth Heritage Forum. The main area of interaction between the HES and NMAS would continue to be HES's Identification and Recording Service for Archaeological Finds (I&RS) and the Portable Antiquities Scheme (PAS). HES staff working on the I&RS and PAS would continue to be in regular contact with their former NMAS colleagues in the Archaeology Department, and the relocation of the HES to ETD would not diminish the day-to-day liaison and effective working between the two departments. The Historic Environment Champions at both county and district level would continue to be kept fully informed about archaeology issues, District Councils would be invited to send Members to attend "Member Development Days" on archaeological issues and the recommendation below would have no implications for the reporting arrangements for Area Museums Committees.
- 2.4 **Resolved to Recommend to the Joint Committee** that meetings of the Advisory Committee be suspended pending changes to reporting arrangements to be agreed between the County and District Councils in a revised Agreement for the provision of a Joint Museums and Archaeology Service and that, in the meantime, liaison and joint working be continued by means of a six monthly report by the Historic Environment Manager presented directly to the Joint Museums and Archaeology Committee.

3. Report on the Work of the Historic Environment Service 2011/12

- 3.1 The HES commented on 428 applications and issued 112 briefs in the period between September 2011 and mid-February 2012. The Advisory Committee noted that this made this the busiest year ever, and reflected the general upturn in development. Eighteen of these cases were in advance of the submission of an application (in line with National Planning Policy), although there was a large increase in the number of pre-application advice requests. Where the HES did not comment (these were not recorded). Among the many development-led archaeological investigations in 2011, the discovery of a hoard of Middle Bronze Age alloy metalworks during an excavation at Hopton-on-sea in September 2011 was especially significant. The hoard, which comprised two torcs, two bracelets and two quoit-headed pins, was deliberately, possibly richly, placed in the fill of the ditch. It was potentially the first hoard of its type to have been archaeologically excavated since the 19th Century and was submitted for consideration as Treasure.
- 3.2 Amongst the many thousands of finds of local, regional and national importance, the following are particularly interesting or significant:-
- A 15th Century gold livery badge in the form of a "Gothic" jousting shield, from Sustead.
 - Henry, Prince of Wales, hawking vervel, 1610-12, from Cley-next-the-sea. The badge and inscription refers to Henry Frederick, son of James I and Anne of Denmark. Henry was born in 1594 and created Prince of Wales in 1610. He died of typhoid fever in 1612.
- 3.3 During 2011/12 the gatehouse and medieval earthworks of Burnham Norton Friary were transferred to the Norfolk Archaeological Trust, as was the Bronze Age Burial Mound, known as Fiddlers' Hill at Warham, with an event on site recreating the

legend, which gives the site its name. Work continues on other Heritage assets which, in the longer term, would be more appropriately owned by or managed by other organisations or community groups.

- 3.4 Since October 2011, 537 new monument records have been added to the Norfolk Historic Environment Record and 1,171 source records. The integration of the former Buildings and Landscapes Team's records has continued, with the majority of the Photograph Print Archive now added to the NHER. The award-winning *Norfolk Heritage Explorer* website – the online version of the NHER – continues to attract a high number of users, with more than 90,000 visitors since March 2007 and up to 140 users a day. The HES continues to encourage local communities to download and reproduce (in, for example, Parish magazines), the user-friendly Parish Summaries, which provide an overview of the Historic Environment in each of Norfolk's 540 modern civil parishes. Many users also contribute new information to update or enhance the NHER. Now five years old, the website is currently being re-designed and updated to bring it into line with modern internet technology and is due to be re-launched in April 2012. See www.heritage.norfolk.gov.uk
- 3.5 The Norfolk National Mapping Programme Team are currently working on a project covering the "Group Points" of Norwich, Thetford and the A11 Corridor. In 2011 reports on Norwich and Thetford mapping were completed and can be downloaded from:
<http://www.english-heritage.org.uk/professional/research/landscapes-and-areas/national-mapping-programme/norwich-thetford-a11-corridor-nmp/>
- 3.6 During 2011/12 the HES continued to work on the designation of heritage assets and to provide information from the NHER to English Heritage as part of the designation consultation process. One interesting recent addition to the NHER is a prohibition (no entry) sign at Coast Road, Overstrand, dating to 1904-19. The first traffic signs were introduced in the mid-19th Century by the "Bicycle Union", but it was not until 1904 that local authorities were allowed to erect their own road signs. In 1919 the establishment of the Ministry of Transport led to increasing standardisation, and, over the years, the gradual removal of any earlier signs. Those that survive today are mostly to be found in museums.
- 3.7 From April 2012, the HES will be hosting a one-year Community Archaeology Training Placement. This post is one of just twelve funded by the Heritage Lottery Fund and NCC is the only local authority to be awarded a placement. The trainee and the Community Archaeologist will be co-ordinating an intensive series of heritage events throughout the coming year.

4. Half-Yearly Report Of The Activities Of NPS Archaeology

- 4.1 During the reporting period from September 2011 to January 2012 NPS Archaeology was invited to bid for 133 projects, of which 106 (71%) were Norfolk projects. NPS Archaeology undertook work on 96 new projects during this period and issued reports on 54 projects of which 39 (72%) were reports on sites in Norfolk.
- 4.2 NPS Archaeology produced 133 written schemes for investigation and fee proposals for potential projects. This total is made up of excavation (15), evaluation (44), watching brief (43), field walking (1), historic building recording (3), geophysics (4), other (14). Remaining project bids were made up of Desk-based Assessment/Environmental, Impact Assessment/Heritage Statements (9). The

appointment rate for projects in the last 5 months is 55% of the tender bids submitted.

- 4.3 The Advisory Committee received a list of the Norfolk projects and brief summaries of some of the most important projects which included a community excavation that took place at Thorpe Langley School where pupils of all ages had the opportunity to have hands on experience of an archaeological excavation and discovered Roman evidence. The school was keen to develop the project further, perhaps as an after school club. Negotiations to set up other community excavation projects are underway with several interested groups.

5 Half-Yearly Report of the Archaeology Department, Norwich Castle Museum and Art Gallery, October 2011 – March 2012

- 5.1 The Advisory Committee received a detailed report that reviewed and provided information about the wide range of duties and activities undertaken by Norwich Castle Archaeology Department, which is part of the Curatorial Collections Management Section of Norfolk Museums and Archaeology Service.
- 5.2 The Department continues to monitor Treasure cases, working in conjunction with staff from the Identification and Recording Service. Last year (2011), saw a small rise in the number of Treasure cases recorded in Norfolk, with a total of 79, up from the low of 67 in 2010 and on a par with the 80 found in 2009. 2012 looks set to be another bumper year, with 26 cases already recorded by mid-February. A number of important acquisitions have been made in the last six months, aided by the Department's funding from the Heritage Lottery Fund's "collecting cultures" scheme – the only such grant awarded to an archaeological project in Britain. The scheme has enabled a number of acquisitions to be made.
- 5.3 An international conference on the theme of "Norman Castles" is being developed and will be held at Norwich Castle on 17-18 May 2012 involving contributions from prominent scholars in England and Normandy. The conference will embrace the theme of castles, from their earth and timber beginnings to the magnificent stone keeps associated with the Normans today, while showcasing new research into key Norman sites in England and Normandy. Reflecting on Norman period architecture and artefacts, the conference will also look towards new approaches in museum presentation. Twenty prominent scholars from France and Britain will participate in the programme over two full days.
- 5.4 Staff are also planning a conference on the subject of "oral history in Archaeology". Based on a pioneering project being piloted in the Archaeology Department, this symposium is being provisionally scheduled for Autumn 2012 or Spring 2013.

**Phillip Duigan
Chairman**

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

A report by the Head of Museums and Archaeology

Executive Summary

This report provides performance against Norfolk Museums and Archaeology Service (NMAS) service plans, an update on risk and forecast budget out-turns based on information at 29 February 2012. Section 1 covers service performance information in the context of delivering service plans. Section 2 covers progress with the NMAS revenue budget, reserves and provisions and the capital programme.

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 exceptional performance last year.
- The NMAS Risk Register has been reviewed and updated and is included within the main body of the report.
- The Norfolk County Council Anti-Fraud Strategy has also been reviewed and updated and is attached within the main body of the 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
- Progress with the NMAS Risk Register
- Consider the Anti-Fraud Strategy for adoption by this Committee.

1. Performance against Service Plans

1.1 Performance Summary

- 1.1.1 In the period April to February 2012 museum visits were 325,386 compared with 354,669 in the previous year, an 8.3% reduction. Visits in organised school groups rose to 36,033 a 3.0% decrease over the same period last year.

1.2 Museums and Archaeology Service (NMAS)

- 1.2.1 The refurbishment and redisplay of the Bridewell Museum, Norwich, is progressing well. The museum is due to re-open to the public on 3rd July 2012, following a series of launch events for members and stakeholders.
- 1.2.2 NMAS has been successful in obtaining £3,943,000 to deliver a three year business plan as a Major Partner Museum with Arts Council England. A full report is made elsewhere on the agenda.
- 1.2.3 Gressenhall Farm & Workhouse shop. Following a successful application for planning permission, the shop has been moved and was open in time for the start of the season on 11 March. The move to the centre of the site will assist in increasing shop revenue in 2012/13 and contribute to the budget savings for that year.
- 1.2.4 The costume and textiles collections previously housed in Carrow House have now been successfully moved to the Norwich Castle Study Centre in the Shirehall. New storage facilities have been installed using funds from Renaissance in the Regions, which will enable improved care of and access to collections.
- 1.2.5 A programme of buildings maintenance and redecoration has been carried out under the County Council's Buildings Maintenance programme enabling roof repairs and redecoration to Village Row at Gressenhall farm & Workhouse, and redecoration of the public areas in Norwich Castle.

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 2011/12

2.1 Revenue Budget

- 2.1.1 Based on the position at the end of February 2012, the NMAS expect to achieve a break-even revenue budget outturn.
- 2.1.2 Taking into account the reduction in visitor numbers there is a likelihood of a reduction in admissions income currently projected at £0.022m. If necessary

this would be covered by the Museums Income Reserve; these are funds set aside for this purpose.

2.1.3 Revenue Budget Changes during 2011/12 - changes totalling £0.216m 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
- -£0.094 capital charges adjustments
- -£0.010 transfer of budget for managed print service

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

Service	Approved budget £m	Forecast Outturn £m	+Over/- Underspend £m	+Over/Underspend as % of budget	Variance since last report £m
Museums Service	4.057	4.057	0.000	0.00%	0
Archaeology Service	0.000	0.000	0.000	0.00%	0
NMAS Total	4.057	4.057	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 increased by £0.052m to fund replacement equipment for the playground, farm, superstore and cafe. 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	Forecast 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	0.261	0.052
Unspent Grants and Contributions Reserve	0.386	0.077	-0.309
Service Total	0.683	0.417	-0.266

3. Resource implications

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

4. Risk Assessments

- 4.1 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 2011. This has resulted in a fully refreshed risk register for the service. The risk register has been fully reviewed and updated on a quarterly basis. A summary of the current risk register is at Appendix B.
- 4.2 The revised register contains six key risks, four of which are currently assessed as 'medium' level risks, while one is now assessed as 'low'. A new risk, rated as 'high', has been added to the register. This risk relates to security, following a number of well-publicised recent incidents.

- 4.3 All risks are being well managed. Four of the risks are showing 'green – on schedule' progress towards achieving their target risk scores whilst two are showing 'amber – some concerns' re mitigation to target. Specific details for the two 'amber' progress risks, plus the new risk assessed as 'high', are included at Appendix C.

5. Anti-Fraud Strategy

- 5.1 Attached at Appendix D is the updated [Anti Fraud and Corruption Strategy](#) which was approved by the Audit Committee in January 2012. The previous version was adopted by the Norfolk Museum and Archaeology Joint Committee and Members are asked to consider the strategy for adoption.

6. Other Implications

- 6.1 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

7. Equality Impact Assessment (EqIA)

- 7.1 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.

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. Conclusion

- 9.1 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. A significant annual review of the service risk register was undertaken in 2011.

10. Recommendation or Action Required

10.1 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.
- Progress with the reviewed Risk Register
- Consider the Anti-Fraud Strategy for adoption by this Committee.

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

Appendix A

Capital Programme 2011/12 – Museums and Archaeology Service

Scheme or programme of work	Approved 2011/12 capital budget £m	2011/12 forecast capital outturn £m	Change since the previous report	Reasons
Schemes in Progress				
Bridewell Museum Development	0.402	0.402	0.000	
Castle/Gressenhall/Time & Tide catering	0.001	0.001	0.000	Cafe equipment project complete
Castle Fire and Security Improvements	0.020	0.020	0.000	£0.016 profiled to 12/13
Gressenhall Eco Building	0.005	0.005	0.000	£138k moved to 12/13 due to advised planning delays
Seahenge	0.034	0.034	0.000	Ongoing works for Lynn Museum entrance
Gressenhall Biomass Boiler CERF *	0.155	0.155	0.000	Works now complete but ongoing snagging issues
Castle LED CERF	0.004	0.010	0.006	Additional costs to be 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	0.000	0.000	0.000	£0.017 moved to 12/13 due to advised planning delays
Lynn Museum LED CERF	0.014	0.014	0.000	Complete
Prior Years Corporate Minor Works	0.054	0.051	-0.003	All projects are currently due to complete in 11/12. Underspend relates to Conservation Lab
Schemes in Progress - Total	0.690	0.693	0.003	

Continued:

2011/12 New Starts				
Corporate Minor Works 2011/12	0.017	0.017	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	0.000	0.000	0.000	System Review in progress and £0.100 has been reprofiled to 12/13
New Starts - Total	0.106	0.106	0.000	
Total Capital Programme	0.796	0.799	0.003	

* 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 £1.554m 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 properly start until 2012/13. 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 - Norfolk Museums and Archaeology Risk Register Summary

No.	Risk Description	Risk Owner	Risk Rating	Risk Progress
RM14027	Inadequate security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	Vanessa Trevelyan	High 25	Green - On Schedule
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
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
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 6	Amber - Some Concerns
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	Low 3	Green - On Schedule

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

Appendix C - Detailed Risk Updates

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 Progress	Risk Target Score	Target Date
Medium 8	Amber – Some Concerns	Low 4	03 July 2012
Risk Owner		Date Entered on Register	
Bill Seaman		June 2011	
Risk Progress Update		Bill Seaman 14 March 2012.	
<ul style="list-style-type: none">Concern expressed over Bridewell fit out contractor viability.Advice taken from Procurement and work proceeding on site to plan.Opening date of 3rd July 2012 is now confirmed.			
Tasks to mitigate the risk			
<ul style="list-style-type: none">Rigorous monitoring by Project Boards.Ongoing project evaluation system being trialed to ensure that good and bad lessons are captured in a timely wayEnsure strict adherence to CPO project management guidelines and gateway review processAttempt to ensure adequate contingency funding is available where possibleContinuous 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 Progress	Risk Target Score	Target Date
Medium 6	Amber – Some Concerns	Low 4	31 March 2013
Risk Owner		Date Entered on Register	
Charles Wilde		June 2011	
Risk Progress Update		Charles Wilde 20 March 2012.	
<ul style="list-style-type: none">• Visitor numbers and income slightly down although Museums Pass holding up well.• 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.• New commercial strategy being developed.• Digital marketing strategy being developed.			
Tasks to mitigate the risk			
<ul style="list-style-type: none">• Build a loyal repeat audience• Ensure the NMAS product is attractive• 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.			

Risk Name & Description			
Risk No. RM14027 - Inadequate security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.			
Risk Rating	Risk Progress	Risk Target Score	Target Date
High 25	Green - On Schedule	Medium 6	01 June 2012
Risk Owner		Date Entered on Register	
Vanessa Trevelyan		March 2012	
Risk Progress Update		Vanessa Trevelyan 20 March 2012.	

- Norwich Castle:
 - Additional CCTV ordered.
 - Upgraded case locks ordered.
 - Small paintings removed from display.
- National Museums Security Adviser has undertaken inspection visit.
- All cases checked for weaknesses.
- Security checks being carried out in the rest of the service to identify any weaknesses.
- Reserve identified to pay for security upgrades.

Tasks to mitigate the risk

- Review of display case security.
- Review of security staffing and systems.
- Additional CCTV coverage. Upgrade of case locks where necessary.
- Installation of additional case alarms where necessary.
- Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV.
- Liaise with police during their investigation.
- Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.

Norfolk County Council

Anti-Fraud and Corruption Strategy

2011-12 Edition

If you would like this document in large print, audio, Braille, alternative format or in a different language please contact the Chief Internal Auditor on telephone 01603 222784 or 01603 223833 (minicom) and we will do our best to help.



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Wholly Owned Companies	Turn to page 23
Public and External Organisations	Turn to page 24

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Anti-Fraud and Corruption Strategy

Letter from the Leader of the Council and Chief Executive

To all Members, staff, partner organisations, contractors, suppliers and members of the public:

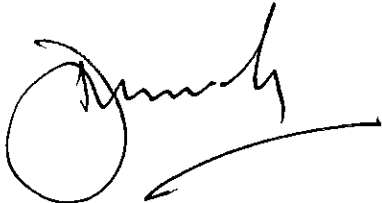
The Council has established itself as an authority that puts probity and accountability high on its agenda and one that takes issues of theft, fraud, corruption and bribery seriously. Good corporate governance and the protection of public assets are a key priority for the Council within the current strategy.

The public is entitled to demand conduct of the highest standard, and employees and members are expected to conduct themselves in accordance with the standards that apply to them.

We expect the highest standards of political, professional and personal conduct to be upheld.

The Council's strategy has now been updated and revised to ensure it reflects best practice, including the Bribery Act 2010. Please read the strategy, seek clarification where necessary and help us to apply its principles.

Derek Murphy
Leader of the Council



January 2012

David White
Chief Executive



Part 1

ANTI-FRAUD AND CORRUPTION STRATEGY

1.1 Introduction

Norfolk County Council is one of the largest organisations in the County, employing around 19,500 people and having gross expenditure of around £1.48bn in 2011-12, mainly derived from taxation.

The Council has a County Council plan for 2011-14 which sets out the three strategic ambitions and cross cutting Corporate Objectives. The Council's strategic ambitions for Norfolk are to:

- Be an Inspirational place with a clear sense of identity
- Have a Vibrant, strong and sustainable economy; and
- Aspirational people with high levels of achievement and skills.

While delivering these ambitions through 'Norfolk Forward', the County Council is committed to the eradication of theft, fraud, corruption and bribery and to the promotion of high standards of integrity. One pound lost to fraud or corruption means one pound less for public services and for the achievement of Norfolk County Council's Ambitions. Theft, fraud, corruption or bribery are not acceptable and will not be tolerated.

This strategy has been established to promote and facilitate the development of controls that will promote and aid the prevention and detection of theft, fraud, corruption or bribery against the Council. This strategy will add value by consistently promoting efficient, economic and effective organisational behaviour. This will be achieved by providing guidelines, training, assigning responsibility for the development of controls and the conduct of investigations. Controls include Disciplinary Rules, Contract Standing Orders, Financial Regulations, Codes of Conduct and Standards of Behaviour.

To deliver the Council's ambitions we need to maximise the financial resources available to us. In order to do this we must reduce fraud, theft, corruption and bribery to an absolute minimum. The Council recognises its responsibility to protect public funds and we will endeavor to implement secure systems and promote high standards of conduct. We will investigate and seek the strongest possible sanctions against those who seek to defraud or steal from the Council. This includes our own Members, officers, contracting partners and external individuals and organizations the Council does business with. Fraud and Corruption risks are considered as part of the Council's strategic risk management arrangements.

Norfolk County Council, through Norfolk Audit Services, will measure the success of this strategy against agreed criteria and report to the Council's Audit Committee. We welcome external scrutiny as a demonstration of our commitment to this Strategy.

The Council's affairs are open to scrutiny by a variety of external bodies and people, for example:

- The External Auditor is required to ensure that the Authority has adequate arrangements for the prevention of fraud and corruption
- The Public:
 - as Council Tax payers
 - as service users
 - annual inspection of accounts
 - publication of data as part of the Government's transparency agenda
- The Business Community - annual business consultation for Non-Domestic Rates
- Her Majesty's Revenue and Customs.

Scrutiny of services is through the Council's Scrutiny and Overview Panels. In addition there is scrutiny of this strategy directly by the Audit Committee and via the Head of Finance, through internal audit, under Section 151 of the Local Government Act, 1972; and through the Standards Committee via the Head of Law who acts as Monitoring Officer, under Section 5 of the Local Government and Housing Act, 1989.

1.2 Policies

This strategy will be supported where appropriate by five separate policies on Anti Fraud and Corruption. Each of the five policies has distinct features and outcomes and will be agreed with the relevant groups and stakeholders.

The five Anti-Fraud and Corruption policies cover:

- Employees
- Members
- Contractors and suppliers and their employees
- Partners; and
- The County Council.

The Council's Constitution, Financial Regulations, Standing Orders, Whistle-blowing, Complaints and Anti Money Laundering policies also support the Anti-Fraud and Corruption arrangements.

These policies will be subject to review and approval by the appropriate approving bodies as required.

1.3 Scope of the Strategy

This strategy and its supporting policies apply to any irregularity or suspected irregularity, involving members, employees as well as consultants, suppliers, contractors, outside agencies doing business with the Council and employees of such agencies and/or any other parties with a business or in a formal partnership relationship with the Council, including the wholly owned companies.

Details on the arrangements for each of these groups are covered in the sections that follow. In some cases the principles will be a requirement, in others principles may apply as appropriate and others are encouraged to recognize and support the principles and how we want to work with them.

Chief Officers are responsible for ensuring that internal controls are such that fraud or corruption will be prevented, where possible, and the measures in the Anti-Fraud and Corruption Strategy are promoted within their area of responsibility. (Financial Regulations 4.5.3)

Each Chief Officer will:

- Identify, be familiar with and assess the types and risks of theft, fraud, corruption or bribery that might occur within their area of responsibility
- promote the strategy and relevant policies, publicity and relevant training to staff and bodies they do business with
- be alert for any indication of theft, fraud, corruption or bribery; and

- be ready to take appropriate action in a timely way, should there be a suspicion of theft, fraud, corruption or bribery.

Success measures for this strategy are set out at in part 2 of the strategy (2.3).

1.4 Culture

Norfolk County Council is determined that the culture and tone of the organisation is one of openness, honesty and opposition to theft, fraud, corruption and bribery. There is an expectation and requirement that Council Members, Chief Officers and staff, at all levels, will lead by example in these matters and that all individuals and organisations associated in whatever way with the Council, will recognize this strategy and policies and how we want to do work with them.

Under Section 17 of the Crime and Disorder Act, the Council has a statutory general duty to take account of the crime and disorder implications of all of its work and do all that it reasonably can to prevent crime and disorder in Norfolk. This strategy is based on deterrence, prevention, detection, investigation, and sanctions within an over-riding anti-fraud and corruption culture. The Council promotes this culture across all our activities and within the community.

The Council takes a holistic approach to anti-fraud and corruption measures. Fraud prevention and system security is an integral part of the development of new systems, strategic and operational risk management and ongoing operations. Chief Officers will consider the theft, fraud, corruption and bribery threats and take advice where appropriate, when implementing any financial or operational system.

The holistic approach extends to the investigation of allegations and the prevention of theft, fraud, corruption and bribery through system reviews. The Internal Audit team provides the Council's fraud investigation and system audit functions. They act to promote the deterrence, prevention, detection, investigation, sanctions and redress of such activity. The arrangements also take into account relevant requirements and professional guidance relating to money laundering and terrorist financing. In addition the team is free to work with other agencies in the pursuance of the Council's anti-fraud and corruption aims. Clear outcomes will be agreed, measured and reported to the Audit Committee for the counter fraud and corruption work.

Any investigation activity that is required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to the Council.

1.5 Actions Constituting Theft, Fraud, Corruption and Bribery

If there is any question as to whether an action constitutes theft, fraud, corruption or bribery the Chief Internal Auditor or Head of Law should be consulted and they will provide guidance.

For the purposes of this strategy:

- **Theft** is defined as , 'A person is guilty of theft, if he dishonestly appropriates property belonging to another with the intention of permanently depriving the other of it, for the Council theft can include 'theft of resources, funds, or assets (including information) from the Council or its clients'.
- **Fraud** is defined as, 'the intentional distortion of records for gain'. In addition to the laws on theft, the Fraud Act 2006 defines three types of fraud:
 - False representation
 - Failing to disclose information
 - Abuse of position.
- **Corruption** is defined as 'any course of action or failure to act by individuals or organizations, public or private, in violation of law or trust for profit or gain
- **Bribery** is defined as, 'the offering, giving, receiving, or soliciting of any item of value to influence the actions of an official or other person in charge of a public or legal duty'. Misuse of official position is defined as, 'employees or their friends, relatives, or acquaintances benefiting inappropriately from exercise of duty'.

In July 2011 the Bribery Act 2010 came into force. This Act modernizes the law on bribery. This strategy has been fully revised to incorporate the requirements of this legislation and the detailed guidance which supports it. A key feature of the Bribery Act 2010 is that the Council may be liable for failing to prevent a person from bribing on the Council's behalf. There is a full defence if the Council can show it has adequate procedures in place to prevent bribery. The Council, while a large organization, should have a low risk of bribery taking place in its name, so the preventative action required to be demonstrated can be proportionate. There is already top level commitment to conduct our business without bribery, see the letter on page 3. The risks of Bribery are considered by Chief officers and managers. The Council will undertake due diligence when it engages others to represent it in business dealings. The Council's policies, including those concerning the Bribery Act 2010, will be communicated as part of this strategy. The requirements of the Bribery Act 2010 will be monitored and reviewed alongside the other measures for this strategy. The Government does not intend that genuine hospitality or similar business expenditure that is reasonable and proportionate be caught by the Act. Soliciting or accepting a bribe also constitutes a crime.

The terms for Fraud and Corruption include, but are not limited to:

- Any dishonest or fraudulent act (see 1.1).
- Theft of funds, investments, supplies, data, intellectual property or other assets.
- Impropriety in the handling or reporting of money or financial transactions.
- Profiteering as a result of 'insider' knowledge of Council activities.
- Accepting or seeking, offering or giving anything of material value from/to contractors, suppliers or persons providing services/materials to/from the Council.
- Destruction, removal or inappropriate use of records, furniture, fixtures and equipment.
- Abuse of IT equipment, systems, software or security procedures
- Any similar or related irregularity.

The terms for Bribery specifically include, but are not limited to:

- Giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so
- This can include seeking to influence a decision maker by giving some kind of extra benefit to that decision maker rather than by what can legitimately be offered as part of a tendering process.

1.6 Non Financial Irregularities

Irregularities concerning Members are covered by the Members Code of Conduct and should be resolved by the Head of Law and the Council's Standards Committee.

Irregularities concerning an employee's moral, ethical, or behavioural conduct, for example nepotism, cronyism, bullying or other unprofessional conduct are covered by the Council's Standards of Conduct and Behaviour and should be resolved by departmental management and Human Resources rather than Norfolk Audit Services.

1.7 Deterrence – The Corporate Framework

The Council takes ultimate responsibility for the protection of our finances and those that are administered on behalf of the Government or the Community. In turn Chief Officers have a duty to protect their service area on a risk assessed basis from losses due to theft, fraud, corruption or Bribery and are responsible for implementing proper internal controls and risk management arrangements.

The corporate framework, which underpins the operation of the Council has a number of facets that exist to protect the Council against losses and reputational damage from theft, fraud, corruption or bribery and act as a deterrent. These include:-

- An established Standards Committee and an adopted code of conduct for Members.
- An established Audit Committee
- The Constitution, Financial Regulations, Standing Orders and the Scheme of delegation.
- The Council's Constitution arrangements are published on the Council's web pages to the public, partners, staff and members.
- Risk Management arrangements including Risk Registers both Corporate and Departmental
- Training for staff and members on the corporate strategy documents and what the arrangements mean for their behaviour.
- Monitoring and testing of the operation of the ethical framework.
- A dedicated Internal Audit team whose work programmes include proactive work.
- Participation in national anti-fraud initiatives for example the National Fraud Initiative (NFI)
- The promotion of awareness of anti-fraud and corruption, theft and Bribery issues reinforced by training and publicity.
- Effective disciplinary procedures
- Effective recruitment procedures.

The respective roles and responsibilities of stakeholders are detailed within this document. For clarity the specific responsibilities are summarised at section 2.6.

The objectives of each part of this strategy and its supporting policies and how they are to be measured are highlighted in a box at the conclusion of each section, for clarity.

1.8 The Threats:

The Council is responsible for the proper administration of its finances and assets. This not only includes direct income and expenditure, but also that which we administer on behalf of the Government, on behalf of our clients and that for which we are the responsible accountable body. All of these sources of income, expenditure and our valuable assets are potentially at risk.

The Council will be vigilant in all of these areas and will apply appropriate principles of risk assessed deterrence, prevention, detection, investigation, sanctions and redress across all its services. The Council will not be afraid to tackle difficult or uncomfortable cases and will take a robust line and seek the maximum appropriate sanctions and redress.

The cost of theft, fraud, corruption or bribery to the Council will be monitored. The Chief Internal Auditor will report on the number, nature and cost of investments in work to counter fraud and corruption and of any investigatory work that is required in the Annual Audit Report as one of the performance measures. The Chief Internal Auditor will report performance information in the periodic reports to the Audit Committee.

The Council will make a proportionate investment in work to counter theft (security), fraud, corruption and Bribery bearing in mind the risks that have been identified.

The Strategy explains the arrangements for each of the parties covered by the Anti-Fraud and Corruption policies (see 1.2) and these are set out in the following sections as follows:

- Members (1.9)
- Staff (1.10)
- Contractors, Suppliers and Partners (1.11)
- Wholly owned companies (1.12)
- Public and External Organisations (1.13)

1.9 Our Members

The role of our members in this strategy is to:

- Act in a manner which sets an example to the community whom they represent and to the staff of the Council. To conduct themselves in ways which are beyond reproach, above suspicion and are fully open and accountable
- Champion and promote the Council's strategy and the zero tolerance culture towards theft, fraud, corruption and bribery
- Raise matters of concern that may come to their attention during their work
- Review, consider and approve the strategy, its policies and its performance measures annually
- Consider the Annual Report of the delivery against the strategy's performance measures
- Encourage the public to report concerns or to pass on concerns raised by the public to the appropriate officer. Our Members will be provided with advice on how to respond if an allegation of theft, fraud, corruption or bribery is passed to them
- Participate in any reviews, disciplinary meetings or appeals as required.

Prevention

Our Members are required to operate within the:

- The Council's Constitution
- Members Code of Conduct
- Sections 94 - 96 of the Local Government Act 1972
- Local Authorities Members' Interest Regulations 1992 (S.I.618)
- County Council Standing Orders

The Council will provide fraud awareness training to our Members and encourage an open and honest dialogue, generally and specifically with regard to Anti Fraud and Corruption, between Members and officers.

These matters and other guidance are specifically brought to the attention of Members at the Induction Course for new Members and are in each Member's handbook. Also included in the induction process are rules on the declaration and registration with the Head of Law of potential areas of conflict between Members' County Council duties and responsibilities and any other areas of their personal, professional lives or other activities.

The Council will ensure that the processes that are particularly vulnerable such as planning, disposals, procurement and expenses are adequately protected through strong internal control mechanisms.

Detection

Through Internal Audit and Risk Management reviews and the work of the Monitoring Officer the Council will ensure that the possibility of theft, fraud, corruption or bribery is considered in all vulnerable areas and appropriate tests are devised to detect them. All members are encouraged to contact Internal Audit with any such suspicions they have or are advised of.

Investigation

Any allegations of theft, fraud, corruption or bribery made against our Members will be fully investigated in accordance with the provisions of the Local Government Act 2000 and any subsequent statute or codes of practice. Following an appropriate investigation the Standards Committee is responsible for the initial assessment into Members misconduct.

The Council will fully assist the Standards Committee or other law enforcement agencies with any investigation concerning a Member. Allegations about Members that are received by Internal Audit will be referred immediately to the Monitoring Officer. The Monitoring Officer may utilise Internal Audit for the purposes of any investigation relating to financial matters.

Sanctions and Redress

The Council will utilise its own Standards Committee to the fullest extent to promote high standards and regulate the conduct of our Members and will take action as they see fit.

Reporting

Our members are encouraged to contact Internal Audit with any such suspicions they have or are advised of. Please see 'Contacting us' on page 27.

1.10 Our Staff

The role of our staff in this strategy is:

- To raise concerns in the knowledge that they will be treated in confidence and properly investigated. Normally reporting matters to their line manager, departmental Finance Business Partner or Procurement or HR Advisor will be appropriate however, if necessary, a route other than these may be used, see Contacting Us at 1.14 on page 27.
- To conduct themselves in ways which are beyond reproach, above suspicion and are fully open and accountable.
- for Chief Officers and Managers, to be aware of the appropriate financial procurement and other anti-fraud regulations and to be responsible for raising awareness of policies, procedures and ensuring conformance to them, by the staff, suppliers etc. for whom they are responsible.

Our staff are an important element in our approach to minimizing the risk of theft, fraud, corruption and Bribery and they are positively encouraged to raise any concerns that they may have on these issues where they are associated with the Council's activities.

Prevention

The Council recognises that its systems are vulnerable from attack from within the organization, particularly by those who may gain 'inside' knowledge of potential control weaknesses through their official position. Prevention is better than cure and all managers must ensure that as far as possible and on a risk assessed basis their systems are adequately protected by sound internal controls. It is the responsibility of all managers to establish and maintain systems of internal control and to ensure that the Council's resources are properly applied, including:

- Manager's duties include responsibility for the prevention and detection of theft, fraud, corruption and bribery.
- Staff of the Council are expected to follow any Code of Conduct related to their Professional Institute and also abide by the Council's Standards of Conduct and Behaviour.
- Staff must comply with Section 117 of the Local Government Act 1972 regarding the disclosure of pecuniary interests in contracts relating to the County Council or the non-acceptance of any fees or rewards whatsoever other than their proper remuneration. These requirements are set out in the Council's Standards of Conduct and Behaviour.

- The Chief Internal Auditor will ensure that an adequate and effective internal audit is undertaken of the Council's systems and processes. Internal Audit assists managers to implement proper controls and remedy control failures. Further details appear in part 2.

The Council will ensure that procedures relating to recruitment, staff conduct and disciplinary processes are robust and are followed. With regard to the vetting of new entrants, references will be taken in all cases and personal testimonials will not be accepted. Where qualifications are required for a particular post, candidates will be required to submit original certificates for checking. If a doubt arises as to the authenticity of a qualification, this will be verified with the examination board/professional body. Where necessary, officers will undertake checks with the Criminal Records Bureau (CRB).

As part of the longer term strategy Internal Audit proposes that the Council will identify those posts considered to be in key, high risk, financial/fraud sensitive positions. Internal Audit will recommend to all Heads of Service that their staff who meet this criteria are considered for higher levels of pre-employment checks and more closely monitored for indicators of fraudulent behaviour, such as unusual leave and working patterns. Further risk assessed options for vetting staff to a high standard to stop organised criminals infiltrating key departments will be explored during 2012.

The Council has in place a Disciplinary Procedure for all categories of its staff. The role that appropriate staff are expected to play in the Council's framework of internal control features in employee Terms and Conditions of Employment.

Detection

It is the responsibility of Chief Officers, their managers and all staff to prevent and detect theft, fraud, corruption or bribery. It is often the alertness of staff, Members and the public that enables detection to occur and the appropriate action to take place when there is evidence that such events may have been committed, or be in progress. Despite the best efforts of managers and auditors, instances of theft, fraud, corruption or bribery frauds are discovered by chance or "tip off", and the Council has in place arrangements to enable such information to be properly dealt with, for example the Whistleblowing Policy. These are covered by the response plans covered in Section 3 of the strategy

Through Internal Audit and Risk Management reviews and the work of the Monitoring Officer the Council will ensure that the possibility of theft, fraud, corruption or bribery is considered in all vulnerable areas and appropriate tests are devised to detect them. All internal audit reviews will have regard to the possibility of theft, fraud, corruption or bribery. Auditors will receive training to ensure that they have a full understanding of systems controls and potential risk areas. Internal Audit will undertake proactive audits in high risk areas with a view to identifying any theft, fraud, corruption or bribery.

The Council actively encourages staff to whistle blow on colleagues who are suspected of committing theft, fraud, corruption or bribery. All members of staff are encouraged to contact Internal Audit with any such suspicions.

The Council operates a Confidential Reporting Code (Whistleblowing Policy) for those employees who wish to utilise the protection offered by the Public Interest Disclosure Act 1998. The Council encourages a strong ethical and counter fraud culture and that staff have high levels of awareness and recognise their responsibilities to protect the organisation and its resources. It also encourages that its staff, and staff within contracting organisations, have confidence in the whistle-blowing arrangements and feel safe to make a disclosure.

Investigation

Any allegations of theft, fraud, corruption or bribery made against our staff will be fully investigated in accordance with disciplinary procedures, statute or codes of practice. Following an appropriate investigation the Chief Officer or Governing Body is responsible for the initial assessment into employee misconduct.

The Council will fully assist law enforcement agencies with any investigation concerning an employee. Allegations about staff that are received by Internal Audit will be referred immediately to the Head of Finance. The Head of Finance may utilise Internal Audit for the purposes of any investigation relating to financial matters.

Norfolk Audit Services is charged with leading the Council's fight against theft, fraud, corruption or bribery. The unit is led by the Chief Internal Auditor and will examine all allegations on a risk assessed basis.

The Council will normally expect to deal with staff under the Disciplinary Procedures before referring a case to the Police. Referral to the Police is a matter for the Disciplinary Action Review Group (DARG) described in part 2 of the strategy, following consideration of the facts of each case. Referral to the Police will not prohibit action under the disciplinary procedures.

Where financial impropriety is discovered, the Council's presumption (unless there is a good reason not to) is that, subject to consideration by the DARG, the Police will be informed and arrangements made, where appropriate, for the prosecution of offenders by the Crown Prosecution Service

Internal Audit will investigate any allegation that may have a direct or indirect impact on the finances for which we are responsible. This will include cases where staff may have financial information relating to organisations which are or have been funded by the Council, or with whom the Council has a contract.

Staff have a duty to assist the Council with any matter under investigation. Failure to assist with an investigation may be considered as a breach of trust or failure to comply with financial regulations. This could lead to disciplinary action being taken.

Sanctions and Redress

The Council will seek the strongest available sanctions against any employee who commits theft, fraud, corruption or bribery against the Council or the public purse. The Chief Officer will take appropriate disciplinary action against the individual. We will seek to use the full extent of the penalties or sanctions allowed for in the disciplinary procedures or through legal action if required.

Reporting

All staff are encouraged to contact Internal Audit with any such suspicions they have or are advised of. Please see 'Contacting us' on page 27.

1.11 Our Contractors, Suppliers and Partners

Chief Officers and Managers are expected to be aware of the appropriate financial procurement and other anti-fraud regulations and to be responsible for raising awareness of policies, procedures and ensuring conformance to them, by contractors, suppliers and partners, for whom they are responsible.

Those organisations supplying or undertaking work on behalf of the Council are expected to maintain strong anti-fraud and corruption principles as set out in this strategy. Through contract documentation we will ensure that our partners take the issue of theft, fraud, corruption or bribery seriously.

Our suppliers, contractors and partners will be expected to:

- have adequate recruitment procedures and controls when their staff are handling finance on behalf of the Council.
- be responsible for any losses affecting Council funds attributable to their employees.

These expectations will be written into all contract terms and agreements where appropriate. We ask our partners to recognize the Council's strategy and how we want to do work with them.

Prevention

The Council expects our suppliers, contractors and encourages partners to have adequate controls in place to prevent, minimize and detect theft, fraud, corruption or bribery. The Council provides leaflets, available from our internet pages. We will also provide support and training to our community partners to help them implement proper controls and protect the funds they administer.

The Council encourages a strong ethical and counter fraud culture and that contracts, suppliers and partners have high levels of awareness and recognise their responsibilities to protect the organisation and its resources. It also encourages that staff within contracting organisations, have confidence in the whistle-blowing arrangements and feel safe to make a disclosure.

Detection

All contractors, suppliers and partners are encouraged to contact Internal Audit with any suspicions.

Where our suppliers, contractors and partners are involved with the administration of our finances, or those for which we have responsibility they are responsible for:

- ensuring there are adequate and effective systems of internal control and risk management in place to give a reasonable expectation that theft, fraud, corruption or bribery would be detected
- providing adequate evidence of suitably qualified reviews on functions and transactions concerning our finances or to allow us to conduct internal audit reviews and pro-active theft, fraud, corruption or bribery detection exercises as we would for our own service areas.

Investigation

Our suppliers, contractors will be expected to and we encourage partners to participate fully with any investigation by the Council or Police investigation and provide full access to their financial records as they relate to our finances, and their staff will be asked to assist fully with any investigation and prosecution if required. These conditions will be included in any contract terms or agreements where possible.

At the conclusion of each investigation, the Investigator will produce a report. The manager whose responsibility encompasses the area of that investigation will formally accept the report and take the appropriate action (disciplinary or other). If the Chief Internal Auditor is not satisfied that the appropriate action has been undertaken, they will refer the matter to the relevant Commissioning /Contract Manager and ultimately the Chief Officer for the relevant service and the Head of Law.

The decision to refer the matter on for further action, such as reporting the matter to the Police, will be taken by the Head of Procurement and Chief Officer.

System weaknesses identified as a result of theft, fraud, corruption or bribery investigations will be highlighted by Internal Audit. The supplier, contractor will be expected to and partner organisation will be encouraged to address these issues in a timely way. Failure to implement adequate system controls will be the subject of a report to the Chief Officer, Head of Procurement, or Committee.

Sanctions and Redress

We will seek the strongest available sanctions against any supplier or contractor's staff who commit theft, fraud, corruption or bribery against the Council or the public purse and we will encourage partners to do the same. We will request that the organisation takes appropriate disciplinary action against the individual and/or we will require that they are removed from the Norfolk County Council account. The ability to request removal of staff will be written into contract terms where appropriate. The Council will seek to use the full extent of the penalties or sanctions allowed for in the contract, service level agreement, partnership agreement or through legal action if required.

Reporting

All contractors, suppliers or partners are encouraged to contact Internal Audit with any such suspicions they have or are advised of. Please see 'Contacting us' on page 27.

1.12 Our Wholly owned Companies

NORSE is a company wholly owned by the Council. The NORSE group of companies recognise this strategy and will apply the principles to their trading activities where appropriate.

Reporting

The Norse staff handbook includes reference to the group's whistleblowing policy. Staff, who become aware of impropriety, dishonesty or maladministration, are encouraged to draw this to the attention of their line manager or the Group HR director.

1.13 The Public and External Organisations

Members of the public and organisations that work with the Council have an important role to alert to the Council to any concerns about the potential for theft, fraud, corruption or bribery that they may become aware of. Not every organisation has a formal contract with the Council. We will promote and ask that every organisation that works with the Council recognises our strategy and its principles. The Council also has a Whistle-blowing Strategy available on its website.

Details of how to contact us appear on page 27.

Members of the public may receive financial assistance from the Council through a variety of sources. Unfortunately, all of these areas are vulnerable to attack by fraudsters. Theft, fraud, corruption or bribery means less money is available for those in genuine need. Our anti fraud and corruption efforts will be balanced against our desire to ensure genuine service users receive their full entitlement. We will apply the same principles in dealing with theft, fraud, corruption or bribery in all of areas of expenditure that directly support the community.

Prevention

The Audit Commission is leading and developing arrangements to encourage the exchange of information between the Council and other agencies on national and local fraud and corruption activity in relation to Local Authorities through, for example, data matching.

With the rapid increase in recent years of frauds perpetrated against a variety of local authorities, usually involving fraudsters having multiple identities and addresses, the necessity to liaise between organisations has become paramount. The County Council has existing liaison and will make arrangements for this purpose with:

- The Audit Commission National Frauds Initiative office
- Norfolk Constabulary, including the Economic Crime Unit
- Society of County Treasurers
- Home Counties Chief Internal Auditors Group
- County Chief Auditor Networks (regional and national)
- Norfolk Financial Officers Association
- Norfolk Chief Internal Auditors Group
- Eastern Fraud Forum
- National Anti Fraud Network (NAFN)
- CIPFA Better Governance Forum.

We will implement strong systems of verification of all claims for all types of financial assistance. We will utilise all data available to corroborate information given by applicants for the purposes of prevention and detection of fraud. We will also monitor and review grants and assistance given to external organisations to ensure applications are genuine. All our staff involved in assessing applications will be given ongoing fraud awareness training.

Detection

It is the responsibility of Members, Chief Officers, their managers and all staff to encourage the public and external organizations to prevent and detect theft, fraud, corruption or bribery. It is often the alertness of staff, Members and the public that enables detection to occur and the appropriate action to take place when there is evidence that such events may have been committed, or be in progress.

Through Internal Audit and Risk Management reviews and the work of the Monitoring Officer the Council will ensure that the possibility of theft, fraud, corruption or bribery is considered in all vulnerable areas and appropriate tests are devised to detect them.

We will utilise formal referral procedures for all staff making assessments of clients for Council services and encourage early referral of suspected cases for investigation. We will participate in national and local initiatives, including data matching and work with all Government agencies to detect and prevent fraud and other crimes affecting the well-being of our community.

We will analyse fraud trends in order to identify high risk areas and undertake pro-active anti-fraud drives based on that analysis.

Investigation

Any matters that are raised will be considered and if appropriate formally investigated or referred to the Police.

Prosecution and Sanctions

The Council will seek the strongest sanctions against anyone found to have committed theft, fraud, corruption or bribery against the Council.

Reporting

The public and external organizations are encouraged to contact their local Member or if they prefer Internal Audit with any such suspicions they have or are advised of. Please see 'Contacting us' on page 27.

1.14 Contacting Us

Any one concerned about possible theft, fraud, corruption or bribery concerning the Council, its partner bodies or wholly owned companies are encouraged to report concerns either in person, by letter, e-mail or by telephone as below:

- In person asking for a member of the internal audit team at County Hall, Martineau Lane Norwich NR1 2DW
- By Letter: The Chief Internal Auditor, Norfolk Audit Services, County Hall, Martineau Lane, Norwich, Norfolk, NR1 2DW
- By E-mail at: Chief.Internal.Auditor@norfolk.gov.uk
- By telephone either:
 - Customer Service Centre (0344) 800 8020
 - HRDirect (01603) 222212
 - Chief Internal Auditor (01603) 222777*

* there is an answerphone for out of hours

We will treat your concerns seriously, confidentially and explain to you what will happen next. If you prefer to remain anonymous we will understand but it may significantly limit our ability to investigate your concerns and respond back to you.

If you do feel unable or uncomfortable to raise your concerns through any of these routes, then you may wish to raise them through Public Concern at Work, www.pcaw.co.uk (telephone number 0207 404 6609), a registered charity whose services are independent, free and strictly confidential.

These options will be included on the Council's Website with a link to enable reporting of suspicions or allegations via the internet for convenience.

Part 2

ANTI-FRAUD AND CORRUPTION STRATEGY – Processes

Processes

The following Chapters set out in detail our processes to prevent, detect, investigate and prosecute and suspected or actual incidents of Theft, Fraud, Corruption or Bribery.

2.1 Internal Control and Risk Management Systems

The strategy and policies are supported by Internal Control and Risk management systems. These systems are described in more detail in this part of the strategy, covering:

- Authorising the Investigation of Suspected Fraud
- Allegations of Fraud
- Role of Risk and Insurance
- Role of Norfolk Audit Services
- The Disciplinary Action Review Group (DARG)
- Confidentiality
- Reporting Procedures for Employees
- Sanctions and Redress
- The rights of the suspect

2.1.1 Authorising the Investigation of Suspected Theft, Fraud, Corruption or Bribery

Members of Internal Audit will have:

- Free and unrestricted access to all Council records, including personnel, and premises, whether owned or rented.
- The authority to examine, copy and/or remove all or any portion of the contents of files, desks, cabinets and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation
- These arrangements for Internal Audit's access to partnership's records should be set out in all partnership agreements.

2.1.2 Allegations of Fraud

Chief Officers are responsible for following up any allegation of theft, fraud, corruption or bribery and will do so through clearly defined procedures which are covered below and in the more detailed Fraud Response Plans described in Section 2.5 Chief Officers are expected to deal swiftly and firmly with those who may have defrauded the Council, or may have acted corruptly. The Council will be robust in dealing with financial malpractice.

There is a need to ensure that any investigation process is not misused and, therefore, any abuse (such as raising unfounded malicious allegations) may be dealt with as a disciplinary matter.

In general terms and in support of the more detailed Manager's Response plan (see section 2.5) Chief Officers are responsible for following up any allegation of theft, fraud, corruption or bribery received and will do so by:

- contacting the Norfolk Audit Services (see below) and, or the Head of Law, as soon as possible
- arranging for the allegation to be investigated promptly
- recording all evidence received ensuring that evidence is sound, adequately supported and secure
- if appropriate calling a meeting of a Disciplinary Action Review Group (see below) by contacting the Head of Organisational Development and Human Resources
- liaison with the Police, if it is considered a criminal matter (2.4 see page 41)
- notifying the Council's Risk and Insurance manager
- implementing Council Disciplinary Procedures where appropriate.

2.1.3 Role of Risk and Insurance

The Risk and Insurance Section within Corporate Finance is responsible for leading on risk management within the Council, promoting, co-ordinating and reporting on risk, including that of Theft, Fraud, Corruption or Bribery, to panels and to the Audit Committee.

Risk and Insurance will lead and advise on the risk profiling of functions and roles overseen by Chief Officers that are considered to have a higher risk potential. They will also provide advice on the recovery of losses through the Council's insurers.

2.1.4 Role of Norfolk Audit Services

The Annual Internal Audit Plan allows resources to undertake pro-active detection work. We will utilise all methods available to detect theft, fraud, corruption or bribery. This includes data matching, open source research, surveillance and intelligence led investigation where appropriate. We will also actively participate in the Audit Commission's National Fraud Initiative (NFI). Weaknesses identified by all of these methods will be reviewed to ensure that appropriate action is taken to strengthen the internal control arrangements. The need for fair processing notification on application forms for the Council's services which permit data sharing, will be continuously reviewed by Internal Audit, as the NFI extends into new areas.

The array of preventative systems, particularly internal control systems within the Council, has been designed to provide indicators of any theft, fraud, corruption or bribery activity, although generally they should be sufficient in themselves to deter such activity. Norfolk Audit Services are happy to provide advice to Chief Officers regarding internal controls.

Chief Officers of the County Council are required by Financial Regulations to report all suspected irregularities to the Head of Finance; in practice reporting is to the Chief Internal Auditor who manages Norfolk Audit Services within Corporate Finance. Reporting concerns is essential to the success of the Anti-Fraud and Corruption Strategy and ensures:

- there is a focal point for gathering information and noting trends if they are emerging
- consistent treatment of information regarding theft, fraud, corruption or bribery
- proper and proportionate investigation by an independent and experienced audit team
- a proper professional response to fraud investigations
- the optimum protection of the County Council's interests through proactive counter fraud audits.

Depending on the nature and anticipated extent of the allegations, Norfolk Audit Services will work closely with Chief Officers and other agencies, such as the Police, to ensure that all allegations and evidence are properly investigated and reported upon, and where appropriate, maximum recoveries are made for the Council. An initial assessment will be made on whether an investigation is appropriate and if so what form that should take. If an investigation is to take place SMART Terms of Reference will be drafted and will specify the results to be achieved by investigations. We plan to introduce performance indicators to assess our success. We will improve efficiency by including estimates of resources required and deadlines, in plans for investigations. Plans will be monitored and updated.

We will establish a maximum duration for investigations. The Chief Internal Auditor and Head of Finance should play a role in ensuring that the overall duration of assessments and investigations is reduced to a minimum

Investigating Officers are appointed to lead disciplinary investigations. Local manager investigation or internal audit investigations support the Investigating Officer as 'witnesses of fact'. Those leading disciplinary and audit investigations into theft, fraud, corruption or bribery will be professionally trained and accredited for their role and attend regular refresher training to ensure they are aware of new developments and legislation. We seek to increase the training of staff leading or undertaking investigations in investigative techniques, legislation and report-writing skills

The Council's Disciplinary Procedures will be used where the outcome of the audit investigation indicates improper behaviour.

Investigations by internal audit will be conducted in accordance with best practice and where appropriate with regard to statutory requirements, e.g. Police and Criminal Evidence Act, Regulation of Investigatory Powers Act, Data Protection Act and by appropriately trained staff. The Chief Internal Auditor holds the CIPFA Investigative Practices Certificate. Internal Auditors taking part in investigations are either studying for or qualified to suitable levels of technical or professional competencies. Investigations are managed by either a qualified IIA auditor or qualified accountant. We seek to promote and follow procedures to protect the rights of individuals at all stages of the investigation and to ensure the legality of the investigative acts which are planned or then in progress.

The Audit Team will:

- maintain a time recording system linked to work plans with estimates of time to be spent on investigations to align workload with resources and to avoid delays
- provide information on effectiveness by reporting performance statistics on investigations activity, potential and real results

Internal Audit will highlight any system weaknesses that are identified as a result of an investigation. These will be addressed through an agreed action plan. The relevant service area manager is responsible for implementing the plan. Internal Audit will monitor implementation of agreed actions. Failure to implement adequate system controls following a loss to theft, fraud, corruption or bribery will be the subject of a report to the relevant Director, Management Team and/or Committee. All potential misconduct cases must be handled using the Authority's Disciplinary Procedure and Internal Audit's investigating officers will liaise with line managers and Human Resources advisers to ensure effective use of the Authority's procedures.

The external auditor also has powers to independently investigate fraud and corruption, and the County Council can use his services for this purpose. The external auditor also needs to have an understanding of how the Audit

Committee exercises oversight of management's processes for identifying and responding to the risks of fraud and the internal controls established to mitigate them. They must seek written representations to properly discharge their responsibilities under the relevant standards and make enquiries for a 'letter of representation' for that purpose. Any such arrangements will be reported to the Audit Committee as part of the Internal Audit Annual Report.

Council Standing Orders and Financial Regulations provide direction and requires staff, when dealing with the Council's affairs, to act in accordance with best practice.

The Head of Finance has a statutory duty under Section 151 of the Local Government Act 1972 to ensure the proper arrangements of the Council's financial affairs and has developed Financial Regulations, as part of the Constitution, which outline the systems, procedures and responsibilities of staff in relation to the Council's financial activity. The Head of Finance maintains a Head of Profession role within the Council and through this exercises quality control on financial administration throughout the Council.

The Head of Law has two roles. Firstly, to monitor the legality of decisions and is the statutory 'Monitoring Officer'. Secondly, to advise on Corporate Standards which seek to ensure a minimum level of compliance and understanding of the legal context in which the Council and individual departments operate.

The Council has developed and is committed to continuing with systems and procedures which incorporate efficient and effective internal controls and risk management. These include adequate separation of duties to minimise the risk of error or impropriety. Chief Officers are required to ensure that such controls, including those in a computerised environment, are properly maintained and documented. The existence, appropriateness, and effectiveness of these internal controls and risk management is independently monitored by Norfolk Audit Services. The Council, through the Risk and Insurance Manager, will develop a fraud profile and fraud risks will be identified with mapping of compensating controls with ongoing monitoring.

The Audit Committee of the Council has in place reporting arrangements so that it can form a view on the overall effectiveness of internal controls and risk management. These arrangements will include regular reports from internal and external audit and responses from Chief Officers on cases where ineffective internal control has been highlighted.

2.1.5 The Disciplinary Action Review Group (DARG)

Matters of concern will be reported via the processes described above. Where the matter concerns an employee and potential disciplinary action the Head of Human Resources and Organisational Development (OD and HR) has been informed of suspected misconduct or other matter having a corporate

significance, they will according to the value and significance of the concerns provide advice or if appropriate arrange a meeting of a DARG as soon as possible.

A DARG consists of representatives of the Head of Law, the Head of HR and OD, the Chief Officer and, in cases involving financial matters, the Chief internal Auditor (for the Head of Finance).

The DARG will seek to agree whether Disciplinary Procedures should begin, whether further investigations should be carried out, if an investigating officer should be appointed and whether the case should be referred to the Police. The DARG will clarify responsibilities for ensuring that action is taken to avoid future similar situations occurring.

It should be noted that the responsibility for proceeding with disciplinary matters lies primarily in the hands of the relevant Chief Officer. Further details regarding the DARG process can be found on the HR Shared Services intranet website 'Peoplenet'.

<http://www.peoplenet.norfolk.gov.uk/view/NCC069121>

2.1.6 Confidentiality

Any one who suspects dishonest or fraudulent activity should either inform their line manager, Finance Officer or if more appropriate notify the Internal Audit Unit immediately and should not attempt to personally conduct investigations or interview/interrogations related to any suspected theft, fraud, corruption or bribery. The Chief Internal Auditor and their team treat all information received confidentially. (See Reporting Procedures section below and 'Contacting Us' at 1.14 on page 27).

If, arising from a notification, there is an Investigation, the results of that work will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the Council from potential civil liability.

2.1.7 Reporting Procedures for Employees

Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way.

An employee who discovers or suspects theft, fraud, corruption or bribery may have taken place should either report the concerns immediately to their manager or if that is not felt appropriate by the methods set out in 'Contact Us' (1.14) on page 27. The employee or person who wishes to remain anonymous should use the Public Concern at Work route, but it is more helpful to the investigation if contact is possible.

All inquiries concerning the activity under investigation from the suspected individual, their legal advisor attorney or representative, or any other inquirer should be directed to Norfolk Audit Services or the Legal Department. No information concerning the status of an investigation will be given out without proper authority.

The proper response to any general inquiries is: "I am not at liberty to discuss this matter". Under no circumstances should any reference be made to any allegation or any other specific details.

The individual who reports a concern should be informed of the following:

- Do not contact the suspected individual in an effort to determine facts or to try to investigate the matter.
- Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by NPLaw or Internal Audit.

Details of how to make contact are covered in 'Contact Us' on page 27.

2.1.8 Sanctions and Redress

We will seek the strongest available sanctions against staff who commit theft, fraud, corruption or bribery against the Council, its clients or the public purse. This will include disciplinary action, prosecution and civil proceedings (including seeking the recovery of pension entitlements). Employees found guilty of gross misconduct at disciplinary for offences of theft, fraud, corruption or bribery will be subject to dismissal. This applies to employees who improperly benefit from the Council as a corporate body and not just those who steal funds from their own unit. It also applies to employees who commit theft, fraud, corruption or bribery from the Council's clients. We will also take disciplinary action against staff who commits theft, fraud, corruption or bribery against other Local Authorities or any other agency administering public funds.

At the conclusion of each investigation, the Investigator will produce a report. The manager whose responsibility encompasses the area of that investigation will formally accept the report and take the appropriate action, (disciplinary or other). If the Chief Internal Auditor is not satisfied that the appropriate action has been undertaken they will refer the matter to the Head of Law and the Head of Finance. As with all disciplinary matters, the level of proof required is that of the balance of probability. Disciplinary cases involving allegations of theft, fraud, corruption or bribery will be handled on this basis.

The decision to refer the matter on for further action such as prosecution will be taken by the Disciplinary Action Review Group. Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management.

The Council is developing a clear strategy on the recovery of losses incurred from fraud and corruption including the use of criminal and civil law to the full.

The Council is developing success measures and monitoring of the proceedings for the recovery of losses and the effectiveness of recovery rates.

The Strategy's success objectives will be reported in an Annual Report on the 'Effectiveness and Impact' of the Anti Fraud and Corruption Strategy, to the Audit Committee. Our CIPFA benchmarking covers Investigation Outcomes, including:

- The number of investigations
- The percentage of investigations closed
- Where there was no action
- Unproven or exonerated cases
- Internal Disciplinary action
- Dismissal
- Referral to the Police
- Civil Recovery action

2.1.9 The rights of the suspect

During any investigation the rights of the suspect (be they Member, Employee or third party) will be respected and care will be taken to ensure that investigations are fair, proportionate and in accordance with statute, procedures and best practice. This will include: Employment rights, Human Rights and Data Protection rights. Human Resources will ensure that any person under investigation or disciplinary action, including suspension, has access to advice, guidance (Peoplenet), support schemes (Norfolk Support Line), their trade union and a Human Resources representative as required.

2.2 Publicity and Training

The Head of Law, supported by advice from the Chief Internal Auditor, will lead the promotion of the strategy through a programme of training, publicity and a 'Bite Sized' leaflet to be available to members, staff, partner bodies, contractors and the public. The Head of Law will be supported by the Chief Internal Auditor in raising awareness and understanding of the strategy.

Links to the strategy will be published on both the internal and public facing Council websites incorporating links (see Contact Us on page 27) for any concerns to be raised.

The Council recognises that the continuing success of its Anti-Fraud and Corruption Strategy and its general credibility will depend largely on the effectiveness of its annual anti-fraud publicity campaign, programmed training and responsiveness of staff and Members throughout the Council.

The Council will have a comprehensive communications plan for Anti Fraud and Corruption publicity including:

- Awareness raising events
- Posters
- 'Bite sized' leaflets
- Items in Core Brief, staff newsletters (Norfolk Manager, Finance News, Our Norfolk)
- Items in Norfolk Matters
- Team Briefings.

The Council can evidence that it is creating a strong deterrent effect, including publicising:

- Successful cases of proven theft, fraud, corruption or bribery
- The likelihood of proportionate sanctions being applied should theft, fraud, corruption or bribery be detected and losses recovered
- The extension of NFI to new areas with the appropriate 'fair processing notifications' on forms, notified data subjects of the use of data for NFI purposes; and promptly conducted NFI investigations to prevent prolonged exposure.

To facilitate awareness and understanding of the strategy, the Council supports the concept of eLearning training, particularly for staff involved with internal control systems, to ensure that their responsibilities and duties are regularly highlighted and reinforced.

Disciplinary action will be taken against employees who ignore such training and guidance.

Norfolk Audit Services (NAS) staff will be involved in investigating most allegations of theft, fraud, corruption or bribery. It is important, therefore, that auditors should be experienced and trained to do so. The Chief Internal Auditor will ensure that training and development plans of internal audit staff will reflect this requirement.

2.3 Success Measures

The following measures will demonstrate the success of the strategy. Progress with these will be reported to the Audit Committee.

High Staff Awareness of the risks, controls and consequences of fraudulent or corrupt acts measured through staff feedback.

High Member awareness of the risks, controls and consequences of fraudulent or corrupt acts measured through member feedback.

High contractor, NORSE and partner awareness of the risks, controls and consequences of fraudulent or corrupt acts measured through client side monitoring.

Public, particularly service users and external organization awareness of the risks, controls and consequences of fraudulent or corrupt acts measured through feedback.

Delivery of a plan of Anti-Fraud and Corruption preventative and detective audits in the Annual Internal Audit Plan agreed by the Audit Committee.

Professional investigation of identified frauds measured and confirmed through internal and independent review.

Consideration and reporting of the cost of each investigation and loss reported to the Audit Committee

Control and reduction in the overall duration of and resources for investigations.

2.4 Prosecution Policy

2.4.1 Introduction

The Council's anti-fraud policy and strategy sets out our aims and objectives with regard to tackling theft, fraud, corruption or bribery. It states that we will seek the strongest possible sanction against any individual or organisation that may cause the Council loss. The use of sanctions will be governed by the following principles which shall apply equally to any theft, fraud, corruption or bribery against the Council or against funds for which the Council has responsibility.

2.4.2 Objectives

The objectives are:

1. To ensure that the Council applies a full range of sanctions in a fair and consistent manner.
2. To ensure that sanctions are applied in an effective and cost efficient manner.
3. To ensure that the sanction decision making process is stringent, robust, transparent and fair.

These principles are designed to provide a framework within which to ensure the most appropriate resolution to a case is reached. The sanction decision will have regard at all times to the Council's disciplinary policy and anti-fraud policy objectives, the individual circumstances of each person concerned and the overall impact of the punishment to both the individual and the community. A range of sanctions is available to the Council. These include disciplinary action, civil proceedings, criminal proceedings, official cautions and administrative penalties.

After dismissal, the ultimate sanction available to the Council is referral for criminal prosecution to the Police. We recognise that this is a serious step to take and the decision to refer cases for prosecution will not be taken lightly.

In some cases, the ultimate decision on prosecution will be taken by the Crown Prosecution Service. This will be as a result of a referral of cases to the Police. We will utilise the Police in cases where their additional powers are required to secure evidence or recovery of funds or where the matter is considered too serious to be pursued in-house.

We will utilise the Council's Legal Service to support and undertake civil action if appropriate. In these cases, the decision to refer cases for civil action will be taken by the Head of Law, in consultation with the Head of Finance and the Chief Officer.

In appropriate cases, we will also utilise the prosecution arm of other public agencies. This will usually be for cases involving joint investigations.

When considering referring a case for prosecution, it is generally accepted that there are two “tests” to be applied – the evidential test and the public interest test. Only when both these tests are satisfied can a case be considered suitable for prosecution.

2.4.3 Evidential Test

Is there enough evidence to provide “a realistic prospect of conviction”?

In order to ensure that a “realistic prospect of conviction” exists, officers of the Investigations team will at all times ensure that investigations are conducted in accordance with relevant legislation and in line with published Codes of Practice and Guidance with regard to evidence gathering, interviewing and rules of disclosure.

To ensure the cost effectiveness of actions the evidence obtained needs to be of a standard to make the prospect of a conviction or successful civil action highly likely.

The evidence gathered will be examined in the first instance by the investigator and their manager. When both are satisfied that sufficient evidence exists to successfully prosecute and that the Public Interest test is also satisfied, in consultation with the Council’s Legal Team and a Disciplinary Action Review Group, the case file will be passed on to the police for investigation. Both the Council’s Legal team and the CPS will apply their own inspection of the evidence to ensure that a realistic prospect of conviction exists.

2.4.4 Public Interest Test

In order to ensure consistency and correctness when considering a case for Sanction/Prosecution, the guidelines applied by the Crown Prosecution Office – as detailed in Section 10 Prosecution of Offences Act 1985 will be followed by officers of the Investigations team. In addition, the guidance provided by relevant Government agencies on prosecution will also be considered.

2.4.5 Public Interest Factors

- A conviction is likely to result in a sentence.
- The defendant was in a position of authority or trust.
- The evidence shows that the defendant was a ringleader or an organiser of the offence.
- There is evidence that the offence was premeditated.
- There is evidence that the offence was carried out by a group.
- The defendant’s previous convictions or cautions are relevant to the

present offence, if known.

- There are grounds for believing that the offence is likely to be continued or repeated, for example, by a history of recurring conduct; or the offence, although not serious in itself, is widespread in the area where it was committed.
- Aggravating and mitigating factors will be taken into consideration when deciding on the appropriate sanction.

2.4.6 Member and Officer Fraud and Corruption

In the case of Members any concerns will be managed by the Head of Law on behalf of the Council's Standards Committee.

In all cases of theft, fraud, corruption or bribery, serious and intentional breach of financial regulations and corruption committed by officers we will seek parallel disciplinary action. The normal recommendation would be gross misconduct. Theft, fraud, corruption or bribery committed by officers will also be considered for criminal prosecution.

Where a financial loss has been identified, we will always seek to recover this loss either through the civil or criminal process. We will also seek recovery of losses from pension entitlements where appropriate.

The factors that will affect our decision to refer for prosecution will be based on the evidential and the public interest test, as described above. We will seek prosecution in all cases involving theft from vulnerable clients or where there is evidence of corruption of public officials.

ANTI-FRAUD STRATEGY – Response Plans

2.5 Fraud Response Plan – Internal Fraud

Where managers identify or are informed of suspicions of fraud or corruption they must act promptly. The general steps that need to be taken are set out in page 21 of this strategy. More detailed steps that should take will be set out in a detailed Manager's Fraud Response Plan. It is not intended to publish the detailed Managers Fraud Response Plan. The plan will be circulated separately to Service Area Managers.

There is also a separate Fraud and Corruption Response Plan for the internal audit section, this will not be published either.

Both Response Plans will be reviewed and approved annually by the Head of Finance and the Head of Law.

ANTI-FRAUD STRATEGY - Responsibilities

2.6 Specific Responsibilities

Stakeholder	Specific Responsibilities
Members	<p>To support and promote the development of a strong counter theft, fraud, corruption or bribery culture by working to:</p> <ul style="list-style-type: none"> • Champion and promote the Council's strategy and the zero tolerance culture towards theft, fraud, corruption or bribery • To raise matters of concern that may come to their attention during their work • Review, consider and approve the strategy and its performance measures annually • Consider the Annual Report of the delivery against the strategy's performance measures • To encourage the public to report concerns or to pass on concerns raised by the public to the appropriate officer • To participate in any reviews, disciplinary meetings or appeals as required.
Chief Executive	Ultimately accountable for the effectiveness of the Council's arrangements for countering theft, fraud, corruption or bribery.
Monitoring Officer	To advise Councillors and officers on ethical issues, standards and powers to ensure that the Council operates within the Law and statutory Codes of Practice. Assisted by advice from the Chief Internal Auditor to lead on the promotion of the strategy including training and publicity. To review the strategy as required and report annually to members.
Head of Finance (Section 151 Officer)	To ensure the Council has an adequately resourced and effective Internal Audit and Risk Management Service including adequate Counter theft, fraud, corruption or bribery activities.
Audit Committee	To review, consider, approve and monitor the Council's Anti Fraud and Corruption Strategy and policies and consider the adequacy and effectiveness of the arrangements for Counter Fraud and Whistle-blowing.
Standards Committee	The Committee monitors and advises upon the content and requirement of Codes, Protocols and other procedures relating to standards of conduct

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	throughout the Council, with particular reference to members. The Committee needs to be aware of this strategy.
External Audit	Statutory duty to ensure that the County Council has in place adequate arrangements for the prevention and detection of theft, fraud, corruption or bribery.
Internal Audit	Responsible for implementing the Anti Fraud and Corruption Strategy and investigating any issues reported under this policy and the Confidential Reporting (Whistleblowing) Policy. To ensure that all suspected or reported irregularities are dealt with promptly and in accordance with this policy and that action is identified to improve controls and reduce the risk of recurrence. To report on Anti-Fraud and Corruption arrangements to the Audit Committee in an Annual Report.
Chief Internal Auditor	To support and advise the Head of Law and include an assurance statement on Anti-Fraud and Corruption controls in the Internal Audit Annual Report to the Audit Committee. To develop ongoing measuring and monitoring techniques to evaluate, remedy and continuously improve theft, fraud, corruption or bribery prevention and detection. The measurable criteria and results are to be reported to the Audit Committee. To ensure that counter fraud and corruption work is risk assessed and adequately staffed.
Risk and Insurance Manager	To lead on the risk assessments and risk registers in relation to theft, fraud, corruption or bribery risks.
Managers	To promote staff awareness and ensure that all suspected or reported irregularities are immediately referred to Internal Audit. To ensure that there are mechanisms in place within their service areas to assess the risk of theft, fraud, corruption or bribery and to reduce these risks by implementing and checking robust internal controls. To report suspicions or incidents promptly.
Staff	To comply with Council policies and procedures, to be aware of the possibility of theft, fraud, corruption or bribery and to report any genuine concerns to the appropriate management, the Chief Executive, the Head of Finance, the Monitoring Officer, or Internal Audit promptly as appropriate.
Public, Partners, NORSE, Suppliers, Contractors & Consultants	To be aware of the possibility of theft, fraud, corruption or bribery against the Council and report any genuine concerns or suspicions promptly.

2.7 Administration

The Head of Law is responsible for the administration, revision, interpretation and application of this policy. In order to strengthen the Councils systems and procedures, the Chief internal Auditor will annually review and recommend revisions to the counter fraud and corruption strategy and arrangements. Hence the Anti-Fraud and Corruption Strategy will be reviewed every year or more frequently if required in accordance with any legislative changes, latest professional guidance or best practice and any findings of our own annual reviews.

STRATEGY ENDORSED BY:

THE AUDIT COMMITTEE 30 September 2011

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Major Partner Museum Funding for Norfolk Museums & Archaeology Service

Report by the Head of Museums & Archaeology

Summary

As reported to members in November 2011, NMAS has successfully bid to the Arts Council England to become one of the country's Major Partner Museums. In November members were given an outline of the activity areas that this additional funding would support. This paper provides further detail, which will form the three year funding agreement between NMAS and ACE for 2012-15.

Recommendation

- Members ratify the Activity Plan and Key Performance Indicators attached as Appendix 1 and 2.

1. Background

1.1 Renaissance

NMAS has received significant Renaissance funding from the Museums, Libraries and Archives Council (MLA) since 2004 as the lead museum for the East of England. During this period it has worked closely with its partners (the Fitzwilliam Museum Cambridge, Colchester and Ipswich Museums Service, and Luton Museums Trust) to provide sector leadership and deliver exemplary services.

1.2 Major Partner Museum Application

In 2011 the Arts Council England (ACE) assumed responsibility for museum development from the MLA with a new system of national funding for regional museums. At the heart of this new structure are the Major Partner Museums chosen for the excellence of their work, their innovative approaches to connecting audiences with their collections, and for their compelling plans for the future. It is the first time major Renaissance grants have been awarded for a three year period via an open application system against published criteria.

NMAS was successful in its application and was chosen to be one of the 16 Major Partner Museums. ACE scored NMAS as Outstanding in its commitment to the goals of Excellence, Audiences, Leadership and Diversity and Children and Young People and was assessed as strong on Resilience.

The major partner award for NMAS is:

2012/13 Year 1 - £1,330,000

2013/14 Year 2 - £1,282,500

2014/15 Year 3 - £1,282,500

NMAS was selected for its plans to provide leadership for the benefit of the wider museums sector, along with development of audience engagement through new digital strategies and commercial opportunities

Helen Lax, Regional Director, East, Arts Council England, said when the awards were announced, *"This is brilliant and thoroughly well-deserved news for Norfolk Museums & Archaeology Service as a result of an outstanding proposal. Becoming a key part of the Major partner museums will enable Norfolk Museums & Archaeology Service to continue to make a superb contribution to the sector across the region and beyond. The Service is looking to build on its excellent reputation as an established leader in museum education and learning nationally, and use its outstanding collections to reach out to wider audiences and increase participation. Excellence is clearly at the heart of Norfolk Museums & Archaeology Service's work, and their ambitions for the future."*

"We are extremely fortunate in the East to boast two exceptional organisations as part of the Arts Council's funded Major partner museums... Both University of Cambridge Museums and Norfolk Museums and Archaeology Service are to receive funding that will ensure a robust and stimulating cultural offer for the region. Both organisations have compelling plans for the future, cementing their reputations as sector leaders in the region and beyond."

The 16 major partners represent a diverse range of museums across England, including local authority and university museums and independent trusts.

Alan Davey, Chief Executive, Arts Council England said: *"We are excited to be working with them and we're confident that together they have the skills and ambition needed to provide the sort of inspirational leadership and direction that will benefit museums and audiences across the country."*

2. Funding Agreement – Activity Plan and KPIs.

The Major Partner Museum Activity Plan is attached as Appendix 1 to this report and Appendix 2 contains the Key Performance Indicators which support the funding agreement with ACE.

3. Resource Implications

- Each year of the funding agreement ACE will pay 12 equal monthly instalments to NMAS.
- All planned programmes are fully costed and funding secured.

4. Equality Impact Assessment (EqIA)

NMAS has bid for funds to add value to its services with a focus on diversity, equality and community cohesion. As a Major Partner Museum it aims to ensure that activities are accessible to diverse groups in Norfolk with a particular focus on children and young people. 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 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.

6 S17 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.

7 Conclusion

Building on its good reputation and track record in leadership and innovation, NMAS has put together an ambitious three-year programme to be a Major Partner Museum. The recognition by ACE of NMAS's leading role will enable the Service to build on its successes to date and increase its future resilience.

8 Recommendation

That members:

- Ratify the Activity Plan and KPIs forming the funding agreement between Norfolk Museums & Archaeology Service and Arts Council England.

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

Norfolk Museums & Archaeology Service

Major Partner Museum ACTIVITY PLAN 2012-15

1. Year 1: 2012-13

1.1 Goal 1: Excellence

1.1.1 Great British Art Debate

At Norwich Castle we will complete the re-hang of the Norwich School paintings in May 2012. This activity is the final outcome of the current TATE partnership programme *The Great British Art Debate* (GBAD) that seeks to generate renewed interest in the permanent collections, notably the Colman collection of the Norwich School of Artists.

The principal aim of the new displays will be to represent the Norfolk artists as integral to the British School of painting, as well as providing a unique window upon the landscape of Norfolk. A small number of long term masterpiece loans (notably by JMW Turner and John Constable) have been sought to fill gaps in the collection, notably from Tate, the National Gallery, the V&A and Colchester and Ipswich Museum Service. A second aim is to contemporise the displays for visitors, through the introduction of contemporary works by artists working in the locality and also from across Britain whose work mirrors in some way those of the 19th century Norfolk school. Contemporary art has been included to appeal to a younger, more diverse audience. There will be an associated learning programme for schoolchildren and young people.

We will explore the potential of building on the national and regional relationships developed by GBAD to achieve more reciprocal loans and a touring exhibition programme.

1.1.2 Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee Celebration.

To mark the 60th anniversary of the Queen's coronation this exhibition of images drawn exclusively from the V&A's collection of Cecil Beaton's archive of royal portraits depicts the Queen and members of the royal family on official occasions and at home. Highly staged and elegant settings are placed alongside informal moments, capturing regal splendour and personal intimacy. The exhibition will be on display at Norwich Castle from 07.07.12 - 30.09.12. There will be an associated schools and public engagement programme.

1.1.3 Access to Reserve Collections

We will improve facilities at Norwich Castle Study Centre to increase the number of adult learning sessions provided and to create facilities appropriate to the aims of the Teaching Museum. We will increase public access to the building and create a welcoming environment in which to study. The costume and textile collections will have been transferred from Carrow House to their new home within the study centre and these collections will be made available to researchers and special interest groups. The collections rationalisation programme will improve access to the reserve collections and there will be an adult education programme developed in year one.

1.1.4 Digital Developments

Our ambition is to improve the digital presence of Norfolk Museums & Archaeology Service (NMAS) by increasing online access to collections and developing our engagement with audiences through the effective use of social media. By improving our online activities we aim to reach new audiences. This area of development will also support our aims to expand our commercial activities to make the Service more resilient, for example through image reproduction and online sales. In Year 1 we will recruit and appoint a Digital Services Manager to lead on this area of development. The first task will be to undertake an audit of our existing digital activities in order to develop and then implement a social media strategy. We will build on our existing strong links with the University of Cambridge Museums which already have a track record of digital innovation.

1.2 **Goal 2: Audiences**

1.2.1 The Bridewell

The Bridewell in Norwich will reopen in June 2012 following a complete refurbishment. New galleries and displays will reflect the history of Norwich, its communities and trades. The redevelopment was informed by extensive consultation with community groups and once it reopens it will be a focus for community engagement and developing new audiences. A Community History Curator will manage the site and collections and plan exhibitions and events in partnership with local community groups to reach non-traditional museum visitors.

1.2.2 Events Programme

To support our audience development aims we will develop an extensive programme of special events at museums across the service, including out of normal museum opening times, to offer a different museum experience, provide a high quality service for our users and attract a wider audience, informed by an audience profiling exercise. Our objective is to work in partnership with other local arts organisations, such as the Norfolk & Norwich Festival (NNF) and Writers Centre Norwich, to create a more cross-cultural offer for our users. For example we will host a NNF commissioned visual arts event at Norwich Castle for Museums at Night in May as part of the Norfolk and Norwich Festival with a view to co-programming an event or exhibition for the Festival in 2013 onwards.

1.2.3 Volunteering

We aim to increase the number of volunteers and diversify our volunteer profile to include more young people. We will also encourage volunteering among older people and vulnerable adults, thereby supporting mental and physical wellbeing and reducing isolation. We will develop a service-wide strategy to support this aim in year one and begin to implement new programmes during the course of the year. We will develop structures and provide training so that our volunteers are well managed, feel valued and that the support given to the museums is of reciprocal benefit.

1.3 **Goal 3: Resilience**

1.3.1 Commercial Activities

Our intention is to become a more resilient Service by developing our commercial activities in order to increase the level of earned income. We will seek to improve our retail, catering and venue hire. We will research the profitability of holding weddings at our museum sites. To achieve this we will appoint a Commercial Manager who will investigate best practice in maximising earned income. He/she will also review fundraising activities from public, private and commercial sources in year one.

1.3.2 Environmental Sustainability

In recent years Gressenhall Farm and Workhouse has become an exemplar of sustainability in the museum sector, following a three year project in partnership with the Museum of East Anglian Life (MEAL). The learning from Gressenhall will now be rolled out at other sites across the Service. We aim to continue to reduce NMAS' energy consumption and carbon emission by managing museums and sites in a more sustainable and environmentally friendly way, using traditional methods as well as new technology. The events programme at Gressenhall will incorporate sustainability activities to raise awareness of environmental issues. We will provide accessible and transferable information to the public through interpretation of on-site environmental sustainability projects including green build, biomass boiler, low-energy lighting and composting. We will continue to work closely with MEAL and we will communicate our experience to the sector through SHARE and the Museums Development programme.

1.3.3 Courtroom redevelopment

We will refurbish the Courtroom in Shirehall as a public space funded by NCC's building maintenance fund. Our learning team will pilot new sessions to use this space creatively with schoolchildren and young people such as the Youth Forum and the Youth Offending Team group (YOT). We will also explore imaginative ways of using the space to generate income through venue hire.

1.4 **Goal 4: Leadership and Diversity**

1.4.1 The Teaching Museum

NMAS plans to establish itself as the teaching museum in the East of England along the lines of the existing model of teaching hospitals and schools. As a teaching museum the service will:

- Offer a range of paid internships that will provide a 'stepping stone' into the museum profession through on the ground experience of museum work supported by training and development opportunities and mentoring
- Co-sponsor PhDs in partnership with universities around the country building on co-sponsorship to date
- Involve all NMAS staff, support their continuing professional development and develop their training and mentoring skills
- Develop a quality framework to ensure consistent delivery across the service.

It will focus on the following areas of development:

- Museums that meet all 3 strands of the Museum Accreditation standard in organisational health, collections, users and their experiences
- A highly skilled and flexible workforce that can meet the needs of the museums of the future

- Providing on the job experience in the workplace for people looking to enter the museum sector which introduces them to all areas of museum work.

In Year 1 we will:

- Recruit and appoint a Skills Development Manager to lead on positioning NMAS in its new role, working closely with the National Skills Development Agency.
- Develop training facilities across museum sites to support the Teaching Museum
- Support NMAS staff with continuing professional development (CPD) to develop teaching and mentoring skills
- Recruit the first cohort of 5 interns to start in January 2013.
- Explore development opportunities for volunteers across all NMAS museums

1.5 Goal 5: Children and Young People

1.5.1 Services for Schools

We will continue to deliver a comprehensive service for schools that supports the delivery of the National Curriculum, improves children's attainment levels and provides access to cross-cultural activities.

- We will seek to maintain the number of schools in Norfolk that we engage with (currently 85%) and increase the number of visits to our museums by schoolchildren.
- We will provide training and support for trainee teachers in partnership with Initial Teacher Education (ITE) providers to embed museum visits in to the lesson planning of the teaching workforce of the future and to equip teachers with the skills and confidence to teach in museum settings.
- We will provide CPD opportunities for our learning team to ensure they maintain the skills to develop best practice learning programmes and maintain a national reputation for museums learning.

1.5.2 Youth Engagement

Our aim is to increase the number of young people that actively engage with our museums. We will encourage more active participation through museum clubs, youth forums and youth volunteering in order to give young people a greater voice in our programming and to create opportunities for co-production. In particular we aim to support vulnerable young people, for example we will develop programmes with young people who are not in education, employment or training (NEET) in partnership with other learning providers.

To achieve this aim we will recruit and appoint 3 Youth Engagement Officers in April 2012. We will extend and diversify the existing Norwich Youth Forum and establish new youth forums in King's Lynn and Great Yarmouth. The Youth Engagement Officers will undertake Arts Award training by October 2012 and will then deliver pilot programmes that will enable young people to achieve the bronze Arts Award by the end of March 2013.

We are committed to developing programmes with and for Looked After Children and their foster families. Our aim is to support these young people to increase confidence, self-knowledge, social skills and learning. We will

continue to provide free entry to our museums for this group and will consult with young people who are in care about what provision they would like.

1.6 Stories of the World

Our Stories of the World project is Material Response; an international artists exchange programme. As part of this exchange artist Liz Ballard undertook a residency in Mumbai. She will create a site-specific installation in the Castle Gardens in Norwich for the Open Weekend in July. This will reflect on work she made in the gardens of the Chhatrapati Shivaji Maharajah Vastu Sangrahalaya Museum in Mumbai. There will be a series of performances in the castle gardens and inside Norwich Castle. This will be tied in to the open weekend event on 21/22 July.

Young people are at the heart of NMAS' SoTW programme and there is an emphasis on co-production. We will establish a new Cultural Olympiad youth group who will meet weekly from April 2012 to plan and develop events and displays for the Showcase Weekend (21/22 July 2012).

1.7 Museum Development Transition

NMAS will deliver the regional museum development programme for the transition period April – July 2012. We will complete the current programme of activity, evaluate and then disseminate the learning. We will produce a final report with a series of recommendations to take forward.

The museum development programme for the East of England focuses on development projects that support the three strands of accreditation. The projects to be completed during the transition period are; volunteer development, marketing and tourism, Museums as Learning Spaces, reminiscence, family learning, rationalisation and the digitisation project Collections Care East. Our aim is to consolidate the programmes and understand how they relate to each other with coherent recommendations to influence the next museum development programme. We will explore approaches to digital advocacy to move the sector forward in terms of digital best practice as a way of sharing and accessing information.

Funding for the SHARE scheme is incorporated in this programme. During this period we will evaluate the first three years of the programme and undertake planning for the forthcoming programme.

2. Year 2: 2013-14

2.1 Goal 1: Excellence

2.1.1 Costume & Textile Collections

NMAS holds costume and textile collections of international importance. By year 2 we will have rehoused the collections within Norwich Castle Study Centre and made publicly accessible following best practice in collections care standards. Our aim in year 2 will then be to apply for Designation status for these collections.

2.1.2 Norwich Castle: Gateway to Medieval England

This project involves the redevelopment of Norwich Castle Keep and is the major redevelopment for NMAS in 2013-14 primarily funded by an EU Interreg

grant. The new displays will provide a new insight into life in East Anglia and Britain in the medieval period. We will undertake extensive public consultation to inform the new displays and we intend to enhance these displays through smartphone technology by piloting interpretative apps for the first time.

We will work in partnership with the British Museum, the castles of Caen and Falaise and the Bayeux Tapestry Centre to bring together outstanding collections from the partner institutions through international loans to promote Norwich's Norman heritage to European audiences. This project will also be informed by our close partnership working with Colchester and Ipswich Museum and the current redevelopment of the displays at Colchester Castle.

2.2 Goal 2: Audiences

2.2.1 Audience Profiling

We will continue to undertake research into our visitor profile using MOSAIC in order to better understand the motivation for visiting our museums and to examine whether our activities in year 1 were successful in diversifying our audiences. There will be an extensive events programme and a programme of targeted audience development work to promote our services to new audiences.

2.2.2 Online Audiences

In year 1 we will have appointed a Digital Services Manager and developed a social media strategy. By year 2 we will be ready to develop web resources to engage virtual audiences and use social media to promote our services to a wider market as well as encouraging a more participative approach to programming and interpretation of our collections.

2.3 Goal 3: Resilience

2.3.1 Collections Rationalisation

We will continue to undertake a service-wide collections rationalisation programme, in line with NMAS Acquisition and Disposals Policy and sector standards, in order to make the most effective use of space and improve access to our reserve collections. In Year 1 the focus is on Norwich Collections to enhance facilities in Norwich Castle Study Centre. In Year 2 we aim to make the Gressenhall Superstores publicly accessible through the rationalisation of collections and improvement of facilities.

2.4 Goal 4: Leadership and Diversity

2.4.1 The Teaching Museum

In year 2 we aim to embed the Teaching Museum programme into NMAS practice. We will have piloted the training programme with the first cohort of interns. We will have communicated the vision of the programme to the sector and supported staff so that they feel confident in contributing to the programme. In year 2 we will:

- Recruit second cohort of interns for the Teaching Museum
- Evaluate effectiveness of the programme with the first cohort of interns
- Provide further skills training and mentoring for NMAS staff
- Expand the peer-to-peer learning element of the programme for museum professionals in the region.
- Develop a quality framework for the internship programme

2.5 Goal 5: Children and Young People

2.5.1 Services for Schools

We will continue to develop our schools programme throughout year 2 in response to teacher feedback and new and evolving education policies and best practice. We will seek to maintain the number of schoolchildren visiting our museums and the number of schools we work with.

2.5.2 Youth Engagement

The Youth Engagement Officers will continue to support the Youth Forums and we will pilot Silver Arts Award for the first time. We will run another Summer School for Looked After Children in August 2013 during which we will pilot the Arts Award Explore with up to 15 young people. The Summer School participants also work towards their Children's University accreditation.

3. Year 3: 2014-15

3.1 Goal 1: Excellence

3.1.1 The Wonder of Birds

This multi-disciplinary exhibition to be held at Norwich Castle will showcase taxidermy specimens from NMAS' extensive ornithological collections alongside our significant collections of bird related imagery; e.g. decorative art collections, works on paper and oil paintings. The exhibition will include artworks from historical artists and contemporary artists, nature writers and photographers. We will partner with national museums and locally based professional wildlife organisations. There will be an associated public events programme for which we will seek to partner with local arts organisations and arts practitioners.

3.1.2 Tea East and West: Its Magic and Meaning

This international touring exhibition will be developed throughout 2013-14. The exhibition will comprise aspects of the history of tea and tea-wares in China, England, India and potentially Japan. It will explore the early origins of tea drinking in China, the development of ancient methods of tea-making to the type of drink recognisable today, and its import into Japan, Europe and subsequent growth in popularity worldwide. The exhibition will aim to look both to the east and west, to explore the impact of tea on western cultures, but also other eastern cultures such as Japan and India.

The exhibition will examine the profound influence which both tea itself, and Chinese tea wares, had on European life, the transformation of the activity of tea drinking from exotic fashion statement in the 17th century to symbol of British identity in the 20th century. It will also look at the wider influences of imported Chinese style on European decorative arts.

The exhibition will be based mainly around the unparalleled tea-ware collections of Norwich Castle Museum & Art Gallery and those of the Capital Museum, Beijing. It will encompass loans from other major institutions in Britain such as the Victoria and Albert Museum and the Fitzwilliam Museum. It may also include loans as appropriate from museums in other countries that may host the exhibition. Fundraising for this exhibition will be undertaken in years 1 and 2. There will be an associated public events programme for

which we will seek to partner with other local arts organisations and arts practitioners.

3.2 Goal 2: Audiences

3.2.1 Adult Learning

The improved facilities at Norwich Castle Study Centre, including the refurbished courtroom, will support our aim to improve our adult learning offer, working closely with our colleagues in Adult Education. By year 3 we wish to see these facilities being used by more people, whether as part of community groups or as individual researchers and to support them to achieve accreditation by partnering with local learning providers.

3.2.2 Services for Older People

Staff will continue to develop tailored services for older people working in partnership with colleagues in Community Services, libraries and AgeUK. Staff have developed specialist skills to deliver reminiscence sessions for people living with Alzheimers and will be supported to maintain best practice in this area and to extend this area of work to more older people in care homes. This is ongoing work which will build on years 1 and 2 and is part of our approach to becoming 'commissioning-ready' by developing partnerships with Norfolk County Council (NCC) departments such as Community Services as well as other health and care providers.

3.3 Goal 3: Resilience

3.3.1 Commercial Activities

Our aim is to increase the level of earned income to support the long-term resilience of the Service. By year 3 we will expect to see an improvement in the level of income raised from our shops, catering and venue hire, including holding weddings at our museums for the first time.

3.3.2 Promoting our museums

Our aim is to increase the awareness of the museum service amongst local residents and tourists in order to sustain and grow visitor numbers. We will achieve this through targeted audience development programmes. We will aim to partner with the New Anglia Local Enterprise Partnership (LEP), tourism organisations and local arts and heritage organisations to promote our offer.

3.4 Goal 4: Leadership and Diversity

3.4.1 The Teaching Museum

By year 3 the vision for the Teaching Museum model should be embedded within NMAS with the majority of staff contributing to the programme through teaching, mentoring or peer-to-peer support. In year 3 we will continue to evaluate the effectiveness of the model, we will recruit the third cohort of interns and we will explore possible accreditation of the internship programme.

3.5 Goal 5: Children and Young People

3.5.1 Services for Schools

We will continue to develop our schools programme throughout year 2 in response to teacher feedback and new and evolving education policies and

best practice. We will seek to maintain the number of schoolchildren visiting our museums and expand our programme to incorporate creative partners.

3.5.2 Youth Engagement

By year 3 we will aim to have embedded new ways of encouraging young people to engage with our museums and to provide ways for these young people to co-create. For example the youth forums will be empowered to co-produce digital content for the NMAS website. We will continue to support Arts Award by training more staff to be accredited trainers. We will pilot Arts Award Discover and Arts Award Explore with younger children and we will continue to support vulnerable young people through programmes tailored to their needs.

Norfolk Museums & Archaeology Service

Key Performance Indicators (KPIs)

1. Indicate what you are doing to ensure excellence and how you know you have been successful

- We will know that we are maintaining excellence in collections care standards if we maintain or increase the number of loans to our exhibitions and galleries from major institutions, nationally and internationally, using 2011/12 as the baseline.
- We aim to increase access to our reserve collections and increase the number of adult learners using our study centre facilities. To monitor progress we will establish a baseline in year 1 and aim to increase the number of visits accessing reserve collections by 10% in year 2 and 3.
- We will launch the Teaching Museum concept in year 1 with a target to recruit 5 interns by December 2012. We will develop a quality framework for museum internships during year 2 and make it publicly available in year 3. We will evaluate the programme annually and will measure positive feedback from the participating interns and from stakeholders.

2. Implement/Maintain a method for audience data collection and interpretation

- We will maintain and develop our current methods for audience data collection and interpretation (eg. evaluation reports, feedback forms, MOSAIC) throughout the three year period.
- Teacher feedback from schools evaluation forms are used to inform and develop our schools programme. We aim to maintain the level of positive feedback throughout the three year period, using 2011/12 as the baseline.

3. Increase the amount of activity made available to audiences digitally

- By March 2013, following the appointment of a digital services officer, we will develop a baseline for the amount of material we make available to audiences online or through digital channels in order to establish targets for increasing the amount of content available digitally.
- In year 2 and 3 we will increase the amount of new content on Norfolk Museums & Archaeology Service's website and other digital platforms by the target established in year 1, building year on year.
- We will develop our library of digital images. We will establish a baseline in year 1. We will then increase the number of digitized collections by 5% in year 2 and 10% in year 3 in order to make our

collections more accessible and available to virtual audiences.

4. Increase the organisation's engagement and reach

- In support of our aim of reaching a young audience we will monitor the number of vulnerable young people engaged in museum activities and the number of instances of participation. We will aim to support up to 70 different young people each year to achieve an accredited qualification (such as Arts Award, V Award or Children's University certification.)
- In year one will establish a baseline for the number of volunteers across the service and the total number of volunteer hours contributed annually. We will also establish a baseline of the diversity of our volunteers. In year 2 we will undertake a skills audit of the volunteers and review our recruitment processes. By the end 3 we will assess the diversity of our volunteer profile against the baseline.

5. Indicate the organisation's expected amount of contributed income in 2012-13

- We aim to increase the amount of contributed income from businesses, trust and foundations. Our targets are:
Year 1: £80,000
Year 2: £100,000
Year 3: £120,000

Development Strategy for Norfolk Museums & Archaeology Service

Report by the Head of Museums & Archaeology

Summary

This paper presents the 2012 update on NMAS's current plans for the development of museum services and capital projects.

A development programme is essential to ensure the continuous improvement in NMAS services.

The Development Strategy has been very successful to date in securing external funding for the service with over £30m raised for NMAS capital projects and service improvements since 2000.

As the strategy is rolled out across the county, NMAS is now moving from an intensive capital development phase to one focussed on improved services delivered from its redeveloped sites.

This report provides an update on completed and current projects and outlines future aspirations.

Recommendation

That members:

- Note and comment on the report;
- Agree that officers should seek to implement the proposed Development Strategy.

1. Background

1.1 Funding Partnerships

This strategy is a rolling document, which is modified and updated as plans develop and opportunities for funding present themselves. It is shared and discussed with the principal funding bodies as an element of the partnership approach to the development of NMAS services. It is vital to the structured development of NMAS that all partners and stakeholders understand its long-term aspirations.

All projects are dependent on successful funding bids and the programme has been created to work within the timescales required by the funding bodies as well as with the internal resources available to NMAAS. However, new funding opportunities emerge periodically and the programme will be flexible enough to respond to these as they arise.

The funding landscape is changing rapidly and NMAAS must adapt accordingly. NMAAS has successfully exploited the funding opportunities of the last decade and must prove equally adept in more challenging funding environments.

1.2 Renaissance Funding

A significant proportion of NMAAS's service developments have been funded from the Museums, Libraries and Archives Council's Renaissance programme since its inception in 2004.

Renaissance funding for 2011/12 has been directed towards initiatives to reduce costs and increase income generation under the Building Resilience programme to enable NMAAS to meet planned budget reductions.

Members will recall that this national funding is to reduce and change its terms with the abolition of MLA and the adoption of its functions by the Arts Council England (ACE).

NMAAS has successfully bid to ACE to become one of only sixteen Major Partner Museums nationally, securing a £3.9m three year funding agreement. This is the subject of a separate report to this committee.

1.3. Building on Experience

The lessons from the development projects delivered to date have been applied to our current programme. One key lesson was the requirement to phase the work in order to gain the maximum input of in-house skills and resources. All projects are informed by extensive qualitative and quantitative visitor research and the evaluation of completed projects.

1.4. Sustainability

Over the last twelve years the Service has been able to attract external funding to complement the investment made through the Joint Museums & Archaeology Agreement. This has enabled NMAAS to develop its capacity to inform and inspire people's interest in the culture and natural heritage of Norfolk and address relevant contemporary issues. NMAAS is using external investment to maintain and enhance the quality of its services and to realise opportunities to develop its commercial potential at a time of unprecedented financial challenges.

2. Recently Completed Developments

2.1 Maritime Heritage East (MHE)/ EU programme

The MHE Interreg HMS programme has now concluded having met all the associated targets. The principal benefit to NMAS from the £103k programme has been the development and implementation of a new audio guide system at the Time & Tide Museum, including European language translations of the content.

As one of the 30 partners in the Interreg HMS programme, MHE has been part of the consultation, design and content creation of a new Heritage and Maritime Memories website, hosted by our Belgian partners and which focuses on making interpretative links between the participating EU countries.

Good use of the Maritime Heritage East network was made, as objects from the rationalisation of stores at Great Yarmouth Museums were offered to registered maritime museums across the UK.

The oral history project work was incorporated into an exhibition at the Time and Tide museum entitled, Two Shores: Living with the North Sea. This exhibition looked at the shared values of people living and working in coastal locations on both sides of the North Sea. The recordings have been used as the primary interpretation in the exhibition.

Budget: £103,000

Timescale: Final claim to be submitted July 2012 (all outputs met)

2.2 Women's Land Army Gallery at Gressenhall Farm & Workhouse

Following a successful bid to the DCMS/Wolfson Foundation, the new *Land Girls and Lumber Jills* gallery opened in August 2011. This permanent exhibition celebrates the work of the Women's Land Army and Timber Corps during WW1 and WW2. There has been extensive consultation with local Land Army veterans, who have provided both the stories and collections for the gallery. Further fundraising was undertaken by the Friends of Gressenhall.

Budget: £60,000

Timescale: opened August 2011

2.3 Carbon reduction and energy saving initiatives

With funding from the NCC Carbon Energy Reduction Fund (CERF) a range of improvement works have been undertaken across NMAS sites that will reduce carbon emissions, reduce energy consumption and reduce long-term revenue costs. These works include the replacement of high energy display lighting with low energy LED units, the fitting of roof insulation, draught-proofing, and the installation of a biomass boiler at Gressenhall Farm & Workhouse. The biomass boiler project will be used to showcase wider NCC carbon reduction initiatives and opportunities to the general public.

Budget: £160,000 in 2011/12
Timescale: completed 2011

3. Current Developments

3.1 Supporting audience and commercial development through site investment at Gressenhall Farm and Workhouse

A range of site improvement works are underway at Gressenhall aimed at developing the offer, and supporting repeat and new visits and the extension of Museums Pass membership. These works have included a programme of repair and renewal in the popular woodland adventure playground, which now features a pyramid climbing frame, alongside a range of enhancements to other playground equipment.

To support commercial activity and income generation, a new ticketing point and shop have been developed in an existing building at the centre of the site. The former shop has seen disappointing spend per head figures due to its poor location, particularly on event days when overflow parking is utilised. The majority of the display units from the original shop were recycled in the new one. The former shop building now provides a visitor orientation point and much-needed additional toilet facilities.

Budget: £110,000
Timescale: Easter 2012

3.2 Skills for the Future project at Gressenhall Farm & Workhouse

Gressenhall Farm & Workhouse and the Museum of East Anglian Life (Stowmarket) have been awarded £617,000 funding through the Heritage Lottery Fund's *Skills for the Future* programme to deliver a four-year project. This is the largest award from this national programme.

This project provides opportunities for young people and adults from different backgrounds to develop skills and knowledge in a specific area of traditional skills. It is expected that in some cases this will lead to employment opportunities in the heritage or historic environment sector.

Trainees are employed as members of staff for the duration of their placement. Where possible, learning is tied to accredited qualifications. For young people there are also be opportunities for progression including movement from short-term internships onto full apprenticeships.

The project aims to equip people with the skills and practical knowledge to develop a new career in the heritage or traditional skills sector. We are working with a range of heritage partners including the National Trust.

Gressenhall is offering a number of formal apprenticeships in such areas as farming and horticulture in partnership with Easton College. We are also

offering 6-12 month internships targeted at both young people and second careers. There is also a programme of 3 month traditional skills “taster” courses running at the Museum of East Anglian Life.

The 6-12 month internships at Gressenhall are project based in areas such as heritage gardening, traditional farming including working heavy horses, woodland & heritage land management, rural collections management and interpretation, managing biodiversity etc. Placements work alongside staff and volunteers under the supervision of a project officer. Mentoring and career development support is also provided. All trainees have an Individual Training Plan and maintain a Training Log.

An application for additional HLF funding of £522,000 has recently been submitted to extend this programme and provide additional traineeships.

Budget: HLF £617,000
Timescale: 2012-15

3.3 Display Developments at Time and Tide, Great Yarmouth

Since February the early history gallery at Time and Tide has been subject to a dramatic transformation. Following visitor feedback, and museum staff evaluation, it was felt that cost effective improvements to the interpretation and display strategy could be achieved in this area of the museum. This has resulted in a significant reduction in the number of text panels and the addition of more interactivity and ‘hands-on’ displays. The Romans section of the gallery has been enlarged to cater for the demand from local schools. The new display includes the re-creation of a 4th century Anglo-Roman villa complete with a roasted dormouse and oysters in the kitchen. A new mural will be completed and installed by Easter prior to the team moving onto the next section that will include a Norfolk cabinet of curiosities drawn from the natural history and ethnographic collections. Further display work is planned in 2012/13 including a dedicated reminiscence room (Norfolk Mardle) in the Rows and new displays looking at the history of health and education in the Borough.

Budget: £25,000
Timescale: Phase 1 completed by Easter 2012
Phase 2 2012/13

3.4 Bridewell: a Museum for Norwich

The Bridewell is the current major capital project for NMAS. The vision for Bridewell is to tell the story of Norwich people and their City. The community-based museum will provide an historical context and act as a reference point or hub, encouraging people to explore the historic built environment and other museums and heritage attractions with greater knowledge and understanding. It will also tell its own part of the story - how people have lived and worked in

Norwich from the 18th to the 21st centuries, with a key focus on living memory history.

The museum fit-out stage is well underway. Display structures, cases, display lighting and AV equipment are being installed and galleries decorated in preparation for the installation of 4,000 plus objects and interpretive material including graphics panels, interactives, replicas and Audio Visual displays. Curators and members of the display department continue to work on text and images for graphics panels and labels, case layout design and mount designs for objects, A/V content, interactives and education resources.

Object installation began in early March. This is a complex process involving two teams of display and conservation technicians. All but a few of the larger collections which will be on display are now back in the building, many have been conserved or undergone conservation cleaning, and many of the wall mounted objects are in place.

Funding

£998,453 has been awarded by the Heritage Lottery Fund.

£224,000 from NCC capital funding

£76,000 from Norwich City Council

£35,000 Govt funding from *Renaissance in the Regions*

£25,000 has been donated by the Friends of Norwich Museums

£20,000 NCC Building Maintenance Fund

£25,000 Trusts and revenue funds

Total Project Budget: £1,403,453

Timescale: The museum will re-open to the public on Tuesday 3rd July 2012

3.5 Norwich School Cotman and Colman Art Galleries

Norwich Castle, working in partnership with TATE Britain, Tyne & Wear Museums, Sheffield Galleries & Museums Trust, and the Institute of International Visual Arts (inIVA) was awarded in the region of £1.75 million funding from the Heritage Lottery Fund and other funding partners including *Renaissance*, for a project called *The Great British Art Debate*.

In addition to enabling Norwich Castle to generate two temporary exhibitions and host those produced by the partners over a five year period, the project has also funded a learning post dedicated to developing audiences for Norwich's art collections, and supporting the re-display and re-interpretation of Norwich Castle's permanent art galleries to ensure that the *Great British Art Debate* project delivers a long term legacy. Through an on-going process of public engagement and consultation over the lifetime of the project, we have developed proposals for the re-interpretation of the Norwich School galleries. This will include re-hanging the galleries together with the introduction of new interpretive material including film and audio.

Budget: GBAD Project budget (*inc Renaissance funding*): £375,000

Timescale: Completion date April 2012

3.6 Royal Norfolk Regimental Museum: Increasing Public Profile

In order to significantly increase the profile of the Royal Norfolk Museums' (RNRM) collections, and to accommodate reserve and study collections and services on one site within the Norwich Castle's Shirehall Study Centre, (see 3.7) the Royal Norfolk Regimental Museum displays will be reinterpreted and relocated to cases on Norwich Castle's Rotunda Balcony.

Norwich Castle is the County's flagship museum. It attracts in the region of 160,000 general museum visitors per year and hosts conferences and corporate events. The Rotunda is a centre of focus within the site for museum visitors, and also for non-paying visitors to the Castle Café and out of hours functions. The relocation of the RNRM displays will ensure that Norfolk's proud regimental history is central to the visitor experience.

The resource/study room and enquiries service will continue be located in the Norwich Castle Study Centre and there will be a 'taster' display of RNRM collections in the new Study Centre entrance.

Funding

Renaissance funding supported the implementation of a temporary display on the Rotunda balcony in October 2011, which features many star objects from the Royal Norfolk Regimental Museum's collections. *Renaissance* funding also supported the development of display concepts and designs for permanent displays.

£64,500 has since been awarded by the DCMS/Wolfson Museums & Galleries Improvement Fund for new permanent displays across a larger area of the Rotunda balcony, which will explore the Regiment's history in much more depth.

A bid has recently been submitted to the HLF Your Heritage programme for support for the creation of a touchscreen interactive timeline to provide context for the object-based displays, and for a related audience development and education programme.

Draft Schedule

The RNRM closed to the public on 10th September 2011.

In October 2011 a temporary display of RNRM objects was installed in the Rotunda Balcony cases to either side of the Timothy Gurney Gallery.

Permanent displays on Norwich Castle's Rotunda Balcony (to include cases currently housing 'About My Person' display) will be completed in spring 2013. If the further HLF bid is successful, a touchscreen interactive timeline will be added to the cased displays in the autumn of 2013.

Budget: £64,500 plus other fundraising in hand

Timescale: 2013

3.7 Delivering Norwich Museums Reserve and Study Collections and Study Services on one site

The Costume and Textile collections and study services, formerly accommodated at Carrow House, have been moved to Norwich Castle's Study Centre in the Shirehall. The handling collections are still in constant use by groups and researchers and are often on loan to museum learning teams around the county. In order to accommodate Norwich Museums' reserve and study collections and study services on one site, the accommodation within the Shirehall has been reorganised.

The former RNRM entrance has been adapted as the entrance to the Study Centre, offering much improved access to the Shirehall building with new graphic panels and signs. Visitors to the Study Centre can buy publications, postcards and small gifts from the sales area. There is a new shared study room available to all the curatorial departments for the use of public activities. The room is used by individual researchers, group sessions, study centre events, training and collections work. The room on the ground floor is fully accessible to staff and visitors.

New storage systems have been installed which offer much improved storage for the Costume and Textile collections, including mobile storage units to make the most effective use of the available space. The opportunity has been taken to significantly improve the storage of large rolled textiles (such as quilts) so that they are more easily handled and therefore more accessible, but also less prone to damage while in store.

This initiative has been supported by 2011/12 *Renaissance* funding.

Schedule

- April - September 2011: Reorganisation of Castle Study Centre accommodation, to include moving collections, libraries and offices.
- 11th September 2011: Close operations at Carrow House at the end of the Heritage Open Days weekend
- January 2012: RNRM entrance re-open as the new Castle Study Centre Reception
- January-March 2012: Costume and Textile Collections relocated to Castle Study Centre

Budget: £100,000

Timescale: Completed March 2012

3.8 Norwich Castle Keep: Gateway to Medieval England

We are well underway with a major five year programme to transform the magnificent Norman Castle Keep. In order to reduce risk, and to maximise fundraising opportunities, this project has been broken down into four phases, some of which have already been completed, each with its own separate goals.

The elements of the project are as follows:

3.8.1 Phase 1: New prison displays – completed

Phase 1 of our ambitious five year plan to enhance the interpretation of Norwich Castle Keep was completed in July 2010, with new displays in the Keep basement on Norwich Castle's 500 years as the County gaol, including a film created in collaboration with UEA and Norwich HEART.

Budget: £83,000 with £70,000 secured from the DCMS/Wolfson Museums and Galleries Improvement Fund, and £5,000 from the Friends of Norwich Museums.

3.8.2 Phase 2: Developing a vision for Norwich Castle Keep – 2010-11

Between April 2010 and March 2011, we received funding from the MLA's Designation Development Fund which enabled us to begin to develop our vision for Norwich Castle Keep. We created some exciting design concepts for the Keep to test out in public consultation. We also carried out documentation and research on our medieval collections, to help us establish what should be included in a future re-display. Hethersett High School and the School of Architecture at the University of Sheffield worked with us on an exciting consultation project, and the 3D models they created were on display in the Keep over half term. Other project elements included the creation of a new computer model of the Norman Keep by Virtual Past, a team from the School of Computing at UEA. We will be developing this model further in Phase 3 of the Keep project.

British Museum Partnership: A key element of this phase of the project was to launch a new partnership with the British Museum, who is planning to lend us many medieval treasures from their collections as part of our re-display. The partnership was launched by Neil McGregor, Director of the British Museum, TV historian Michael Wood, and Head of NMAS Vanessa Trevelyan, at a well-attended evening reception at the British Museum on 16th February 2011.

Displays announcing the project and explaining some of our ideas were launched in the Keep in March 2011, together with a taster display of loans from the British Museum.

Budget: £82,000 from the Museums, Libraries and Archives Council's Designation Development Fund

3.8.3 Norwich Castle Keep: Gateway to Medieval England Phase 3: Developing *Norman Connections* between Norwich Castle and other Norman castles in southern England and France - 2011- 2013

This phase, which involves collaboration with castles in Caen and Falaise in Normandy as well as Rochester and Colchester in England, is enabling us to explore and interpret the international context of Norwich Castle and to better interpret the story of the Norman builders of the Keep.

Our collaborative work with our partners is well underway; the highlights of the project in 2012 will be a major conference at Norwich Castle in May, the launch of the project website, and the development of 3D virtual reconstructions of all our sites. In 2013, we plan to launch new displays in the Keep balcony area, which will explore our Norman history.

Budget: £160,000 from the Interreg IVA France Channel *Norman Connections* project

Timescale: 2013

3.8.4 Phase 4: Norwich Castle – Gateway to Medieval England – 2012-15

Phase 4 is an exciting collaboration between Norwich Castle and the British Museum. It will unite two important collections and offer visitors an unparalleled insight into the life, work and times of medieval East Anglia.

Norwich Castle was the principal Norman stronghold in the East. It remains an iconic landmark and a symbol of the vast wealth and power that were concentrated in East Anglia in the medieval period. To tell this story, Norwich Castle and the British Museum aim to create outstanding displays in Norwich Castle, displaying their superb medieval collections alongside richly coloured recreated Norman interiors.

This final phase may have to be subdivided again depending on availability of funding, but would essentially fulfil the complete vision initiated in Phase 2, bringing to fruition the complete re-interpretation of our magnificent Castle Keep. A major fundraising exercise will begin in 2012-13.

4.0 Future projects

4.1 Greater Fens Museums Partnership

NMAS continues to lead the Greater Fens Museums Partnership. The Round 2 Heritage Grant application to the Heritage Lottery Fund for the next Fenland Partnership project *Fenland Lives and Land* has been successful, with £358,000 awarded to the project over the next three years. Match funding of £20,000 came from the Renaissance in the Regions programme. Recruitment for the Project Officer and Support Worker is now underway. This *Fenland Lives and Land* project aims to explore the complex relationship between Fenland people and their local landscape. The project will give local communities the chance to get involved in co-producing a range of exhibitions and will also support capacity building and skills development in partner museums. The project aims to facilitate the development of sustainable relationships with local community organisations through a “cluster” delivery model. The project will see the development of five exhibitions exploring a range of landscape themes and using a variety of different media. The choice

of exhibition themes has been informed by consultation with existing and potential community partners and the wider public. The exhibitions will tour museum partners and community venues and will be supported by programmes of formal and informal learning, delivered both on-site and as outreach.

4.2 Courtroom, Norwich Castle Study Centre

In 1821 William Wilkins won a competition to design a new Shirehall for Norwich adjacent to the Castle, and also improve the gaol in the Castle. The new Shirehall was built at the base of the mound, where it stands today, linked to the Castle by a spiral staircase and a tunnel. This tunnel was used to take prisoners through to the courts from the prison.

NMAS is planning to make the historic courtroom in the Shirehall publicly accessible for tours for museum visitors, schools, living history events, conferences and other activities. Public tours could begin in the Castle, take in the Dungeons and/or prison displays in the Castle Keep and access the Courtroom via the spiral stairs which were in the past used to access the Royal Norfolk Regimental Museum from Norwich Castle. Building improvements including roof repairs and the repair, refurbishment and decoration of the courtroom will commence in Spring 2012 funded by NCC's Buildings Maintenance Fund with additional fit out of the space funded from Renaissance.

5. Resource Implications

Finance: For projects underway funding has been secured and revenue implications resolved.

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. S17 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.

9 Conclusion

NMAS is well placed to meet the challenges of the economic downturn with its sites and services reflecting the benefits of significant development over recent years. However, reducing expenditure, raising income and securing external funding is vital to maintain the development of NMAS. Future plans are constantly evolving in the light of funding opportunities, evaluation of current services and shared experience from completed projects both within and outside the county. This report demonstrates that NMAS is delivering a number of ambitious developments which are vital to maintain the profile, quality and capacity of the service as well as to address current budget challenges.

10. Recommendation

That members:

- Note and comment on the report;
- Agree that officers should seek to implement the proposed Development Strategy.

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NMAS SERVICE PLAN 2012-15

Report by the Head of Museums & Archaeology

Summary

The attached NMAS Service Plan sets out the key activities that are planned for the coming three years and underpins the more detailed Development Programme (see separate agenda item). This plan concentrates on new or developmental activities and does not, therefore, include all the work undertaken by the NMAS in order to deliver services across Norfolk. This is the working plan of the NMAS and feeds into the annual Norfolk County Council plan.

The attached [Service Plan](#) provides a useful summary for elected members and can also be used to support grant and Accreditation applications.

Recommendation

- That members comment on the planned activities and identify any aspects of the plan that they would like more information on in future meetings.
- That members approve this Service Plan for use with future grant and Accreditation applications.

1 Resource Implications

- 1.1 Finance The Service Plan is fully funded with the funding sources listed against each activity. NMAS is very successful at raising extra financial support and raised just under £3m for activities in 2011-12.

The award of Arts Council England Major Partner Museum funding of £3.895m is key to the delivery of significant elements of the service plan for 2012-15.

The Service Plan includes many elements that will build the resilience of NMAS to weather the current financial cutbacks and become more self sufficient.

- 1.2 Property All changes to property are subject to discussions with NPS and the districts where appropriate.

2 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. An EqlA on museum development has been carried out.

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.

4 S17 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.

5 Conclusion

This report brings together all the key service developments that are planned by the NMAS over the next three years. This is an ambitious but realistic programme that has attracted a high level of external investment for the benefit of Norfolk. NMAS is a national model for service delivery in many areas, particular the development of subject specialist networks, the provision of learning services to schools, and the delivery of vocational training for adults in a range of museum and heritage skills.

6 Recommendation

- That members comment on the planned activities and identify any aspects of the plan that they would like more information on in future meetings.
- That members approve this Service Plan for use with future grant and Accreditation applications.

Officer Contact

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

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Bringing history to life

Service Plan 2012-15



Introduction

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

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

It is a high performing service. In 2010/11 380,000 visits were made to the museums, and 43,000 schoolchildren participated in formal learning events.

Working In Partnership - The Joint Museums & Archaeology Agreement

The Norfolk Museums Service was established in 1974 when the County and District Councils in Norfolk agreed to delegate their museum powers to a Joint Committee to manage museums through a county-wide Museums Service. The museums in each district are managed by local Area Museum Managers who liaise closely with each District and ensure that the museums support local strategies and initiatives.

Since 1974 the Joint Service has achieved a high profile and a good reputation nationally through the excellence of its collections and services, the quality of its staff, and the Joint Agreement itself, which is widely regarded as an example of good practice.



Supported by
**ARTS COUNCIL
ENGLAND**

NMAS is one of 16 Major Partner Museums receiving substantial revenue funding from Arts Council England in order to achieve ACE's vision for museums:

“A museums sector that is delivering inspiring public programmes using high quality collections to reach more and more people, especially children and young people. The sector is innovative; it shares best practice and is embedded in communities and responsive to audience needs. It is made up of strong, sustainable organisations with a highly skilled and diverse workforce; it is excellently led. “

This vision is embedded in five goals:

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

Guiding principles

The NMAS endorses and abides by the ten core principles of the Museum Association's Code of Ethics (*Museums Association 2002*) which states that society can expect museums to:

1. hold collections in trust on behalf of society
2. focus on public service
3. encourage people to explore collections for inspiration, learning and enjoyment
4. consult and involve communities, users and supporters
5. acquire items honestly and responsibly
6. safeguard the long term public interest in the collections
7. recognise the interests of people who made, used, owned, collected or gave items in the collections
8. support the protection of natural and human environments
9. research, share and interpret information related to collections, reflecting diverse views
10. review performance to innovate and improve

Visits to museums

Despite pressure on resources and a decrease in the public's spending power, museum visits are holding up well. In any one year visits are affected by the programme of events offered to the public, the size of the marketing budget, the date of Easter, the weather, and any museum refurbishments that might close a gallery or a museum for months or years at a time. The variation in annual figures can be seen in the chart, but the upwards trend can be seen clearly if we calculate the annual average over a five year period.

	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07
NORWICH						
Norwich Castle		175,430	157,136	145,996	150,132	143,281
Norwich Study Centres (Shirehall & Carrow House)		3,349	4,052	3,059	3,584	4,523
Bridewell Museum		Closed	Closed	6,215	6,788	5,205
Strangers' Hall		9,569	11,088	8,595	8,227	5,142
Regimental Museum		3,937	3,858	3,901	3,766	4,348
Regimental via Castle		14,310	14,709	7,035	27,437	30,477
GREAT YARMOUTH						
Elizabethan House		12,727	10,842	8,496	9,516	9,158
Tolhouse		5,170	5,227	5,108	3,829	4,587
Time & Tide		31,155	28,955	30,055	32,623	35,653
GRESSENHALL		69,155	73,011	74,127	83,627	84,079
KING's LYNN		15,215	10,520	16,048	8,801	16,807
CROMER		25,156	20,815	23,556	25,728	32,973
THETFORD		8,355	9,940	9,416	7,468	5,531
School visits		43,481	41,225	41,059	35,210	31,292
TOTAL VISITS		380,368	359,064	348,257	380,077	387,634
Average over last 5 years		371,080	357,735	349,159	335,251	319,214



Norwich Castle

- ✓ Highly commended, Drawing Inspiration Award 2009
- ✓ Digyorkshire.com Exhibition of the Year 2009 for *A Gentle Nest of Artists*
- ✓ The first museum in the country to be recognised by the Quality in Study Support Recognition Scheme 2009

Gressenhall Farm & Workhouse

- ✓ Suffolk Punch horses - Best Ploughing Team and Best Working Pair 2009
- ✓ Gressenhall Mardlers – East of England regional winners of the 2009 Marsh Volunteering Award for Museum Learning
- ✓ Winner Arts & Business creative first-time sponsorship 2000

Ancient House

- ✓ Ancient House Young Volunteers – East of England regional winners of the 2010 Marsh Volunteering Award for Museum Learning
- ✓ Learning Outside the Classroom quality badge, 2010
- ✓ Winner RICS East of England Building Conservation Award 2007
- ✓ CPRE Norfolk Award 2007

Time & Tide

- ✓ European Museum of the Year bronze medallist 2006
- ✓ East of England Celebrate Tourism Award 2006
- ✓ EDP Design & Development Award 2006
- ✓ UK Museum of the Year finalist 2005
- ✓ Norfolk Association of Architects Craftsmanship Award 2005
- ✓ Best Marketing Campaign 2005
- ✓ RIBA Conservation Award 2005

Strangers Hall

- ✓ Urban Community Silver Award, Anglia in Bloom, 2011
- ✓ Silver award, Anglia in Bloom 2008

Kings Lynn Museums

- ✓ Woodmanstone Art Conservation Award 2010

Cromer Museum

- ✓ Cromer in Bloom runner-up 2006
- ✓ Winner Best Tourist Attraction in North Norfolk 2001

Lynn Museum

- ✓ CPRE Norfolk Award 2010

Bridewell Museum

- ✓ Norwich Society Community Award 2011 for the renovation of the building

Summary of NMAS museums and services

Cromer	Cromer Museum	Local social history and geology housed in a row of fisherman's cottages
Dereham	Gressenhall Farm & Workhouse	Farming and rural history, housed in a former workhouse with working period farm
Great Yarmouth	Elizabethan House Museum	Tudor house interpreting domestic history from 16th to 19th century. Managed by NMAS on behalf of the National Trust
	Time & Tide	History of Great Yarmouth housed in a converted fish curing works
	Tolhouse	13th century building for collecting tolls, later the town gaol
King's Lynn	Lynn Museum of West Norfolk Life	Local archaeology including “Seahenge”, local history, social history and natural history
Norwich	Bridewell Museum	Medieval merchant's house telling the story of Norwich trades and industries (<i>currently closed for redevelopment</i>)
	Norwich Castle Museum & Art Gallery	Norman castle containing countywide archaeology and material culture of the Bronze Age, Iron Age, Roman, Saxon, medieval and post-medieval periods. British fine and decorative art from 16th century to the present day, notably the Norwich School of artists, British ceramic teapots, Lowestoft porcelain and Norwich silver. Countywide and world-wide natural history material.
	Norwich Castle Study Centre	Norwich Castle reserve collections, available for public access. Now includes costume and textiles, and the reference collection for the Regimental Museum
	Royal Norfolk Regimental Museum	History of the Royal Norfolk Regiment – now displayed in Norwich Castle
	Strangers' Hall	14th century merchant's house with room settings from Tudor times to the 19th century.
Thetford	Ancient House Museum	Tudor house telling the story of Thetford through the lives of people who lived in or were connected with the house and the locality.

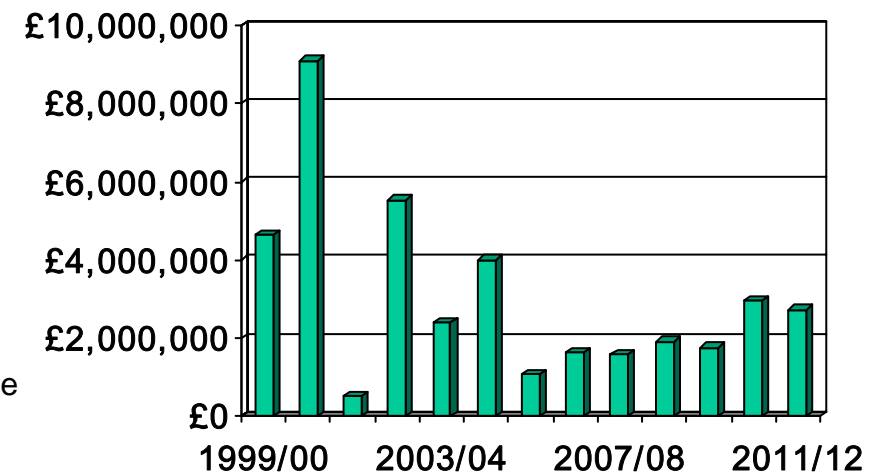


Norfolk Museums & Archaeology Service Plan 2012-15

Fund raising

NMAS has a successful track record in raising funds from external sources, such as the Heritage Lottery Fund, to develop Norfolk's museums. Key projects over the last few years include:

- 2001 Refurbishment of Norwich Castle
- 2004 Creation of Time & Tide Museum in Great Yarmouth
- 2006 Refurbishment and conservation of Thetford Ancient House Museum
- 2006 Refurbishment and extension of Cromer Museum
- 2007 Creation of adventure play area at Gressenhall Farm & Workhouse
- 2007 Redisplay of period rooms in Strangers Hall, Norwich
- 2008 Refurbishment of the Lynn Museum and creation of Seahenge Gallery
- 2008 Creation of Arts of Living decorative arts gallery in Norwich Castle
- 2009 Redisplay of Norwich Castle's natural history galleries
- 2010 Prison Stories – new display in Norwich Castle keep
- 2011 Creation of Women's Land Army Gallery at Gressenhall Farm & Workhouse
- 2012 Refurbishment of the Bridewell Museum



Standards

NMAS services are evaluated against national standards:



All NMAS museums are fully **Accredited** under the Arts Council England's Accreditation Scheme. This sets nationally agreed standards for museums in the UK. The Standard supports museums in identifying opportunities for further improvement and development. There are currently over 1800 museums participating in the Scheme, demonstrating their commitment to managing collections effectively for the enjoyment of all communities.



All the collections in Norwich Castle are recognised under the Arts Council's **Designation** Scheme as being of national or international importance based on their quality and significance.

Organisations holding Designated collections are expected to work towards the provision of high-quality services which deliver the fullest possible access to those collections, and to take a leadership role in the sector by helping other institutions in such ways as sharing expertise, offering advice and lending objects or materials.



Quality in Study Support (QiSS) delivers the only Quality Assurance Frameworks based on the DCSF Study Support Code of Practice. These frameworks are used by schools/clusters and other providers in reviewing and planning the development of their study support provision (QiSS) and extended services (QES). Norfolk Museums and Archaeology Service is the first museum service in the country to be recognised by the Quality in Study Support Recognition Scheme at Established level.

NMAS 3 year objectives

1 Delivering the NCC's transformation programme

NCC Strategic Ambition

Norfolk Ambition Key Theme

ACE goals

Deliver budget savings as set out in the County Council Plan

A vibrant, strong and sustainable economy

Economically thriving

Museums are sustainable, resilient and innovative

The leadership and workforce in museums and libraries are diverse and highly skilled

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Meet agreed savings targets	<ul style="list-style-type: none"> Confirm savings for 2012-13 Identify savings for 2013-14 Monitor progress of achieving savings 	VT	Targets met		2012-14
Enhance NMAS' commercial activities to generate more income	Explore options for increased trading, income generation and tax efficiencies	BS	Business plan	ACE	2012-13
	Promote the Museums Pass	CW	No of pass holders	Core	Ongoing
	Monitor catering business plan closely, streamline staffing arrangements and maximising sales.	CW	Balanced budget	Earned income	Ongoing
	Promote museum spaces for external hire for events and meetings	AMOs	Income generated	Core	Ongoing
	Investigate opportunities for NMAS to be commissioned to deliver NCC services, eg to children or adults	BS, KS	Income generated	Core	2012-13
Demonstrate that NMAS is delivering a high quality service through the achievement of sector standards and an improvement programme, thereby maintaining eligibility for external sources of funding	Maintain Full Accreditation for all NMAS museums	VT	Accreditation	Core staff time	2012-13
	Deliver agreed business plan as ACE Major Partner Museum	BS	ACE PIs	£4m	2012-15

Deliver efficiencies by reducing NMAS' CO₂ footprint by managing museums and sites in a more sustainable and environmentally friendly way, using traditional methods as well as new technology	Reduce energy usage and carbon emission in museums by: <ul style="list-style-type: none"> • Replacing display lighting with LED light fitting, which use less electricity • Explore recycling opportunities at all sites. • Reuse display materials wherever possible. • Reduce number of temporary exhibitions requiring strict environmental conditions at Norwich Castle and negotiate for less strict conditions with lenders. • Encourage all museum users to opt for e-newsletters. • Seek low energy alternative to air handling system at Norwich Castle 	AMOs	Reduced CO ₂ through carbon calculator	ACE & NCC CERF	2012-13
	Ensure decisions on new policies or projects, and procurement of goods and services take account of the carbon impact and associated cost to the Council.	RBOs	Compliance with guidelines	Core budget	Ongoing
	Continue to operate Gressenhall as an exemplar of sustainability: <ul style="list-style-type: none"> ▪ Maintain on-site recycling facilities ▪ Develop composting facilities and provide interpretation to visitors ▪ Use event days to create links to NCC Environment and Waste department and Master Composters programme. ▪ Act as Norfolk base for the Master Gardener programme ▪ Manage and interpret a bio-mass boiler as replacement for oil-fired heating system ▪ Develop a gardening strategy that informs and inspires members of the public and supports volunteering opportunities. 	RH	Reduced CO ₂ Increase in recycling collections	Core staff time ACE NCC capita £150k	2012-13
Review NMAS collections and accommodation with the aim of reducing the number of buildings in use and making the most effective use of space	Undertake a service-wide collections rationalisation programme in line with the NMAS Acquisition and Disposals Policy and sector standards: Identify material that is no longer central to NMAS' purpose: <ul style="list-style-type: none"> • Natural History collections • Archaeological depositions • Larger social history material • Further rationalisation projects at King's Lynn and Gressenhall 	JE	No of collections deaccessioned	ACE Core budget	2012-15
	Develop an improvement plan for the Gressenhall Superstores to make them publicly accessible through rationalisation of collections and improvement of facilities	JE		Core staff ACE	2011-16

Deliver a Learning and Development Plan that supports and equips staff and managers to deliver the Service Plan	<ul style="list-style-type: none"> Develop a L&D Plan to support the delivery of the service's strategic plan Identify L&D needs during staff appraisals Develop an induction and training plan for volunteers Ensure new managers and newly promoted managers receive appropriate induction and training Support staff on the NCC Impact Leadership Programme 	Managers	Plan in place	£20k project funding	+	Ongoing
Maintain a programme of communication and engagement of teams and individuals to raise awareness of the NMAS vision, service plan, goals and top level messages re 'direction of travel'	Hold annual series of Staff Workshops for all staff	SMT	Nos attending Feedback	Core		Ongoing
	Produce monthly Staff Newsletter to improve communication, share information and celebrate success around the service	TW	Staff feedback	Core time	staff	Ongoing
	Produce a regular staff newsletter about the NMAS Efficiencies Programme.	VT	Staff feedback	Core time	staff	2012-13

2 Achieving excellence

NCC Strategic Ambition

Norfolk Ambition Key Theme

ACE goal

Deliver high quality, accessible cultural services

An inspirational place with a clear sense of identity

Creative

Excellence is thriving and celebrated in museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Improve understanding of our cultural heritage through targeted acquisition, scholarship, research and publication	Acquire significant museum objects in line with the NMAS Acquisitions and Disposals policy	Curators	Material acquired	External grants	Ongoing
	Collect, interpret and display significant archaeological material through the Collecting Cultures programme.	TP	Material acquired	HLF £200k	2009-14
	Participate in the Museums Association <i>Effective Collections</i> project to promote knowledge of and access to ethnographic collections at Time and Tide and partner museums. Working in partnership with Saffron Walden, Wisbech, Bishops Stortford and Hertford Museums.	JS	Support for development of learning resources, exhibition and website.	Core staff time Subject to external funding bid (tbc)	2011-13
	Support the Portable Antiquities Scheme by providing access points at all museums for finders to bring their items for identification.	AMOs	No. objects identified and recorded No. Treasure cases	Core staff time	Ongoing
	Gressenhall Farm & Workhouse to develop a role as the foremost rural life museum in the East of England through supporting the Rural Museums East partnership and active engagement with the national Rural Museums Subject Specialist Network	RH	Membership of UK rural museum network		2012-15
	Develop the Costume and Textile Department as a centre for excellence on costumes and textiles in the East of England. Obtain designation status for Norwich's Costume and Textile collections.	RBT, ET	Network in place, partnership project plan	ACE £46k	2012

Increase access, understanding and enjoyment of museum collections through inspirational programming	<ul style="list-style-type: none"> ▪ Deliver an exhibition programme throughout the county focussing on the needs of the community and the strengths of museum collections. ▪ Develop and deliver a range of special events, including out of normal museum opening times, to provide a different museum experience and attract a wider audience. 	Area Managers	No of visitors	EAAF £20k External funds Core staff time	2012-15
Maintain high standards of display and interpretation through the refurbishment and development of museums	Work with BKL&WN to develop museum interpretation and improved public access to the Town Hall complex through a major HLF capital project.	RH	Grant awarded	HLF	2012-15
	Deliver major capital project at the Bridewell Museum, Norwich, for improved display and interpretation to enable it to fulfil its new function as a responsive community museum for Norwich.	RK	Project delivered	£1.4m HLF, NCC + others	2008-12
	Develop Norwich Castle Study Centre as an accessible venue for research and learning by a wide audience.	JD	No of users	Core	2012-13
	Work in partnership with Library and Adult Education services to develop more effective visitor services and improve access and engagement with museum collections through the development of Great Yarmouth Central Library and the Tolhouse.	JS	Increased access to the Tolhouse	Core funding	2010-13
	Improve the interpretation of Norwich Castle Keep through a phased programme of display enhancements and changes, including a new medieval gallery in partnership with the British Museum	RK	Further funding secured and improvements in place	£250k In place, DCS/Wolfson, HLF Collecting Cultures. EU bid	2009-13
	Develop a project to significantly improve the interpretation of the workhouse and rural life collections at Gressenhall including preparation of a major external funding bid	RH	Project initiated	HLF/Wolfson	2012-15
Work with national and regional partners to increase knowledge of	Deliver ACE Major Grant funded improvement programme	BS		ACE £4m	2012-15

	Deliver the SHARE scheme throughout the east of England	SF	No of museums benefitting	ACE	2012-15
	Participate in The Great British Art Debate partnership exhibitions, learning and events programme with Tate, Museums Sheffield, and Tyne & Wear Museums & Archives.	RK	No of participants	HLF and partner funds £342k	2008-12
	Deliver a series of world class exhibitions at Norwich Castle in partnership with national and international museums.	RK	Ambitious Exhibitions Programme	ACE, EAAF, partner and corporate sponsors.	2012-15
	Work with the Writers Centre in Norwich to support the bid for UNESCO City of Literature.	RK/CM	Plans for joint working	Core staff	2012-13
	Collaborate on national programmes: <ul style="list-style-type: none"> National Science Week - programme of activities in the Norwich Museums A Festival of British Archaeology- events in the last two weeks in July throughout the service Heritage Open Days – mid September throughout the service Night at the Museum 	AMOs	No of activities	Core Staff Time ACE events budget	2012-13
	Lead and participate in museum and specialist networks: <ul style="list-style-type: none"> Support Museums East of England, the forum for larger museum services, to deliver partnership programmes. Work with the National Maritime Museum and the MHE Steering Group to augment the Maritime East network. Support the Greater Fens Museums Partnership and lead on the delivery of the HLF-funded project <i>Fenland Lives & Land</i> Support Rural Museums East. 				
Develop online resources to improve public access to services and information	Develop web content: <ul style="list-style-type: none"> Maritime Heritage East Website (East of England Maritime Portal) , Our Town Community Archive website at Great Yarmouth. Greater Fens Museums Partnership website Develop e-learning resources for teachers and pupils Develop NMAS website 	JS	Website content and hits		2012-13
		KS		ACE	2012-15
	Develop and implement a social media strategy	CW	Increased users	ACE	2012-15

3 Health inequalities	Promote opportunities for people to be independent and active within their community
NCC Strategic Ambition	Aspirational people with high levels of achievement
Norfolk Ambition Key Theme	Healthy and well
ACE goal	More people experience and are inspired by museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Develop services that meet the needs of people suffering from inequalities in health and well-being, particularly those living in areas of greatest deprivation in the county.	Develop partnership with GY MIND to provide clients with opportunities to participate in museums activities at Time & Tide.	JS	Regular participation	ACE & core staff time	2011-13
	Promote services for visually and hearing impaired visitors to Norwich Castle, Great Yarmouth and the Lynn Museum (audio guides, and assisted visits).	RB/RK/JS	Visitor satisfaction	Core staff time	Ongoing
	Develop additional material for the audio guides at Great Yarmouth and Cromer museums to enhance access to displays and collections for visually impaired visitors. Develop in consultation with the NMAS Access Advisory Group and Great Yarmouth Visually Impaired Group.	JS	Consultation completed. Additional audio material installed.	Core staff time	2011-13
	Develop partnership programmes with MAP at Norwich Castle and Time and Tide	KS	Nos of programmes and participants	ACE and core staff time HLF (tbc)	2012-14
	Develop partnership programmes with the Hamlet Centre	KS	Nos of programmes and participants	ACE and core staff time	2012-14

Develop services for older people that place value on their experiences and increase social engagement	Continue programme of reminiscence collection by extending work with older people through the 'Great Yarmouth Voices' Community Archive project.	JS	No. of recordings	Curator, Learning Manager working with volunteers	2011-13
	Deliver Days to Remember events at GFW and Time & Tide	RH, JS	Nos of participants	Core staff time ACE	2012
	Provide Autumn/ Winter talks programme at Time and Tide that engages with older people and responds to visitor feedback	JS	No. of attendees	Core staff time / ACE	2011-13
	Build on success of Cromer 'Mardle at the Museum' events to develop outreach reminiscence sessions at day care centres and care homes	JS	No. of events; no. of attendees	Core staff time	2011-13
Promote equality in the provision and use of services	<ul style="list-style-type: none"> Review and update the Equalities Plan with staff and consultative groups Consult people with disabilities through the standing Access Consultative Group in Norwich. Provide advice to countywide sites. Undertake Equalities Impact Assessments for all major projects and service developments Improve staff awareness of the needs of disabled and disadvantaged people through an ongoing training and development programme 	ET	Increased use of services by disabled people	Core staff time	Ongoing
Maintain and improve facilities and buildings to enhance public access to services & collections and comply with the DDA	Improve physical access to the Bridewell Museum as part of a major re-development programme by providing level access into and around the museum	RK	Level access achieved	HLF, Friends, NCC £1.4m	2012
	Continue to invest in improvements to visitor infrastructure at Gressenhall	RH	New facilities in place	NCC capital works External	ongoing
Encourage volunteering among older people and vulnerable adults thereby supporting mental and physical wellbeing, and reducing isolation.	Continue to work in partnership with organisations to provide work placements for local disabled people at Norwich Castle Study Centre and Thetford Ancient House Museum	RB, RBT OB	No of volunteers	Core staff time	2010-13

	Continue to involve older people in voluntary activities. Develop range of volunteering opportunities and support volunteer development at Gressenhall, Norwich Castle and Great Yarmouth.	KS RH	No of older volunteers No of vulnerable adults	Core staff time ACE	2012-15
	Continue to deliver and promote the Knit and Knatter sessions at Ancient House Museum.	OB	Regular programme	core	Ongoing
Provide opportunities for people to increase their levels of physical activity while enjoying the cultural heritage	Maintain and renew where necessary the adventure playground at Gressenhall Farm and Workhouse to encourage strenuous play. Develop activities around the 50 acre site to encourage walking for health and enjoyment.	RH	No of events	Core budget Buildings Maintenance Fund	ongoing

4 Supporting the economy	Promote the economic well being of Norfolk by supporting major sport and cultural events.
NCC Strategic Ambition	A vibrant, strong and sustainable economy
Norfolk Ambition Key Theme	Economically thriving
ACE goal	Museums and libraries are sustainable, resilient and innovative

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Work with the Norfolk & Norwich Festival to deliver excellent cultural outcomes	<ul style="list-style-type: none"> Provide venues for NNF events Provide a direct means of access to museums throughout the East of England for NNF as the ACE Bridge Organisation (successor to Creative Partnerships). 	RK KS/CM	Joint initiatives Action Plan	NNF, ACE	2012-15
Support locality regeneration by acting as a focus for community consultation, sense of place and celebration of identity	Support Heritage Open Days by providing free access and special events in NMAS museums	Area Managers	No of sites open No of visitors	Core budget	Ongoing
	Contribute to Discovering Thetford scheme through Moving Thetford Forward (MTF) meetings. Work with TTC and HEART to ensure AH playing a central role as a focal point in the town.	OB	Phased scheme implemented	MTF (tbc)	2011-14

	Lead and develop heritage partnerships and joint marketing for King's Lynn, Thetford, Norwich and Great Yarmouth:				
Support independent museums in Norfolk to deliver effective tourism, leisure and learning services	<ul style="list-style-type: none"> Promote the revised Accreditation scheme to independent museums in Norfolk; assist Accredited museums with the re-application process; encourage eligible non-Accredited museums to apply for Accreditation NMAS staff to act as Curatorial Advisers and contribute to the SHARE advisory and training scheme Support independent museums in Norfolk to develop and deliver education and learning sessions with schools, community groups and adult education Support Museums Norfolk (the network of Norfolk's independent museums) to become the authoritative representative body of the wider museums sector in Norfolk, and to adopt a self-sustaining business model Support the promotion and marketing of independent museums in Norfolk to residents and visitors Administer Small Grants Scheme to Accredited museums in Norfolk 	JE KS	No of museums benefiting	Museum Dev Fund £20k p.a. Core staff time MDO staff time	2012-15

5 Community development	Provide services that listen to and reflect the needs and expectations of local communities
NCC Strategic Ambition	An inspirational place with a clear sense of identity
Norfolk Ambition Key Theme	Inclusive and diverse
ACE goal	More people experience and are inspired by museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Develop the roles of Lynn Museum, Thetford Ancient House Museum, Time & Tide, Cromer Museum and Bridewell Museum as Community Museums with a clear remit to engage with and reflect the identity and needs of the communities they serve.	At Great Yarmouth Museums continue Community Curators' and Volunteers' Forum including training opportunities and roles in collections care, exhibitions and technical support.	JS	Quarterly meetings and forward plan	Core staff time	2011 - 13
	Deliver community focused and representative temporary exhibition and events programme at all the museums	JS	3000 attendees	ACE £30k	2012-15
Develop services for the increasing European, black and ethnic minority populations (BME) living and working in Norfolk, so that they are encouraged to take up local services and feel less socially isolated.	Develop EAL/ESOL programmes for adults, including refugees, using museums and their collections as inspiration for learning, in partnership with other adult learning providers if appropriate.	KS	No of learners	Core staff time & external funding	2011-14
	Undertake an oral history project in Great Yarmouth to record experiences of members of BME communities moving to the area from other countries. Recordings used to create a new display at Time and Tide	JS	No. of participant. Display installed	ACE & Core Staff time	2011-13
	Provide welcome group visits for booked BME groups linked to language schools to T&T.	JS	No. of participant.	ACE & Core Staff time	2011-13

	Deliver GRT (Gypsy Roma Traveller) programme at Gressenhall – in partnership with Norfolk Traveller Education Service and GRT community, including schools and events programming.	JP	No. of attendees	HLF	2011-14
	Participate in Black History Month incl activities at Ancient House Museum	RB, JS, OB		Core staff time	Ongoing
Provide high quality services that meet the needs of our audience by undertaking audience research, and building consultation and evaluation into everything we do.	Understand the needs of our customers by undertaking visitor research throughout the county to help improve services and inform future service priorities.	CW	Amount of feedback acted upon	ACE £10k Core	Ongoing
	Evaluate all school visits with teachers and a proportion of visits with pupils	KS	Annual report	Core budget	2012-15
Develop and extend audiences through an effective communications strategy	<ul style="list-style-type: none"> • Liaise with the Central Communications Team to deliver the annual NMAS marketing strategy involving site, event and partnership leaflets and news management. • Promote and develop use of e-marketing through e-newsletters and e-postcards. • Regularly review all NMAS information materials to ensure full accessibility according to Norfolk County Council Accessibility guidelines • Augment the NMAS website with high quality content. • Increase the use of social media 	CW	No of visitors	Core funding £150k ACE £40k	2012-13

6 Preserving cultural heritage

NCC Strategic Ambition

Norfolk Ambition Key Theme

ACE goal

Manage and protect Norfolk's natural and cultural assets, heritage and facilities

An inspirational place with a clear sense of identity

Environmentally responsible

Excellence is thriving and celebrated in museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Look after Norfolk's historic collections by ensuring that they are housed in appropriate conditions and are protected from damage, especially water incursion and pest infestation.	Implement conservation plans for each museum site.	M-YL	Plans in place	Core staff	2010-13
	Work with NPS to ensure a buildings maintenance programme that provides appropriate environmental conditions for collections.	Area Managers, PICs	Building improvements	Buildings Maintenance Fund	Ongoing
	Review all collections in the Superstores, undertake rationalisation programme, improve documentation and collections care, and make collections publicly accessible	JE	No of items rationalised Stores publicly accessible	Core staff	2012-
Protect historic museum buildings through a refurbishment and maintenance programme so that they continue to provide enjoyment and suitable conditions for delivery of high quality museum services	Work with NPS and Norwich City Council to ensure a high standard of security and fire safety in the Norwich museums, including safe egress for disabled people to all our sites.	RK	Safety standards met	NCC capital funds	2011-14
	Maintain a countywide buildings maintenance programme in liaison with NPS and subject to NCC and District core funding.	Area Managers	Programme maintained	NCC Districts	Ongoing
	Renovate the historic courtroom in the Shirehall, Norwich, to enable crime and punishment re-enactments, and to create a unique venue for museum events and external hire.	RK	Renovations carried out Plan programme of tours, re-enactments, external hire opportunities	NCC BMF ACE	2012-13

Raise awareness of environmental issues and climate change through interpretation of museum sites and collections	Building on the success of the Go Green events at Gressenhall, Incorporate sustainability activities on relevant event days to raise awareness of environmental issues.	RH	No of visitors	Core staff time ACE events budget	ongoing
	Manage Gressenhall Farm using traditional techniques, such as heavy horses for ploughing, maintaining rare breed farm animals, mixed arable farming, wild flower meadows and woodlands. Provide accessible and transferable information to the public through interpretation of site environmental sustainability projects including green build, biomass boiler, low-energy lighting, composting etc.	RH	Interpretation provided	ACE & NCC	2011-12
	Develop Herring event at Time and Tide to raise awareness of environmental sustainability (fisheries) and healthy eating issues in partnership with the National Sea Fish organisation	JS	300 visitors per event	ACE Events budget	2011-12

7 Learning for young people	Support good learning and educational outcomes for young people
NCC Strategic Ambition	Aspirational people with high levels of achievement
Norfolk Ambition Key Theme	Knowledgeable and skilled
Ace goal	Every child and young person has the opportunity to experience the richness of museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Deliver a comprehensive service for schools to support the delivery of the National Curriculum, improve children's attainment, and contribute to enabling children to receive 5 hours of culture each week.	Programmes to include: <ul style="list-style-type: none"> • Training and support for ITE students in partnership with ITE • Training and Support for teachers and others in the children's workforce • Extended services learning programmes • Developing best practice Living History events • Workshops and events for schools • Developing provision for gifted and talented groups • Offer travel grants where the cost of travel is a barrier to the take-up of services 	KS	Teachers' satisfaction levels 35,730 schoolchildren visit NMAS sites	Core staff budget ACE Schools funding	2012-15
Provide learning support for young people	Develop opportunities for 14-19 year olds including: <ul style="list-style-type: none"> • Programmes with young people who are NEET (not in employment, education or training) in partnership with other learning providers. • Up to 10 placements p.a. for year 10 and 11 students • History Club programme at Ancient House Museum 	KS	No of NEET participants	Core staff time ACE	2012-15

	<ul style="list-style-type: none"> Deliver creative arts courses at Norwich Castle, Ancient House Museum and Time & Tide in partnership with YOT for young offenders and YISP 	KS	Min 2 courses p.a. for groups of young people	YOT and ACE	2012-15
Increase the numbers of young people engaged with the museums service	Recruit young people for Eastern & Western Area volunteer teams to support work with oral history, reminiscence and public events.	JS RH	Volunteers recruited & regularly supporting activities	ACE & Core Staff	2011-13
	Develop and support museum Youth Forums throughout the county (already in place in Norwich and King's Lynn)	KS	Nos young people participating	Core staff time ACE	2012-15
	Arts Awards developed in partnership with NNF	KS	Nos young people obtaining awards	Core staff time ACE	2012-15
Provide resources for early years events	Programmes to include: <ul style="list-style-type: none"> INSET for early years practitioners at Norwich Castle Events and activities at museum sites Early years boxes/ideas sheets for independent use at Thetford, Norwich Castle and Cromer Under 5's programmes at King's Lynn and Thetford Early years programming at Gressenhall 	KS	Targets met	Core staff time s	2012-15
Develop programmes for Looked After Children (LAC) and their foster families	Develop support for looked after children: <ul style="list-style-type: none"> Provide free entry to NMAS museums for looked after children and their foster families Consult with young people who are in care about what provision they would like Deliver an event for LAC, foster carers and their families at Norwich Castle and Gressenhall, Great Yarmouth Summer school for LAC at the Castle Programmes with young people in care at Norwich Castle Participate in the Care to Work scheme 	KS, CW,	No of LAC benefiting	Core budget & ACE	2012-15
Develop Cultural Olympiad programmes with young people	Young people's group established at Norwich Castle Showcase weekend July 2012 Norwich Castel Bell-ringing event Programmes for schools at Norwich castle and Time and Tide Family activities organised by the young people	KS	No of people participating	Core staff time SotW (ACE)	2012

8 Lifelong learning	Promote and deliver opportunities for learning throughout life through cultural activities
NCC Strategic Ambition	Aspirational people with high levels of achievement
Norfolk Ambition Key Theme	Knowledgeable and skilled
Ace goal	More people experience and are inspired by museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Develop NMAS as a teaching museum to equip people to work in the heritage sector	Deliver the Skills for the Future project at Gressenhall to develop programme of accredited work-based training in traditional skills for broad range of participants incl second careerers and young people	RH	Training Plan delivered	HLF & ACE £700k	2011-14
	Deliver a Museum Intern Programme for 5 paid interns a year to undertake a structured learning programme across all the museum disciplines.	BS	No of trainees	ACE	2012-15
	Act as a founder member of the East of England Skills Academy	BS		Core staff time	2012
Support people to improve their skills and knowledge so that they are inspired to do new things and take a more active and creative part in society	Develop EAL/ESOL/ /Numeracy/Skills for life programmes for adults that use museums and their collections as inspiration for learning, in partnership with other adult learning providers if appropriate, eg ESOL and Skills for Life courses at Time & Tide in conjunction with GY College and Priory Learning Centre.	JS	Explore potential new partners in 2011-12 and report	Core budget and other learning providers Partnership funding for staff at T&T	2012-13
	Develop a programme of work experience placements at Time & Tide for job seekers focusing on the development of customer care and admin skills. Deliver in partnership with YMCA Training and GY Job Centre.	JS	Rolling placement programme established.	ACE & Core staff time.	2011-13

	<p>Area Museums to each take the lead in developing services for target audiences:</p> <ul style="list-style-type: none"> ▪ Eastern Area Museums to lead on the development of learning services for adults in partnership with Adult Social Services ▪ Western Area museums to lead on youth engagement services and partnershipsto identify ways to provide efficiency savings through shared staffing and resources. ▪ Norwich to lead on services for schools 	Area Managers	Partnership arrangements in place and sustainable programme of services established	ACE Core staff time	2011-13
Provide opportunities for volunteers to engage with museums for learning and social interaction	<ul style="list-style-type: none"> ▪ Develop NMAS Volunteer Policy and code of practice ▪ Recruit, train, induct, support new volunteers to Gressenhall and King's Lynn ▪ Develop costumed interpreters at Ancient House ▪ Maintain volunteer room stewards and gardeners at Strangers Hall ▪ Support specialist subject volunteers at Norwich Castle Study Centre ▪ Recruit and train peer tutors to work with extended services activities ▪ Hold annual Volunteer Conference ▪ Develop volunteer programme at The Bridewell 	RH, OB, RK, JD KS	<p>No of peer tutors trained</p> <p>Attendees at conference</p>	ACE & core budget	2010-13
Develop family learning opportunities in museums and through outreach to improve skills, knowledge and enjoyment	<p>Include family orientated hand-on activities in each new gallery and exhibition:</p> <ul style="list-style-type: none"> ▪ Norwich Castle Keep ▪ Norwich Castle RNRM displays ▪ Bridewell ▪ Early History and Seaside Holidays Galleries, Time and Tide 	Area Managers	Evaluation	External project funds	2011-13
	Deliver a countywide events programme targeted at families in each school holiday	Area Managers	Monthly visitor figures	Core staff time	Ongoing
	Develop and deliver a comprehensive and innovative events programme at Gressenhall targeted at existing visitors and new audiences	RH	Nos of participants	ACE & core budget £70k	Ongoing
	Provide monthly Saturday children's activities in Norwich and Thetford for museum club	KS / OB	Min 9 sessions p.a. in each venue	Core staff time ACE for LAC	Ongoing

NMAS Collections Rationalisation

Report by the Head of NMAS

Summary

As part of its strategy to review service needs and reduce costs 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 latest 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 and the Museums Accreditation Standard (published by Arts Council England).

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 **Review of social history collections at Gressenhall Farm and Workhouse**

- 2.1 The stores and external storage space at Gressenhall Farm and Workhouse contain a number of social history objects. These were brought into the collections during the 1970s at a time when museums were generally actively collecting items in a relatively uncontrolled manner, without reference to an official collecting policy or quality control. As a result many collections contain objects that are duplicated in other museums, of poor quality and now require large conservation resources to bring up to display standard. Most of the objects have little or no provenance and some have no known relevance to the local history of the area. As a result these fall outside the Acquisition Policy of the museums service today.

These social history objects take up large areas of floor space and are in many cases heavy and cumbersome. As a result access to other stored and better provenanced collections has been made difficult and on occasion, impossible for health and safety reasons. In some cases appropriate storage for very large items is not available and consequently items have been stored in external areas.

- 2.2 A review of these collections has been undertaken in order to:
- Improve access to the collection as a whole
 - Release storage space and resources to allow improved collections management
 - Remove threats posed by possible insect infestation
 - Remove threats posed by inappropriate storage conditions
- 2.3 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. These objects have little or no provenance, have little relevance to the rural history of the area and as a result fall outside the Collecting Policy of the NMAS. Many duplicate items in the collection and others are in extremely poor condition and incomplete. 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

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

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

ANNEX 1 Gressenhall Farm and Workhouse Phase 3 Rationalisation – February 2012




	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
1	GRSRM : 1993.269.2	Rotavator	Rotavator; Howard Clifford 'Demon'; painted orange; steel; one handle missing; this model was originally fitted with a Villiers engine serial number 34661 but now has a Bullfinch engine; built in January 1962 and sold to J.K. Johnson of Hereford in February 1962	20 th century		No Norfolk provenance, poor condition dispersal
2	GRSRM : 1993.170	Tractor	Steel 'Trusty' tractor with single furrow plough, cultivator discs and spare set of gears; brass maker's plate 'Tractors London Ltd Serial No.116 Trusty Tractor no.42881'; corroded; signs of original paint	20 th century		No Norfolk provenance — dispersal




	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
3	GRSRM : 1993.270	Scythe	Allen Oxford scythe; Villiers petrol engine, finger knife blade 950L; steel with brass plate; engine has aluminium rope starter wheel; rubber tyres and handles	20 th century		No Norfolk provenance – dispersal
4	unidentified	Plough	Plough wheel only			Incomplete - dispersal



	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
5	unidentified	Plough	Single row beet plough			Incomplete - dispersal
6	unidentified	Stand	Milk churn stand			No provenance - dispersal
7	unidentified	Plough	Wooden ridging plough, possibly a homemade inter row plough? Very large foot			No provenance, unidentifiable – dispersal



	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
8	unidentified	Lifter	Ransomes, Sims and Jeffries potato lifter, PPD81	20 th century	 	No provenance, unidentifiable – dispersal




	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
9	unidentified	Plough	Wooden beam inter-row or bout plough, once painted blue			No provenance, unidentifiable – dispersal
10	unidentified	Cutter	Chaff cutter, Woods and Company, Stowmarket, No 19	20 th century		No provenance, unaccessioned - dispersal



	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
11	unidentified	Cart	Metal and wooden hand cart – possibly railway porter? Missing wheels	20 th century?		Incomplete , unidentified, no provenance - dispersal
12	unidentified		Barley plough? Lawn mower? Orange painted blades, Machine No 466, type PM/< Size 2; T. Robinson and Son Ltd, Rochdale (make milling machinery)	20 th century		Unidentified, no provenance – dispersal
13	NWHCM : 1973.356.5	Timber hauling gill	Wooden wheeled timber gill; from Browick Hall, Wymondham; used for carrying large trunks from the woodland area to the farmyard; large trunks were slung underneath the arch by means of chains from iron pins; horse drawn; a team of several horses were	19th century		Extremely poor condition – disposal



	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
			harnessed to the gill; also known as a jack, drag or a pair of wheels			
14	GRSRM : 1978.14	Seed drill	Small seed drill; probably late 19th century	19 th century		Extremely poor condition - disposal
15	GRSRM : 1983.43.3	Seed drill	Three row seed drill; no maker's mark; three wooden boxes with brush mechanism; two wooden guiding handles; rings to harness one horse; two coulters have broken off	20 th century		Extremely poor condition - disposal

	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
16	NWHCM : 1960.31	Plough sled	Plough sled or sled; wooden and iron frame; two iron wheels; used to transport a wooden horse plough and an iron horse plough on High Ash Farm, Peasenhall; was last used around 1930; wheels of cast iron; axle and plough bracket wrought iron; 19th century	19 th century		Extremely poor condition – disposal
17	GRSRM : 1987.84	Hedge trimmer	'Baker-Hunt' petrol engined hedge trimmer; made by Baker and Hunt Ltd. of Battersea; metal frame and handles mounted with engine; fly-wheel on left hand side drives belt (missing) around coupling attached to bottom of arm; operated by one man; used to trim hedges around farm estate; the men swept up the cuttings as they went; wheels also adapted for use with wooden paddles on ploughed land; bought from Boddy's of Norwich	20 th century		Poor condition – disposal

	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
18	unidentified	plough	Ridging plough with wooden beam, beam broken, no markings			Incomplete, poor condition - disposal
19	unidentified	Plough	Green painted beet plough/lifter; Bent and twisted handles, modern repair, missing blade, removed maker's badge			Poor condition - disposal

	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
20	unidentified	Unidentified fragments	4 unidentified parts of farm machinery			Incomplete, extremely poor condition - disposal
21	unidentified	Drill?	Part of a small handheld seed drill?			Incomplete, extremely poor condition - disposal
22	unidentified	Petrol tank	From Allis Chalmers tractor	20 th century		Incomplete, no provenance - disposal

	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
23	unidentified	Tractor attachment				Incomplete , unidentified, no provenance - disposal
24	unidentified	Harrows	Wooden duck foot harrows	19 th century?		Extremely poor condition – disposal

	Record Number	Object Name	Description	Date	Image	Reasons for Rationalisation
25	unidentified	Unidentified fragments	Fragments of farm? Machinery			Incomplete , unidentified, no provenance - disposal
26	unidentified	Plough	Wooden beam ridging plough, beam completely rotted, painted orange, twisted metal support for beam, NO1 on share			Extremely poor condition - disposal