

# Norfolk Joint Museums Committee

Date: **Friday, 31 March 2017**

Time: **14:00**

Venue: **Edwards Room, County Hall,  
Martineau Lane, Norwich, Norfolk, NR1 2DH**

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

## **Membership**

### **Norfolk County Council**

Mrs J Brociek-Coulton

Mr P Gilmour

Mr H Humphrey

Mr T Jermy

Mr J Joyce

Mr M Kiddle-Morris

Ms E Morgan

Mr M Storey

Mr J Ward

### **Norwich City Council**

Mr T Jones

Dr K Maguire

Mrs V Thomas

### **Borough Council of King's Lynn & West Norfolk**

Mrs E Nockolds

### **Broadland District Council**

Mr D Buck

### **Breckland District Council**

Mr P J Duigan

### **Great Yarmouth Borough Council**

Mr B Lawn

### **South Norfolk District Council**

Mr B Stone

### **North Norfolk District Council**

Mrs M Prior

## **Co-opted members (Non-Voting)**

### **Arts Council**

Ms K Fawcett

### **Museum Friends**

Mr J Knight

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

Tim Shaw on 01603 222948  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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# Agenda

1. To receive the minutes of the previous meeting held on 13 January 2017

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

3. Members to Declare any Interests

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

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

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

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

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

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

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

5. To receive the Reports of the Area Museums Committees

- 5.1. Breckland Area Museums minutes - 27 February 2017

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- 5.2. Great Yarmouth Area Museums Minutes - 2 March 2017

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<b>5.3. King's Lynn and West Norfolk Minutes - 13 March 2017</b>	<b>Page 32</b>
<b>5.4. Norwich Area Museums minutes - 7 March 2017</b>	<b>Page 36</b>
<b>6. Finance monitoring 2016/2017</b>	<b>Page 42</b>
A Report by the Head of Museums.	
<b>7. Risk monitoring 2016/2017</b>	<b>Page 47</b>
A Report by the Head of Museums.	
<b>8. Performance and Strategic update</b>	<b>Page 58</b>
A Report by the Head of Museums.	
<b>9. Collections Review and Rationalisation Programme 2015-18</b>	<b>Page 69</b>
A Report by the Head of Museums.	
<b>10. Deep History Coast Project</b>	
A presentation by the Head of Museums.	

### **Group Meeting**

Conservative                                      1 pm                                      Colman Room

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

Date Agenda Published: 23 March 2017



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## **NORFOLK JOINT MUSEUMS COMMITTEE**

**Minutes of the Meeting Held at County Hall, Norwich on 13 January 2017 at 2.00pm**

### **Present:**

#### **Norfolk County Council**

Mrs J Brociek-Coulton  
Mr H Humphrey  
Ms E Morgan  
Mr M Storey  
Mr J Ward (Chairman)

#### **Norwich City Council**

Mr T Jones  
Dr K Maguire  
Mrs V Thomas

#### **Broadland District Council**

Mr D Buck

#### **Borough Council of King's Lynn and West Norfolk**

Mrs E Nockolds

#### **Breckland District Council**

Mr P J Duigan

#### **South Norfolk District Council**

Mr B Stone

#### **Great Yarmouth Borough Council**

Mr B Lawn

### **1.1 Apologies for Absence**

- 1.2 Apologies for absence were received from Mr P Gilmour, Mr T Jermy, Mr M Kiddle-Morris, Mr J Knight, Mr J Joyce and Miss B Palmer.

### **2 Minutes**

- 2.1 The minutes of the previous meeting held on 28 October 2016 were confirmed by the Joint Committee and signed by the Chairman.

### **3 Declarations of Interest**

- 3.1 There were no declarations of interest

### **4 Matters of Urgent Business**

- 4.1 There were no matters of urgent business.

### **5 Reports of Area Museums Committees**

#### **(a) Great Yarmouth**

- 5.1 The annexed report of the Great Yarmouth Area Museums Committee meeting held

on 16 November 2016 was presented by Mr B Lawn.

**5.2** In introducing the report, Mr B Lawn drew the Joint Committee's attention to the forthcoming "Titanic Honour & Glory" national touring exhibition that would be held in Great Yarmouth between 1<sup>st</sup> April 2017 and 24 September 2017. The Chairman added that there were a number of local Titanic societies in Norfolk that provided an opportunity for those interested in the history of the Titanic, the White Star Line and other ships of the classic era to further their knowledge and enjoyment of this fascinating subject.

**5.3** The Joint Committee's attention was drawn to the David Howkins Museum of Memories, a privately owned and funded museum in Great Yarmouth. Mr Lawn said that he would make enquires about this museum and report back to the Area Committee. The Chairman added that it would be interesting to periodically read in Area Museums Committee reports about the activities of independent museums.

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

**(b) King's Lynn and West Norfolk**

**5.4** The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 19 December 2016 was presented by Mrs E Nockolds.

**5.5** In introducing the report, Mrs E Nockolds drew the Joint Committee's attention to the special display at Lynn Museum of two of the six Pentney Brooches found in the churchyard of Pentney Church in the 1970s that were on loan for a limited time only from the British Museum. The display ran until the 25<sup>th</sup> February 2017.

**5.6** The Joint Committee drew attention to a donation of material relating to Samuel Gurney Cresswell, the Arctic explorer. This material included a ceremonial sword, cabinet, scroll and epaulettes presented to Cresswell by the people of Kings Lynn in 1853. It was hoped that these items could be incorporated into the Stories of Lynn displays at the Town Hall where the Cresswell story was highlighted.

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

**(c) Norwich**

**5.7** The annexed report of the Norwich Area Museums Committee meeting held on 13 December 2016 was presented by Mrs J Brociek-Coulton who drew the Joint Committee's attention to the activities of the Norwich museums during this period.

**5.8** The Head of Museums agreed to make enquires as to if the NMS had taken in the Norwich City Council civic regalia.

*Note by Head of Museums: Having made enquiries, I can confirm that as there is no immediate prospect of being able to display the regalia (due to water damage in the display cases in the Keep and the impending capital development), it has been agreed that the City will continue to care for the regalia.*

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

## **6 Norfolk Joint Museums Service – Finance Monitoring Report for 2016/17**

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

Members received a report that covered progress with the NMS revenue budget for 2016/17, reserves and provisions, the capital programme and savings applied to the revenue budget for 2017/18.

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

- Progress with NMS Revenue budgets indicated that the Service should achieve a break-even budget outturn position for 2016/17.
- There was a projected shortfall of £0.074m from Admissions Income, which was -5.7% of the target, although the exhibitions planned for the second half of the year were expected to lead to an improvement in the current position.
- Any shortfall in Admissions Income would be offset by other additional income and by the control of expenditure.
- The NMS capital programme was funded from a variety of sources and included capital monies that had yet to be received but was allocated to the Service to meet its commitments when needed.

### **6.3** The Joint Committee **resolved** to note –

- (a) Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17.
- (b) The proposed savings and changes for 2017/18 and beyond.

## **7 Norfolk Joint Museums Service – Risk Monitoring Report for 2016-17**

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

### **7.2** The Joint Committee received a report that provided Members with the latest Norfolk Museums Service Risk Register as at December 2016.

### **7.3** The Joint Committee noted that the report had been compiled in a similar way to risk monitoring reports presented to service committees of the County Council. All the risks identified in the report were continually reviewed by appropriate managers to ensure that the risk scores reflected the current position against current Service objectives.

### **7.4** It was noted that the “tolerance target” for the risk associated with the reduction of centralised support services should not have been shown to have exceeded the “current risk” and that this matter would be corrected when the Committee received its next risk monitoring report.

### **7.5** It was pointed out that a vigorous review of museum security systems and procedures were undertaken by NCC’s internal audit department in 2016. All NMS security procedures were shown to have been fully adhered to. NMS staff continued to maintain vigilance in this key area of risk.

### **7.6** The Joint Committee was informed of a wide range of measures that had been taken to protect Great Yarmouth and King’s Lynn museum collections from the threat of

flooding. Objects that were subject to this danger had been moved to more secure locations within the Service wherever possible – for example, the moving of the basement stores in Great Yarmouth to stores on Blackfriars Road. It was noted that because of the exceptionally high tide that was predicted at Great Yarmouth today, Andrew Smith, the NMS Operations Manager for the Eastern Area, had given his apologies for the meeting so he could be in Great Yarmouth to take measures to protect the Elizabethan House Museum and its contents from the risk of flooding.

**7.7** The Joint Committee **resolved** to note:

- (a) The risk data, information and analysis presented in the newly formatted risk register report at Appendix A to the report and that the mitigating actions identified in it were being managed to an appropriate level.
- (b) Progress with Risk Management since the previous meeting, as shown in the reconciliation report at Appendix B to the report.

**8 Norfolk Museums Service – Performance & Strategic Update Report**

**8.1** The annexed report (8) by the Head of Museums was received.

**8.2** The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2016/17, details as to museum education and learning programmes, marketing and PR, partnerships, commercial developments, Norwich Castle Keep and other capital developments, NMS fundraising, the Arts Council England funding programme and the DCMS National Museums Review.

**8.3** During discussion, the following key points were noted:

- The Joint Committee was informed that museum visits across all 10 NMS sites for the period 1st April 2016 to 31st October 2016 had shown a slight decrease of 1% when compared to the equivalent period in the preceding year. Given that 2015/16 represented a record year for the NMS and that Easter had fallen early in the year, the total visitor figure for the period 1st April 2016 to 31st October 2016 of 265,614 represented a very successful and positive result for the year to date.
- The numbers of school visits to NMS museums for the period 1st April 2016 to 31st October 2016 had shown an increase of 7% when compared to the equivalent period in the preceding year. This very strong performance, when benchmarked against the total for school visits achieved during 2015/16, continued to go against the national trend and was attributed to the learning teams across the county continuing to deliver award-winning programmes for children of all ages.
- Following the opening of the new *Voices from the Workhouse* project at Gressenhall, and a strong exhibitions and events programme across the county, the NMS was confident that for the year as a whole it could match last year's excellent overall figure of 400,000 visits across NMS sites plus outreach and special events attendance and meet its challenging performance targets. An application would be submitted to the Art Fund for the *Voices from the Workhouse* project in the national competition for Museum of the Year 2017.
- It was noted that NMS commercial income strands including conference and banqueting, conservation and design services and weddings continued to



develop positively and were a key focus for the current year as they would be for 2017/18.

- In reply to questions, the Head of Museums said that weddings had led to increased sales at museum retail outlets and to repeat museum visits. The distribution on social media websites of wedding pictures taken at museum sites had led to increased museum attendance figures throughout the Service. The NMS operated within data protection constraints when it came to making use of information collected for wedding purposes.
- The highlights of the current NMS visitor programme included:
  - **LITTLE LIVES: Snapshots of Childhood 1800 to the Present Day:** exhibition at Lynn Museum, King's Lynn that continued into 2017.
  - **Flint Rocks: exhibition at Ancient House, Thetford** which ran until 29 October 2016.
  - **'Sixty Years On': Norfolk Contemporary Art Society; exhibition at Norwich Castle:** exhibition in the Timothy Gurney Gallery running until spring 2017.
  - **Fishermen & Kings: The Photography of Olive Edis. Exhibition at Norwich Castle:** the exhibition ran until 22 January 2017.
  - **Punk in the East. Exhibition at Museum of Norwich at the Bridewell:** exhibition ran until 28 January 2017.
  - **Never Had It So Good: Exhibition at Time and Tide Museum, Great Yarmouth:** exhibition ran until 5 March 2017.
- The Joint Committee was informed that work continued with the British Museum on the concepts for the British Museum Partnership Gallery within the Castle Keep and on the funding opportunities that this unique partnership provided.
- Members were informed that the NMS was represented on a Steering Group for a Museums Taskforce that had been set up by the Museums Association to examine the state of the museums sector across the UK and to produce a report by May 2017. This review was being done in parallel with the National Museums Review undertaken by the Department for Culture Media and Sport and to which the Head of Museums had submitted evidence. The Joint Committee heard that these reviews came at a time when funding for local authority and independent museums came under considerable pressure and many museums and art galleries across the UK were likely to have to announce they were to close or cease some of their activities.
- The Joint Committee considered that Norfolk was well served by a joint county-wide museums service supported by County, City, Borough and District Councils and that there were lessons from this form of joint working for museums elsewhere in the UK.
- The Joint Committee was pleased to hear of an application that had been made to the national Great Place programme, funded by the Arts Council England and the Heritage Lottery Fund. The application proposed a series of health and wellbeing projects across the County, led by Creative Arts East and supported by Norfolk County Council's Cultural Services and Public Health. The Joint Committee was thankful to Mary Muir, Arts Officer at Norfolk County Council, and to officers of Public Health at the County Council for their work in compiling the application.

#### 8.4 The Joint Committee **resolved:**

1. To note progress regarding redevelopment of the Keep at Norwich Castle, the

key focus for the Service for the coming period.

2. To note progress with plans for the remainder of 2016/17, including the exhibition and events programme and the Service's progress in achieving a balanced budget.
3. To note progress with Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications.
4. That progress on all other museums matters should continue to be reported back to the Joint Committee as part of the Head of Museums' periodic Performance and Strategic Update Report.

## **9 To receive a presentation about the Teaching Museums Programme**

**9.1** The Joint Committee received a short video presentation on the Teaching Museums Programme from the NMS Learning Manager, Sarah Gore.

**9.2** The Joint Committee heard that the Teaching Museums Programme provided a stepping stone for people of all ages to enter into the world of museums. No previous museums experience was required. A range of one year traineeships were available that provided an opportunity to work with museums and their collections: handling, documenting, interpreting and caring for objects/artefacts. The trainees received the skills, knowledge and experience to pursue a career in the museum sector.

The Norfolk Teaching Museum was widely recognised as a national example of best practice and had won a number of major regional and national awards.

The meeting concluded at 3.45 pm.

## **Chairman**

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## **BRECKLAND COUNCIL**

### **At a Meeting of the**

## **BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Monday, 27 February 2017 at 2.30 pm in  
Ancient House Museum, Whitehart Street, Thetford, IP24 1AA**

### **PRESENT**

Mr J Ward  
Councillor C Bowes  
Mr H. E. J. Clarke

Mr P. R. W. Darby  
Mr P.J. Duigan  
Mr W. R. J. Richmond

### **Also Present**

Mr D Blackburn

### **In Attendance**

Mr Oliver Bone

Dr Robin Hanley  
Hannah Jackson  
Melissa Hawker

Leanne Neave

- Curator of the Ancient House, Museum of Thetford Life
- Head of Operations & Learning
- Operations Manager – West
- Learning Officer, Ancient House Museum of Thetford Life
- Democratic Service Officer

### **Action By**

#### **1/17 MINUTES**

The Minutes of the meeting held on 4 July 2016 were confirmed as a correct record and signed by the Chairman.

#### **2/17 APOLOGIES**

Apologies for absence were received from Dr K Robinson.

#### **3/17 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Leanne Neave to the meeting in her capacity as Democratic Services Officer.

It was requested that Robert Kybird be co-opted to this committee, an invitation to the next meeting would be duly sent.

**LN**

#### **4/17 URGENT BUSINESS**

None.

#### **5/17 DECLARATION OF INTERESTS**

None.

Action By

**6/17 GRESSENHALL FARM & WORKHOUSE REPORT**

Hannah Jackson presented the report from Gressenhall Farm and Workhouse.

A broad programme of events was still in operation, which ranged from large scale events such as Apple Day to the smaller scale events like the Workhouse Experience. There had been activities throughout the school holidays and special ticket only events such as "Ghostly Gressenhall" and "Victorian Family Christmas".

Visitor numbers for the events were noted as:

Village at War 1390 Sunday, 2130 Monday  
Apple Day 2006  
Gressenhall Goes Wild 520  
The Workhouse Experience 347  
Heritage Open Day 2169  
Horse Power 780  
Summer Holidays 11339  
October Half term 2153  
Ghostly Gressenhall 243  
Victorian Family Christmas 528

The Horse Power day goes from strength to strength, it had however been removed from the coming years programme to enable the programme to remain fresh but would return in the future.

The Victorian Family Christmas days were both fully booked. There had been some fantastic coverage in the Guardian newspaper and visitors enjoyed a full activity programme.

A review of the programme had taken place in November and a new programme had been designed to keep events fresh. Apple Day was now in its 26<sup>th</sup> year and remained incredibly popular. A Murder Mystery night was planned for June and would be a pre booked event. The site would open on Sunday 19<sup>th</sup> March for a Lottery Players Preview and similarly Workhouse After Dark on 27<sup>th</sup> and 28<sup>th</sup> October. These events gave Lottery players and their families the opportunity to see the site free of charge. These events link in to the heritage funding and Voices from the Workhouse project.

Events held throughout the year help with Museum Pass sales. On Apple day alone half the visitors were pass holders and a further 23 Museum Passes were sold at that event.

The costs of delivering and marketing the Gressenhall event programme continued to be subsidised by ACE (Arts Council England).

Marketing had taken a digital route with the current trend seeing people looking on line for events. Some hard copy marketing would

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still be produced but the majority would be done online.

Cllr Clarke asked if there were any events they were particularly pleased or disappointed with regarding the attendance figures. Hannah Jackson advised that the Heritage open day had over 2100 visitors which was great. It was something done slightly differently to showcase Gressenhall which then encouraged people to come back. The “day with a difference” workhouse experience had only 300 visitors which was disappointing. In recent years the event day in August had not worked as well as hoped, several different days had been tried but numbers always fell short. It had been decided that during the school summer holiday the museum would focus on school holiday activities and events days would be held at other times of the year.

Cllr Ward queried the absence of the “Horsepower” day and what was new on the programme.

Hannah Jackson confirmed the “Horse Power” day had run every year since 2009 and it was decided to rest it and hopefully when brought back into the programme in the future it will create renewed interest. She confirmed there were no “new” events on the programme as all had run in previous years. These included Mother’s day, Father’s day and a Wedding Fayre.

Cllr Richmond queried if the “Workhouse after dark” event was “Ghostly Gressenhall” with a new name. Hannah Jackson confirmed it was that this event was less “Ghostly” and focussed more on the workhouse.

Cllr Darby asked if the History Fair which gave the opportunity for all museums to demonstrate what their museum had to offer had been thought of as an event.

Members were advised that it was held on the May bank holiday, however over time it had been recognised that museums had less capacity to send a representative. The Museum used the “Heritage Day” to invite groups to attend and hold demonstrations, such as “Metal detect” and “Wise Archive”.

Cllr Duigan suggested they invite groups with a local spin. He advised there was a local writer Augustus Jessop who had written a collection of local Ghost stories, he wondered if these could be incorporated as a local link. He also suggested Childhood stories by Eleanor Fenn.

Dr Hanley said several events had life cycles. They were popular for a number of years before a decline begins. The museum identified these events before the decline in numbers thereby allowing more attention to be given on other events. The success of “Heritage open day” was continuing to grow. Strong numbers were also seen on this day across the museums in Norwich and Great Yarmouth.

Cllr Ward queried if on “Heritage open day” the Museum offered a free

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bus service from Dereham to the Museum. Dr Hanley advised a successful free bus service ran in Kings Lynn from the town to different sites and had previously been tried in Dereham but the take up had been disappointing. He agreed the transport links to Gressenhall were difficult and a free bus service on "Heritage day" could be looked at but believed it would need to be in partnership with an organisation or with sponsorship.

Cllr Duigan advised that the Mid Norfolk railway hoped to extend their service to County School station so a connection could be made there. Dr Hanley confirmed a partnership was in place with Mid Norfolk railway, for example banners for events were displayed at each site.

The "Voices from the Workhouse" project had been launched on 8<sup>th</sup> July 2016. The museum had now moved into the second phase of the project, the 1st floor of the building "Collection's Gallery". This was due to open in late Spring. Over 2000 items were to be displayed and at the time of the report the installation of new lights is imminent.

During the October half term holiday the Chapel was transformed into an exhibition space. The display "Collaborate" inspired textiles, drama and art. Spearheaded by Dr Megan Dennis resources were used to engage with a different audience. The programme of engagement and exhibition was planned for 2017 "Rural Lives" would begin with an inspiration day for interested groups.

The Engineering volunteer teams had cleaned and restored some of the machines in the Laundry, which was funded by the Arts Council Preservation of Industrial and Scientific Material fund. It was hoped that these machines will be used on Event days.

Social Media presence remained a key priority for Gressenhall. With 3065 Facebook likes, 4608 Twitter followers and 38 Instagram followers staff were encouraged to support this by supplying content and images. The site was again awarded the Certificate of Excellence in 2016 by Trip Advisor.

The Museum continued to explore additional commercial activities. To date there have been 2 Wedding Receptions held at the site and 1 ceremony. For 2017 there were 4 bookings confirmed with more for 2018. These private hire functions did not detract from the other events held at the museum but generated additional income.

Cllr Richmond queried if there was a way the Museum could encourage Facebook followers to link up with Instagram so photos could be shared. Hannah Jackson confirmed that Instagram was a new platform to be used by the Museum and they were looking at how the 2 sites could be linked.

The Friends of Gressenhall continued to support the Museum. They were currently identifying funding sources to carry out renovation work on the Farmer's Foundry engine which previously formed part of the Bygones Collection at Holkham Hall.

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Members had been invited to an evening event to explore the work of bees and a further evening on the history of magic had been arranged for 2017.

The bookshop continued to be supported by the Friends and displays were being themed by volunteers to link in with events at the Museum.

There were currently 120 volunteers on site. The Heritage lottery fund enables recording of hours – 9750 hours were recorded in 2016.

There had been a recent family volunteering opportunity. Families could come together to pack up collections. 54 people attended for 1 hour sessions. The only negative feedback received was that families wished they had a longer session.

Cllr Richmond questioned whether the “Shine a Light” project had finished. Dr Hanley confirmed this was funded as a limited project. Housed in the Norfolk Collections Center items had been rebadged and guided tours of the collection could be arranged.

Cllr Clarke queried if 120 volunteers was a constant or a peak. Dr Hanley advised that Gressenhall was a model for service delivery with volunteers. 120 was right for Gressenhall. They had clear role descriptions for volunteers. The “Voices from the Workhouse” saw different people who were available for a set amount of time for a specific project.

Cllr Ward queried if there was a Young history group at Gressenhall. Dr Hanley confirmed there was a time limited Youth Forum at Northgate High School. Work was underway to look at project funding to enable transport to the museum.

School Visit numbers were high. Through feedback the sessions are constantly evolving. Bookings for 2017 are strong. The “once upon a time” day aimed at 5-7 year olds is fully booked. A new Key Stage 1 event “Time” had been designed to offer different experiences of time through the eyes of Christopher High. (One of the new statues at the front of the museum depict Christopher High). The Learning team were delighted to have received a letter from a teacher requesting a bespoke session for young people with complex needs on Ancient Greece. “Greekenhall” was designed and successfully delivered.

Norfolk Museum Services had been successful in their bid for a Grants for Arts to work with Sinfonia Viva a nationally recognised orchestra. This would see local choirs and music groups working with writers and producers culminating in a performance at Gressenhall in June.

During the Summer Gressenhall hosted 2 Professional Internship Programme (PIP) placements. A new PIP student would start in September 2017.

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The site continues to be registered with NCC as a Care Farm. Cllr Clarke wished to commend what the site does as a Care Farm, he believes it to be very beneficial.

Hannah Jackson presented the visitor figures. She highlighted the decrease in April, was due to the cancellation of the Spring Fair event as a result of Storm Katie. She commented that figures for August were very good.

Dr Hanley pointed out that as the current financial year did not include the Easter weekend figures would be affected. Visitor figures were record breaking and although with the absence of Easter these figures were unlikely to be improved upon. The school visit figures had increased through a lot of hard work from the Learning Team to deliver more sessions.

**7/17 ANCIENT HOUSE, MUSEUM OF THETFORD LIFE**

Oliver Bone presented the report from Ancient House Museum.

As part of the Thetford remembers project, funded by Heritage Lottery there have been several events looking at Thetford experiences of WW1. The final event was the opening of the commemorative garden in Kings House gardens. Ancient House had been invited to be part of the Beacon lighting event in 2018.

The last main exhibition had been "Flint Rocks" which showcased the different aspects of flint. It received support from other groups donating objects to display.

The current exhibition focussed on the story of Thetford Pulp Ware. This distinctive local industry worked in a very green way, using power from the river it pulped recycled materials to produce new products. This exhibition would run through to December 2017. The new exhibition will be "Hand Made" where a lot of different types of material will be displayed.

Work was currently underway on a feasibility study to redevelop one of the rooms located upstairs to incorporate displays relating to the Maharajah Duleep Singh and his family.

Melissa Hawker presented the Learning section of the report.

As part of the Learning Activity programme for the summer holiday a variety of Museum trails were used to encourage exploration of the museum on a particular theme. Upon completion of the trail the visitor received a small prize. A Loyalty card was available to promote additional visits and a free trail was given upon completion of the card.

There are many different clubs at Ancient House. A "mini museum club" was held for the under 5s monthly on a Thursday, History Club for children in Year 1 and above was held on a Wednesday after school and Teenage History Club aimed at 12-19 year olds was held on a Friday after school. In addition Discovery Day family activity events were held on certain Tuesdays during school holidays. These



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focussed on different areas of the museum and included costumed characters.

As part of the “Flint Rocks” project the teenage History Club had been working with teenagers in Nagawa in Japan. In 2015 the group went to visit them in Japan and in 2016 15 Japanese teenagers visited Thetford as part of the East meets West project.

Takeover day – This gave young people a taste of adult life and jobs. Ancient House had been awarded a Gold Commendation for participating in the Children’s commissioner’s Takeover Challenge. The Museum also took part in the “Teen Twitter Takeover day” teenagers were responsible for “tweeting” throughout the day, connections were made with the Time and Tide Museum, The Oriental Museum in Durham and followers in Canada.

Talks on a variety of subjects organised by the “Friends” were ongoing. An event was held each month with the exception of August and December. Some of these talks were already fully booked.

It was hoped the Textiles group that meet at the Museum would be involved in the new “Handmade” exhibition. It was hoped the Spinning and Knitting group at Ancient house can link with the sheep and volunteer dyers teams at Gressenhall.

The Museum was very reactive to the needs of teachers and proactive in their delivery of events. To date there had been 1500 school children visit the museum, Some Year 9 students from Thetford Academy took inspiration from the “Flint Rocks” exhibition and created their own interpretation in clay, textiles etc. this formed part of their Art GCSE studies and the work was displayed at the Museum.

Cllr Ward queried if group visitors were recorded as individual visitors. Melissa Hawker confirmed each visitor to the Museum is recorded as an individual visitor.

Cllr Clarke asked if a Loyalty card was something worth exploring at other sites. Dr Hanley confirmed a number of sites had their own scheme, the “real” loyalty card was the museum pass. However each site had their own initiatives and flexibility to work locally.

MH advised the Trail loyalty scheme was beneficial to visitors as the trails were an additional fee to the entrance fee.

The Museum had featured on Look East as part of the Grimes Graves report. The Thetford 100 Artefacts remained a monthly feature in the Thetford and Brandon Times, which was a fantastic opportunity to publicise events. Social Media is also working well, currently with 2338 Twitter followers and 534 likes on Facebook. The Museum took part in the Museum Mash up day, an American initiative that saw museums linking up globally.

The Museum was awarded the 2015 EDP Tourism award for Best Norfolk Attraction for under 50,000 visitors.

**Action By**

It was noted that the small team of volunteers continued with the behind the scenes work and learning delivery.

The current Museums trainee, Imogen Clark, was coming to the end of her traineeship/ A new trainee would be based at both Ancient House Museum and Lynn Museum, Kings Lynn from April 2017. The Teaching Museum trainee programme was funded by Arts Council England.

In August the Museum hosted its first Civil Partnership Ceremony.

As part of the Norwich Castle exhibition of Dolls Houses Dan Morgan had worked with the afterschool club to help make a contribution. "Small Stories" allowed the children to design their dream rooms. 23 were exhibited in total and from all the entrants Mitchell's room based on Norwich City Football Club was chosen, Dan helped to create a 3d model of the room.

Thomas Paine's Rights of Man – The Museum had acquired the 1791 edition of Rights of Man. A striking and powerful book that survived the French Revolution. The Portuguese ambassador joined the presentation party.

**8/17 NEXT MEETING**

The date of the next meeting was confirmed as 19<sup>th</sup> July 2017 at 2.00pm to be held at Gressenhall Farm and Workhouse. It was noted that prior to the start of the meeting a tour of the Museum would be available to Members.

The meeting closed at 16:00pm

CHAIRMAN

# Area Museums Committee

## Minutes

Thursday, 02 March 2017 at 10:00

### PRESENT :

Councillor B Lawn - Borough Councillor of Great Yarmouth (Chairman)

Councillor K Grey - Borough Councillor of Great Yarmouth

Councillor Jeal - Borough Councillor of Great Yarmouth

Councillor Mavroudis - Borough Councillor of Great Yarmouth

Councillor Robinson - Payne - Borough Councillor of Great Yarmouth

Dr R Hanley - Norfolk Museums Service

Mr A Smith - Norfolk Museums Service

Mr C Stott - Norfolk Museums Service

Mrs J O'Donoghue - Norfolk Museums Service

Mrs S Wintle - Members Services Officer

### **1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Cutting and County  
County Councillor Castle.

### **2 DECLARATIONS OF INTEREST**

Councillor Robinson-Payne declared a Pecuniary Interest in her capacity as Curator at the Nelson Museum.

Councillors Jeal and K Grey declared their Personal Interests in thier capacity as Trustees at the Nelson Museum.

### **3 MINUTES**

The minutes of the meeting held on the 16 November 2016 were confirmed subject to the addition of Mr C Stott as those present at the meeting.

Some concern was raised in relation to item 4 the Sea History Differently Project. Reference was made to Councillor Jeals question raised at the last meeting with regard to the Nelson Exhibition due to be held at the Norwich Castle Museum and the lack of communication and engagement that had been made with the Nelson Museum to advise of the exhibition. The Head of Operations and Learning summarised the proposed exhibition to Members and advised that it was due to be on display from 29 July to 1 October 2017, he reported that following the last meeting he had discussed the matter with the Curator at the Norwich Castle Museum who had stated that they would be requiring the return loan of 2 objects from the Nelson Museum to be used for the duration of the exhibition.

Councillor K Grey asked why such exhibition was not being displayed at the Nelson Museum and she was advised that the exhibition would be too large to display at the Nelson Museum as it was to use objects from all over Norfolk, including the very large ensign from Le Genereux.

Further concern was raised in relation to the Time and tide running a Nelson themed learning event with local school because this might affect school visits to the Nelson Museum. The Learning Manager explained the events that had taken place to date were organised at short notice to prepare children for a visit to the National Maritime Museum as part of the Stories from the Sea literacy project. This would be a temporary arrangement. Learning staff at the Time and Tide had contacted the Nelson Museum in January 2017 to explore the possibility of working in partnership to develop this event to include visits to both museums.

The Head of Operations and Learning advised that the exhibition curator from Norwich Castle Museum and members of the Time and Tide learning team planned to meet the Nelson Museum curator to discuss issues raised and confirm opportunities for future partnership working, to include a potential loan of a Nelson exhibition in 2018 and the delivery of a joint schools event. It was pointed out that the Nelson Museum felt disappointed that they had not been contacted prior to the exhibition proposals being developed. The Head of Operations and Learning noted that the lead in time for this exhibition was shorter that would normally be the case and apologised for any perceived lack of communication.

## **4 MUSEUMS REPORT FOR GYAMC**

The Area Operations Manager presented the report which provided Members with information on Great Yarmouth Museum's activities for the period November 2016 - January 2017.

### **1) Exhibitions at Time and Tide**

#### **1.1) Never Had It So Good (22 October 2016 - 5 March 2017)**

Never Had It So Good continues to be a highlight for museum visitors. The Never Had it so Good exhibition reflects on a period of national belonging, drawing together the cultural landscape of the 1950's and traces the design experience of an average, young British couple through the end of austerity and the disappearance of rationing. Re-created room settings and 150 authentic artefacts evoke the atmosphere of the decade.

The exhibition at Time and Tide incorporates photos of Great Yarmouth's post-war re-building and voice recordings of residents who remember the rapid change in fortunes which the 50s brought to the town.

#### **1.2) Forthcoming exhibitions**

Titanic - Honour and Glory (1 April - 24 September 2017)

The "Titanic Honour & Glory" national touring exhibition 'docks' into Time and Tide museum on Saturday 1st April for the Easter holidays. The exhibition is dedicated to preserving the legacy of the White Star Line and their fleet of ships which included, Titanic, Olympic and Britannic.

The exhibition will feature many rare and previously unseen artefacts, including chinaware from the Titanic. Stories will be told of Norfolk survivors, and local links to the ship displayed, the Titanic menu which featured Great Yarmouth bloaters will also be on display.

A private viewing event is booked for Tuesday 18th April and John Balls, who is the chair of the Norfolk Titanic Association and has written several books on the disaster including 'Norfolk Survivors', will be the key speaker.

#### **1.3) Endeavour Project**

The loan of a Pocket watch from the Titanic is being arranged from Royal Museums Greenwich as part of the HLF- funded Endeavour Partnership. This watch belonged to Robert Douglas Norman who perished in the Titanic disaster on the morning of April 15, 1912.

A small exhibition and interactive area to highlight and promote this unique piece will be on show by the Wreck and Rescue gallery in the Time and Tide museum from April 2017 to coincide with the main Titanic exhibition.

### **2) Events**

## **2.1) Christmas Events**

On the 9th December the Museum held their Christmas Time and Tidings event. Father Christmas came in to visit for one night only in the Rows. Wreaths on the doors and candles in the windows created a festive atmosphere for visitors. The pawnbrokers was turned into the elves workshop, a place in which the children could collect their gifts after visiting Santa's grotto.

In the fishing galleries, Artlike helped visitors create Christmas decorations and other craft items. Philip Harvey used his shadow puppet screen and had people making festive shadow figures. In total, 115 visitors enjoyed the evening event with 43 children seeing Father Christmas.

## **2.2) Never Had It So Good events**

The first exhibition event, a 1950's print making workshop, took place on Sunday 27th November. A keen group of 14 people were introduced to the art of lino print making, taking some of the designs from the exhibition as inspiration. This workshop was so popular that there was a reserve list of 20.

The second 1950's printing workshop group again made patterns inspired by the new exhibition introducing them to lino and block printing. Some amazing patterns were created that would not look out of place in a Sanderson's Catalogue. The next event will be a vintage dress making workshop on Sunday 26th February.

## **2.3) Winter talks (7 October 2016 – 31 March 2017)**

The Friday talk's schedule continued. Tim Pestell, Senior Curator of Archaeology gave an update on the Castle Keep Project (42 attendees). Next historical interpreter Kindra Jones, talked about Costumes through the Ages (41), this covered how fashion and design had changed from the Norman Conquest to the early 20th century. Gareth Davies, a local writer talked about the Yarmouth Suspension Bridge Disaster (51) which happened in 1845. Lastly the fashions of the fifties, which are reflected in the Never Had It So Good exhibition, were discussed with Norwich vintage fashion writer Karen James Welton, New Look and Beyond (51). This was a hands on talk with lots of clothing being passed around as well as photos and accessories. January has posted the highest attendances so far this winter with a total of 185 people attending for talks. Previous months totals were 167 in November and 126 in December.

## **3. Other Museum Developments**

### **3.1) Rationalisation**

The Museums have started the selection for the next round of rationalisation for objects from the Great Yarmouth collections that are stored at Gressenhall in the Collections Centre.

Objects that are chosen have no Great Yarmouth provenance or are in very

poor condition / vulnerable to pest infestation. For example, many of the generic brand name singer sewing machines have been selected as the Museum has over 105 machines in the service.

### **3.2) British Museum Trainee**

The Museums were successful in their application to the British Museum to work in partnership with their HLF Skills for the Future Learning Museum programme. This coveted partnership is always oversubscribed, with only 12 places available across the UK which provides young people from diverse backgrounds with high quality entry-level vocational training.

The Museums British Museum trainee Mauro Maia started with in September on his 12 month secondment. Mauro has been posting on the museums social media sites and even had a successful post of a picture of Marine Parade in the 1960's which reached almost 3,500 people. He has also been working on collections audits and documentation.

### **3.3 Sea History Differently Project**

The Museum Service have been awarded a grant of £90,500 to deliver this exiting project at Time and Tide. Permanent displays will be refreshed as well as touring outreach projects and exhibitions. The project will provide a focus for skills sharing and working with local communities in all aspects of its development.

Throughout the project the Museums aim to transform access to the important maritime and historic boat collections. Specialist boat conservation and enhanced collections documentation and research will provide a starting point for community co-curation of a maritime fine art exhibition at Time and Tide that will be delivered for Summer 2018.

Jonathan Catherall, Programmes Manager, Museums Association stated 'We are excited to welcome Time & Tide Museum of Great Yarmouth Life to the Esmée Fairbairn Collections Network.'

The Museum are pleased to welcome Jennifer Hooker to her new position in Great Yarmouth as the Project Assistant for the Sea History Differently project across the next 18 months. Jennifer was recruited from the current cohort of NMS trainees and she was previously based at Norwich Castle.

### **3.4 Deep Cleans**

Each year a deep clean is completed at the Time and Tide and other Great Yarmouth Museums. The deep clean was a joint effort with all staff helping to clean the buildings and displays. Elizabethan House and the Tolhouse Goal have cleaning dates set for late March. Time and Tide deep clean took place just before Christmas.

### **3.5 East Anglian Conservators visit**

At the very beginning of December Time & Tide hosted the East Anglia Conservators forum to see the collections and visit the archive. A talk was organized which covered the conservation aspects of the Sea History Differently Project.

### **3.6 Visitor experience**

Time and Tide Museum won an award at the EDP Hseasons Tourism Awards held in November 2016. We are the Norfolk Tourist Attractions Association Best Small Visitor Attraction of the Year.

## **4. Learning**

The Museums have had another very busy autumn term across the Eastern Area museums and this trend is continuing into the spring term.

There was a marked dip in visits in December. This was due in part to the education room being unavailable to schools for parts of the month and the figure also compares unfavourably with the previous year because unusually high number of visits were seen in December 2015 due to the huge popularity of writer led workshops that ran for the 'Beastly Machines' exhibition at Time and Tide. However, this variation should be viewed against a trend of sustained growth in the popularity of our schools programme.

The steady increase in visits reflects the sustainability and quality of the museums learning offer.

The Crime & Punishment school workshop has been re-vamped at the Tolhouse Museum. As the oldest standing building in Great Yarmouth, the Tolhouse is packed with plenty of atmosphere so a few additional resources were needed to give the workshop a lift. Teachers from Edward Worlledge have booked the event for 2 years running and commented on how much the workshop 'had improved greatly' since the recent changes. The visitor total has already surpassed last year's pupil visit at the Tolhouse.

### **4.1 Stories from the Sea**

This year to date 1,672 students from 26 schools have attended Stories from the Sea events. This is 84% of the target for the year of 2000 pupil visits and represents a significant contribution to the increasing visit numbers at our museums in the east of the county. The funding for this project, which comes from the Department for Education and Arts Council England, has provided the staffing capacity and resources to significantly increase the schools programme by developing a number of new literacy events. These provide immersive experiences and use collections to really engage students with writing.

Last term a research project looking at ways to make the museum schools events more accessible for students with English as an Additional Language (EAL). The Museums have been working with Inderjit Soor who is an advisor for Norfolk County Council's 'Educator Solutions' team, working with Norfolk



Schools to improve attainment for EAL students. The Museum also worked with a local writer, Greta Healey, who came to us via the Writers Centre Norwich. Inderjit provided a really useful training session for museum staff and teachers to kick start the project. She helped review the event and develop additional resources such as visual prompts for story-telling and vocabulary mats to share with schools prior to visits.

Inderjit also worked with teachers to plan their visits with particular focus on preparatory work to give additional support for EAL students. Two events were run in October and November for Year 1 students from St Georges Primary School and Year 4 students from Alderman Swindell Primary School. These were followed by workshops in schools led by Greta to help maximise the impact of the museum visits and provide starting points for writing. Assessment data from Alderman Swindell Primary shows that 91% of pupils with English as an Additional Language demonstrated significant improvement in writing due to the museum project.

#### **4.2 World War One Event**

In response to numerous enquiries from local schools a World War One event had been developed, aimed at upper KS2. Pupils meet three characters: a soldier who is on duty in the trenches, a nurse who is working in Seafields auxiliary hospital in Great Yarmouth, and Major Cadbury, the local pilot who shot down two Zeppelins in World War One.

#### **4.3 A Sailor's Life for Me**

This term the Museum are taking groups of children from schools in Great Yarmouth to the National Maritime Museums and Cutty Sark as part of our partnership work with Royal Museums Greenwich for the Stories from the Sea project. To prepare them for their visits new events have been created to learn about life in the navy in the nineteenth century. The highlight of one trip came when one of our local children interrupted a session at the National Maritime Museum to show the staff how to properly load a cannon.

The following feedback came from the year 2 teacher at Stradbroke Primary Academy whom recently took part in the event at Time & Tide: 'The enthusiasm and energy the staff showed helped to keep the children focused and energized. Each session was very well prepared and flowed very well. The staff were very good with the children and I observed lots of positive praise and encouragement from them towards the children. The costumes and resources were fabulous. You have set up fun packed, hands on learning sessions for the children to gain so much new knowledge about life on board a ship'.

Because such positive feedback had been received from schools the curator at the Nelson Museum has been approached to see if they would like to join us in offering this workshop as part of a joint, whole day event with schools visiting both museums. This model has proved to work successfully with the Lydia Eva in Great Yarmouth and the RNLi Henry Blogg Museum in Cromer.

#### **4.4 Little Kippers**

It has been another successful and enjoyable term for the monthly under-fives group. In September a treasure hunt was undertaken where children pretended to be pirates using telescopes and compasses. In October they looked for big and small things in the museum displays and measured them using till roll. In November the rows were explored and spotting cards were used to find objects in each house. One of the parents commented that she really liked this activity because it encouraged her son to spend a lot longer looking at things and noticing things they might not ordinarily have seen. In December tools from the different maritime trades were looked at and they worked really hard at boat building and basket weaving. The children who attend have really grown in confidence. It has also been encouraging to see families who come to Little Kippers attending other public events.

The next step is to build the numbers again as lots of the older children have now left to start school. The Museum is planning to visit other pre-school groups in the area, meet parents and tell them about sessions.

#### **4.5 National Art & Design Saturday Club**

Great & Yarmouth College and Time & Tide Museum's partnership was formed to deliver free workshops to 13-16 year olds at colleges, universities or museums as part of the nationwide programme run by the Saturday Club Trust. The overall aim being to inspiring creativity, nurture talents and ultimately increase knowledge and understanding of the creative sectors and possible career paths.

##### **Term 1**

14 young people from Great Yarmouth and surrounding areas began with the theme of self-portraits and took part in sessions from mark-making and weaving to fashion couture and pin-hole photography, Dada- inspired collages and 3D relief casting to Photoshop, finishing with woodwork construction to build a 'Constructivist' Christmas tree for the annual GY Minster fundraising competition.

On November 19th the group went to renowned Central Saint Martins Art College for a national exhibition of their 'portrait'-themed work and met all the other clubs. It was amazing to see the amount of national Club members, showcasing the distance that it covers and the creative interest in the arts that this represents and our group put on an exciting and inspiring exhibition. The group then had a guided tour of some of the TATE's collections by arts organisation 'Q-Art'. The group had a private view of the first term's work at Great Yarmouth College, which then moved to its current location in our Community Gallery at Time & Tide museum. One parent commented that her daughter had really grown in confidence during this term

##### **Term 2**

At present 15 young people regularly attend, with the possibility of another 5 joining soon. There has been 3 weeks of drawing so far, moving into animation

last week.

The comic drawing session run by local artist Stuart Paterson was brilliantly received and inspired the young people. The Museum are also in the stages of planning our masterclass which will be with an industry professional and introduce the group to the idea of site-specific work and product design, they will hopefully be responding to the museum space.

#### **4.6 Crafting History**

The HLF funded 'Crafting History' project is in its final stages with artist residencies in basketry, woodwork & glassmaking. Tension plates, Japanese knots and a God's Eye are just some of the many techniques that were learnt in October with Basketry Artists Clare Pastorious and Sarah Dybal. They taught skills used traditionally to create Swill Baskets and Crans for use in Great Yarmouth's historic fishing industry. Fourteen students from four schools and colleges used their new found skills to make imaginative pieces inspired by our collections. The artists also delivered a professional development day for teachers.

The the residency programme was extended to deliver four additional outreach workshops at East Norfolk Sixth Form and Great Yarmouth College. More than sixty 'A' Level and Foundation diploma students in Art and Design, Textiles and Design Technology are using the workshops to develop their portfolios and apply for prestigious university courses both here and in Holland.

Woodwork Artist in Residence Jill Brewster taught teachers, technicians and students woodcarving skills. It was amazing to see what they managed to achieve in three days, their own piece to take home and a beautiful carved panel. Eleven students from four different schools became competent woodcarvers and collaborated to make a stunning panel for the final exhibition.

Our final residency was led by glass artist Alex R who ran a CPD session for tutors and technicians and we are currently in the middle of the three workshop days for 17 local students. The group took their initial inspiration from the museum and brought these ideas back into the workshop at Great Yarmouth College.

The work of the six artists in residence will feature alongside art created by young people in an exhibition at Time and Tide Museum that will open in April. This project has been made possible by funding from the Heritage Lottery Fund's Young Roots programme.

#### **4.7 Grant Success for Wide Angle Young Volunteers**

The Wide Angle documentary photography group who have been awarded a grant of £4,685. The money has been awarded as part of the Youth Social Action Fund by Norfolk Community Foundation. For this project, young volunteer photographers will receive masterclasses and mentoring from professional photographers before offering their services to cultural and community groups in Great Yarmouth.

Creative Collisions will work in partnership with Voluntary Norfolk to provide these exciting 'live' work experience opportunities for the young photographers and help local third-sector organisations to identify their 'marketing' needs. At the end of the year the group will create an exhibition and a publication, which will provide a visual record and celebration of the great work being done by cultural and community organisations in the town.

Twelve young people signed up, the last of the five masterclasses approaching, have included Photo-journalism, events photography, promotional photography, photography for social media and photo-editing. The group have received their first live brief from Great Yarmouth Arts Festival for a display in the town center in June and two of the group members have been out photographing for the library's Harry Potter event.

#### **4.8 Take Over Day**

Time and Tide Museum was delighted to take part in National Museums 'Take Over Day', in partnership with GYROS, an organisation which facilitates social and community integration for migrants coming to Great Yarmouth from other countries.

Over six weeks the Museum worked with a group of seven young people between the ages of eight and seventeen, who have English as an Additional Language (EAL). The young people were from a variety of different backgrounds speaking, Portuguese, Lithuanian, and Slovakian. Over the six weeks the young people identified objects from the collections that connect them with or reflect parts of their own heritage to create a museum trail. The community gallery was also taken over by the group who curated a 'pop-up' temporary exhibition showcasing objects brought in from home that mean something to them or represent their cultural background and heritage. All text produced for the trail and exhibition were interpreted into both English and their first languages to promote wider access.

This project was a fantastic opportunity for the young people at GYROS to engage with museum collections whilst practising their spoken and written English. Further the museum has been inspired to continue working with EAL groups from the local area on future projects such as 'Endeavour'.

#### **4.9 YMCA Project**

The Museum have been working with Great Yarmouth YMCA on a project to try and discover the history of the organisation during and after World War II. Workshops are being offered in conjunction with Art Award to help the young people gain further insight and understanding of what life was like during this time of real austerity and yet such influential design.

A group of young people have taken part in general research and object handling at Time & Tide museum as well as reviewing the 'Never Had It So Good' exhibition for inspiration of materials and design from the 40's & 50's,

and further researching a practitioner in response to this. A visit to archives at the local library was next, to see how much information they could find locally for the YMCA, and the group have just completed a session on surface pattern design with a tutor from Great Yarmouth College. Next time the focus will be on Make, Do and Mend and they will be looking at utility wear and learning the art of rag-rug making. The group will then spend two week developing an idea and final piece in their preferred field ready for a group exhibition.

#### **4.10 Endeavour**

'Endeavour' is a partnership project with the National Maritime Museum (NMM) Greenwich, linked to the forthcoming 'Titanic' exhibition at Time and Tide Museum in April 2017. Starting in January 2017 Time and Tide museum has been working with ESOL entry level 1, 2 & 3 students from Great Yarmouth College, to capture migration stories that will be edited into a short film to be played alongside the 'Titanic' exhibition.

### **5. Partnerships**

#### **5.1 Cultural Heritage Partnership**

Great Yarmouth museums continue to actively support a range of local partnerships. The Head of Operations & Learning & the Operations Manager – East attend the Great Yarmouth Cultural Heritage Partnership meetings and also sit on the steering group.

#### **5.2 Cultural Education Partnership**

The Learning Manager continues to chair this network, branded Enjoy – Great Yarmouth.

The Museum are continuing to lead this cultural education partnership, working with schools and cultural organisations in the town to create more opportunities for children and young people. The Music Hub has been very active, setting up a new music forum and allocating funds for a music week for young people in May 2017. The Minster and St Nicholas Priory School have also set up a new director of music role that will also help to develop music provision for children and young people. CEP funds have also been awarded to 'Flipside' to run a series of 'Big Draw' activities as part of the Arts Festival in June 2017. 'Creative Collisions' youth arts network will once again be working with young people to create artistic elements for the GY Arts Festival carnival in June. Enjoy partners have been actively engaged in working with counterparts in Lowestoft to submit proposals for a funding bid to the Great Place scheme, led by Great Yarmouth and Waveney councils.

Councillor Robinson-Payne stated that she commended the work that had been undertaken by the Museum Service and asked whether a visitor breakdown could be produced at the next meeting.

The Area Operations & Museums Manager reported on the Visitor Numbers for the Museums as follows :-

### Time and Tide

- Admissions Year to Date - 6%
- Income Year to Date - 17%
- Retail Year to Date - 19%

### Elizabethan House

-

- Admissions Year to Date - -4%
- Income Year to Date - -2%
- Retail Year to Date - 11%

### Tolhouse Gaol

-

- Admissions Year to Date - -11%
- Income Year to Date - -15%
- Retail Year to Date - -3%

## **5 RECENT ACQUISITIONS, COLLECTIONS AND EXHIBITIONS UPDATE**

The Committee received a presentation from the Museums Curator Jo O'Donoghue on Collections and Exhibitions which advised Members of the following :-

- Digitising our collections
- Collections Management, New Acquisitions & Rationalisation
- Potential Loans
- Exhibitions update
- Sea History Differently

The following recent acquisitions and collections were circulated to Members :-

- 1900 Fan with hand painted decoration
- Great Yarmouth Racecourse 1932 - Race Day Programme
- 1940's Scrap Book
- Beer Bottle
- April 19, 1865 Photo, Giles & Son
- Mourning silk black apron (Zeppelin Raids)

The meeting ended at: 12:00

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE**

**Minutes from the Meeting of the King's Lynn and West Norfolk Area  
Museums Committee held on Monday, 13th March, 2017 at 2.15 pm in the  
Lynn Museum**

**PRESENT:** Councillor Mrs E Nockolds (Chairman)  
Councillors M Chenery of Horsburgh, Mrs E Nockolds, T Smith, A Tyler,  
T Wing-Pentelow and Mrs A Wright  
Norfolk County Councillor J Ward

**Officers:**

Tim Humphreys – Borough Council of King's Lynn and West Norfolk  
Dr R Hanley, Hannah Jackson, Imogen Clarke, Dayna Woolbright – Norfolk  
Museums Service  
Susan Thompson – Friends of Lynn Museum

**1      APOLOGIES FOR ABSENCE**

An apology for absence was received from L Bavin, True's Yard Museum.

**2      MINUTES**

**RESOLVED:** The minutes of the previous meeting held on 19 December 2016 were approved as a correct record.

**3      MATTERS ARISING**

There were no matters arising.

**4      DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5      REPORT OF THE WESTERN AREA MANAGER**

The Committee received the report from the Head of Operations and Learning as circulated with the Agenda.

Hannah Jackson, Dayna Woolbright and Imogen Clarke from the Museums Services presented the report.

The above officers responded to questions relating to:



- Museum events being published on the Visit West Norfolk website.
- Social media to promote Museum events.
- Google Arts – allowed the Museum to create online exhibitions. The first exhibition Blubber, Bone and Baleen, exploring the history of the whaling industry using collections from Lynn Museum had received 5,000 hits. This initiative was covered by local media, Lynn News and ITV Anglia News.

In response to questions relating to the ‘mystery shopping’ scheme, it was explained that as a result of the comments received, the Museums team had updated information on the Museum website and answerphone and renovated the signage at the museum entrance, addressing comments relating to the appearance of the front of the museum which were made by the mystery shoppers.

S Thompson, Chairman of the Friends of the Museum reported that the Friends were continuing to offer a varied programme and that the newsletter was now being produced in a different format and printed in-house which gave a saving.

In response to a question regarding the Junior Friends of the Museum, S Thompson explained that the Friends often gained new recruits which events were being run in the school holidays. The Junior Friends had been introduced as a pilot scheme and Lynn Museum was the only museum in the area to trial the scheme.

The Chairman, Councillor Mrs Nockolds advised that Arts Council funding had been secured by the King’s Lynn Festival Board which will be used to provide a pop up music event in the Museum, during one afternoon in July.

County Councillor Ward suggested that enlarged pictures be placed next to the display of pilgrim badges to enable visitors to view the collection easier. S Thompson added that the Friends could possibly assist with providing pictures for the pilgrim badges.

The Norfolk Museums Officer provided an overview of the TITAN scheme which had been introduced in 2015 and gave an example of assisting a young man who was a student of the scheme to return to his home.

The Head of Operations and Learning advised of a recent bid to the HLF for “Kick Dust” project which was part of a one-off HLF programme. The outcome of the bid would be announced in June 2017 and an update would be given at the next meeting.

In response to questions regarding opportunities for young people, the Head of Operations and Learning explained that wherever possible the Museums Service support work experience students, volunteering

opportunities, etc. It was reported that a new trainee would commence with the Museums Service in April 2017.

The Chairman, Councillor Mrs Nockolds commented that the Museum could be promoted during the Hanse Festival period in the Newsletter.

The visitor figures were tabled and it was reported that numbers were 1800 down for the same period last year.

The Chairman, Councillor Mrs Nockolds thanked the Museums Services for the report and congratulated officers on the work involved with Google Arts and wished Imogen Clarke, the Teaching Museum Trainee every success for the future. Imogen commented that she had thoroughly enjoyed her time with the Museums Services and the opportunity had equipped her with new skills and confidence which would assist her in obtaining future employment.

The Chairman, Councillor Mrs Nockolds also expressed thanks to the Friends of the Museum for the event held prior to the meeting, the unveiling of two restored paintings (the Langley portraits) which they had helped to restore.

## 6 **REPORT FROM TRUE'S YARD MUSEUM**

The Committee received and noted the report which was circulated with the Agenda.

## 7 **REPORT FROM THE BOROUGH COUNCIL**

The Tourism Manager presented the report which provided the Committee with updates on tourism marketing and development activities since September 2016. Key tourism marketing had continued, with production of the full range of printed guides for 2017 whilst also continuing to focus more attention on digital activity, especially the new Visit West Norfolk mobile app. It was explained that visitors could devise their own trail through the App

Copies of the following publications were tabled:

- West Norfolk Holiday Guide 2017.
- Where to go in West Norfolk 2017.
- Discover King's Lynn.
- Explore the Visit West Norfolk App.

The Tourism Manager explained that the Borough Council continued to work with Norfolk County Council's Environment Team on project proposals such as the Coastal Treasures Project which sought Coastal Community Team funding.

In response to questions regarding businesses advertising on the Visit West Norfolk app, the Tourism Manager advised that any business should contact: [publicity@west-norfolk.gov.uk](mailto:publicity@west-norfolk.gov.uk). The Tourism Manager explained that business could currently advertise free of charge, but a charge would be introduced from July 2017.

## 8 **FUTURE MEETINGS**

**AGREED:** The following dates were confirmed for future meetings in 2017:

5 June, 2.15 pm in the Card Room, Town Hall, King's Lynn

9 October, 2.15 pm in the Card Room, Town Hall, King's Lynn

**The meeting closed at 4.02 pm**



**Norwich Area Museums Committee**

**14:00 to 16:00**

**7 March 2017**

Present:	<b>City Councillors:</b>	<b>County Councillors</b>
	Brociek-Coulton (chair)	Hannah (vice chair)
	Davis	Bearman
	Jones (T)	Bremner
	Price	Morgan
	Thomas (Vi)	Sands

**Co-opted voting members:**

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

County Councillor John Ward (chairman, Norfolk Joint Museums committee) (ex officio member)

Apologies: City Councillor Maguire

**1. Declarations of interest**

There were no declarations of interest.

**2. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 13 December 2016, subject to item 4, Norwich Museums briefing for period August to December 2016 to insert a resolution (4) to ask officers to include committee members in the development of the environment strategy.

**3. Freeman 700**

(Nigel Back, chairman of the Freeman's Committee and the Town Close Estate Charity, attended the meeting for this item.)

Nigel Back gave a short presentation to the committee. He explained the origins and objectives of the Town Close Estate Charity. The charity's funding was derived from the sale of land between Ipswich Road and Newmarket Road which had been owned by the Freeman of the City. The trustees had decided that it was in the interests of

the beneficiaries to reinvest the proceeds. The charity was keen to support educational and heritage projects, such as the Keep project, and provided means tested grants to Freemen and their families for educational and welfare purposes. 2017 was the 700<sup>th</sup> anniversary of the first recorded Freeman of the city in 1317. The charity had produced a newsletter which would be circulated to members of the committee. Events to mark this occasion included school visits to talk about the history of the Freemen of the City and their role in medieval Norwich to the current day. In July, the charity would be funding free open days at the Museum of Norwich at the Bridewell and Strangers' Hall to promote the history of trades in the city. The charity was also keen to promote apprenticeships for young people to take up trades. As part of the 700 anniversary events a database was being created which would list every Freeman of the City since 1317.

Dr Robin Hanley, the head of operations and learning, said that Norfolk Museums Service was very grateful for the support that it had received from the Town Close Estate Charity. Nigel Back said that the trustees recognised that a key part of the museums service was the role of the curators behind the scenes and the trustees welcomed approaches for help.

**RESOLVED to:**

- (1) thank Nigel Back for his interesting talk;
- (2) note that a copy of the Freemen's newsletter will be circulated to members with the minutes of the meeting.

**4. Norwich Museums Briefing December 2016 to February 2017**

Following on from a request at a previous meeting, Dr Giorgia Bottinelli, curator of historic art, gave a presentation with the aid of slides on the discovery made when the René Magritte painting "The Human Condition". was undergoing conservation work in preparation for display in Paris. This led to the discovery that the canvas of the painting had previously been used as one quarter of the artist's painting "The Enchanted Pose" which had been exhibited in 1927. This was an exciting discovery as previously parts of this painting had been discovered under paintings held at the Museum of Modern Art in New York and the Moderna Museet, Stockholm, and the Norwich quarter gave a better indication of the colours used in the original painting. There was still a quarter to be discovered. During discussion the committee noted the need of artists to reuse canvasses for economic reasons. The committee noted that "The Human Condition" was currently in Frankfurt but it was hoped would be displayed at Norwich Castle in July. A member suggested that members of the public would like postcards of the paintings.

The head of operations and learning presented the report and answered members' questions.

During discussion on the exhibitions members commended the Olive Edis exhibition and were pleased that there would be a permanent exhibition at Cromer Museum. Brenda Ferris commented on the current Sixty Years On – Highlights from the Norwich Castle's Collection which opened in September 2016 and said that the collection included an unusual LS Lowry painting of a rural landscape. The

committee noted that the Nelson and Norfolk exhibition, which included loans from the National Maritime Museum and other Norfolk Museums was being curated by Ruth Batterby-Tooke in Norwich. The committee also noted that visitors to the Small Stories : At Home in a Doll's House exhibition would be signposted to the toy collections at Strangers Hall. The head of operations and learning said that the curators would be producing a catalogue for the Rembrandt: Lightening the Darkness exhibition which was expected to sell well. Temporary exhibition programmes like this were critical to encourage new visitors to Norwich Castle, supported the educational programme and were a key part of the service. Officers would be working with partners to promote the exhibition, including to visitors from the Netherlands, and were grateful for the support given by the East Anglian Arts Fund and the Norfolk Contemporary Art Society.

Members of the committee noted that the Rowdy Romans event had been popular with families and children over the February half term holiday. This was an opportunity for the museums service to test out events as part of the Keep project. A member said that his son had particularly enjoyed the interactive elements of the event. During discussion members commented on the RSPB Big Castle Birdwatch event which was hosted by Norwich Castle in January. It was noted that the museums service had hosted similar events at Gressenhall in partnership with the RSPB.

Discussion ensued on the conservation work on the Ensign of Le Généreux (details as set out in 4.1 of the report) and that this was possible because of funding from the Costume and Textile Association, which would be supplemented by a Just Giving campaign; and also a contribution for the lining fabric from the Nelson Society. The committee had an interesting discussion on the remarkable size of the flag and the origin of the saying "nailing your colours to the mast". A member pointed out that the flag had been gifted to the people of Norwich and therefore it should remain in the city. Stuart Garner, the operations manager, said that the museums service was keen to make the flag as accessible as possible. A more detailed presentation could be made to the next meeting.

The head of operations and learning referred to the report and said that the museums service was very grateful to the team of volunteers who carried out the deep clean at Strangers' Hall after Christmas. This included a group of recent asylum seekers as part of the New Routes collaboration with Norwich's City of Sanctuary initiative, which helped refugees with constructive work experience whilst making connections with the local community and provide an understanding of the city's history.

(Councillor Bremner left the meeting at this point on other council business.)

The head of operations and learning then presented the rest of the report. A member of the county council congratulated the museums service on the work that they did with youth offenders. The committee noted that the museums service also worked in partnership with the YMCA and provided activities for young homeless people and looked after children, and its dementia friendly status. The committee considered that this was a good use of resources and asked for a detailed report of the work of the learning team at a future meeting.

The operations manager circulated the attendance figures for the last quarter at the meeting. He pointed out that figures for February were slightly down on the previous year because of the unseasonably warm weather during the half term holiday and a small gap in the exhibition programme. Members also noted that figures were affected by Easter being early last year and later this year which meant that Easter did not fall within the current financial year. The committee was satisfied that taking this into account the visitor numbers were in the right direction.

**RESOLVED to:**

- (1) note the report;
- (2) record the committee's gratitude to all the organisations, volunteers and the officers of the museums service for their invaluable contribution to the work for the Norwich Museums, and to invite Ceri Lamb to present a report to the next meeting on the work of the Friends of the Norwich Museums;
- (3) ask the head of operations and learning to arrange for the committee to have detailed presentations on the following two items:
  - (a) the conservation work being undertaken to the Ensign of Le Génereux;
  - (b) the work of the learning team with hard to reach groups;
- (4) ask Dr John Davis for an update on the Keep project at the next meeting.

**5. Collections Review and Rationalisation Programme 2015-18**

Samantha Johns, the collections development manager, presented the report and explained that there was a strict protocol in place for the disposal of items from the collections.

During discussion the collections development manager referred to the report and answered members' questions. As part of the rationalisation programme the collections team were undertaking an audit of the collections and updating the database with the relevant information to ensure that items were properly catalogued and that an effective audit trail was in place. In reply to a question about how this was undertaken she explained that they worked to national ethical guidelines and used a tool-kit produced by the Museums Association. The curators were the first point of call and identified items which either did not fit in with the collections or had deteriorated according to the Norfolk Museums Service Collections Development policy. The rationalisation programme meant that retained items were stored in better condition and enabled access to stored collections. There was a hierarchy of organisations which would be approached in order with an offer of an item. If the item could not be disposed of in this way it was often returned back into the store.

Discussion ensued on the deterioration and risk of explosion from the nitrate film. Members were assured that the film canisters had been offered to East Anglian Film Archive and the Norfolk Record Office. Neither could store the film canisters safely and officers had been assured that the film was either a duplicate of film already held or could not be identified and therefore was of little merit. The film would be disposed of safely by the British Film Institution. The collections development manager undertook to ensure that there was no other nitrate film in store. A member asked if digital photographs could be taken to record items such as the Chinese wedding dress and collar to record before disposal to record that they had been part of the collections. The collections development manager confirmed that that this would be done as part of the rationalisation documentation and resulting audit trail.

**RESOLVED to:**

- (1) approve the rationalisation of the Norwich social history items listed in annex 2 of the report and recommend to the Joint Museums committee the disposal of these items as set out in the report;
- (2) ask the collections development manager to report back to the committee on whether the Norfolk Museums Service has any other nitrate film in its store.

**6. The Norfolk Teaching Museum Programme**

Sarah Gore, teaching museum programme manager, gave a presentation on the Norfolk Teaching Museum Programme, which included a video. The programme employed trainees on a paid one year fixed term basis and provided an opportunity for them to specialise in a particular role and attend one day a week training on the full range of the museums services activities. There was now a new traineeship in business development in response to the current economic climate and funding in the public sector. Seven new trainees had been recruited and would start in April. The programme had a minimum entry requirement of A' level or equivalent and was therefore open to trainees from a whole range of backgrounds and different ages.

The teaching museum programme manager said that the scheme had received awards both externally and internally. Trainees went on to get good jobs in museums across the country.

Councillor Bearman said that he was a young person's champion and considered that members of the economic development subcommittee would be interested in the programme.

**RESOLVED to:**

- (1) thank the teaching museum programme manager for the presentation;
- (2) note the report.



## **7. Schedule of meetings**

The chair commented that this meeting was the last in the civic year and took the opportunity to thank the members of the committee and officers for their support. Members of the committee also thanked any members who were standing down from the committee. Councillor Hannah said that he had thoroughly enjoyed being on the committee.

**RESOLVED** to agree the schedule of meetings for 2017 to 2018 (all meetings to be on Tuesdays at 14:00) as follows:

11 July 2017  
12 September 2017  
12 December 2017  
6 March 2017

CHAIR

# Norfolk Joint Museums Committee

Item No

<b>Report title:</b>	<b>Finance monitoring 2016/17</b>
<b>Date of meeting:</b>	<b>31 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This report covers the forecast position for the Norfolk Museums Service (NMS) in 2016/17 as at 31 January 2017.	

## Executive summary

This report covers the forecast Norfolk Museums Service (NMS) budget out-turn for 2016/17 and the approved revenue budget for 2017/18. The report details progress with the NMS revenue budget for 2016/17, reserves and provisions, the capital programme, and the approved revenue budget for 2017/18.

The main issues for consideration by this Committee are:

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

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

- **Progress with the revenue budget, capital programme and reserves and provisions forecast out-turn positions for 2016/17**
- **Note the agreed revenue budget for 2017/18 and beyond**

## 1. Proposal (or options)

### 1.1 Revenue Budget 2016/17

1.1.1 The NMS expects to achieve a break-even revenue budget outturn for 2016/17.

1.1.2 There is a projected shortfall of £0.041m from Admissions Income, which is -3.2% of the target overall. Admissions income continues to follow the strong performance of 2015/16, however the current forecast is suggesting a shortfall compared to the increased 2016/17 budget. With the remaining planned exhibitions we are anticipating an improvement in this position. Any shortfall is likely to be offset by other additional income and by the control of expenditure.

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

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Norfolk Museums Service	2.558	2.558	0.000	0.00%	0
<b>NMS Total</b>	<b>2.558</b>	<b>2.558</b>	<b>0.000</b>	<b>0.00%</b>	<b>0</b>

## 1.2 Capital programme

- 1.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding. The Norfolk Museums Service is highly active in attracting external funding for new schemes and where appropriate these will be reported to future committees.
- 1.2.3 The NMS 2016/17 capital programme is detailed in the table below and includes any programme revisions.
- 1.2.4 Previously reported projects for Norwich Museums, Seahenge conservation and Gressenhall Biomass Boiler, totalling £0.032m have been re-profiled to 2017-18 as there is no further work planned in this financial year.

### Capital Programme 2016/17 – Norfolk Museums Service

Scheme or programme of work	Approved 2016/17 Capital Budget £m	2016/17 Forecast Capital Outturn £m	Slippage	Reasons
<b>Schemes in Progress</b>				
Voices from the Workhouse Project	1.187	1.187	0	Project estimated to be completed in 17/18
Castle Keep Improvements	0.172	0.172	0	Stage 1 estimated to be completed in 17/18
<b>Total</b>	<b>1.359</b>	<b>1.359</b>	<b>0</b>	

### Funding of the NMS Capital Programme

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

- Voices from the Workhouse project is funded from Heritage Lottery Fund (HLF). £1.8m funding will be received over 2 years (2016/18), to transform Gressenhall into a national centre for workhouse interpretation and increase the role of Gressenhall as a regional centre for heritage tourism

- Initial capital funds used for Castle Keep development prior to HLF bid. Successful capital bid money was received in July 2015 from Historic England £0.8m. Further development funding of £0.462m was received from the Heritage Lottery Fund to develop the project further during 2016/18

## 1.3 Reserves and Provisions

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

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

Reserves and Provisions 2016/17	Balances at 01Apr16	Forecast Outturn at 31Mar17	Change
	£m	£m	£m
<b>Norfolk Museums Service</b>			
Museums Income Reserve	0.130	0.130	0.000
Museums Repairs and Renewals Reserve	0.176	0.148	-0.028
Unspent Grants and Contributions Reserve	0.635	0.590	-0.045
Service Total	0.941	0.868	-0.073

## 1.4 2017/18 Approved Budget

1.4.1 The budget savings proposals are summarised below:

A – Cutting costs through efficiencies	2017/18 £m	2018/19 £m	2019/20 £m
CMM037 – Additional Income generation	-0.020	0	0
CMM046 – Additional Income generation	-0.005	0	0
<b>Total</b>	<b>-0.025</b>	<b>0</b>	<b>0</b>

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

Description	2016/17 budget £m	Additional Costs (Inflation)  2017/18 £m	Savings 2017/18 £m	Cost Neutral Adjustment/ Virements 2017/18 £m	Proposed 2017/18 Budget £m	Savings Reference
Employee related costs	3.985	0.040	0	0.059	4.084	
Premises	0.714	0.015	0	0.533	1.262	
Transport	0.033	0	0	0	0.033	
Supplies & Services	1.443	0.001	0	0.582	2.026	
Third Party Payments	0.004	0	0	0	0.004	
Support Services	0.078	0	0	0	0.078	
Depreciation & Impairment	0.395	0	0	-0.133	0.262	
Income	-4.230	-0.013	-0.025	-0.581	-4.849	CMM037 CMM046
<b>Total</b>	<b>2.422</b>	<b>0.043</b>	<b>-0.025</b>	<b>0.460</b>	<b>2.900</b>	

## 2. Financial Implications

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

## 3. Issues, risks and innovation

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

## 4. Background

There are no other documents to refer to.

### Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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

**Officer Name, Tel No. and Email address:**

Steve Miller

Julie Berry

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Environmental Services (Cultural & Lifelong  
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Head of Norfolk Museums Service, Head of  
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# Norfolk Joint Museums Committee

Item No

<b>Report title:</b>	<b>Risk Monitoring 2016/17</b>
<b>Date of meeting:</b>	<b>31 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>  The Joint Museums Committee's role is to consider the risk management of the Norfolk Museums Service. Assurance on the effectiveness of risk management and the service risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving service objectives and is a key part of the performance management framework.	

## Executive summary

This report provides the Committee with the latest Norfolk Museums Service Risk Register as at February 2017. The reporting of risk is aligned with and complements the Performance and Financial reporting to the Committee.

The Norfolk Museums Service Risk Register was last reported to the Joint Museums Committee in January 2017. Since the last Committee meeting the Risk Register has been updated to show the latest developments.

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

- **Progress with Risk Management since the last Joint Museums Committee meeting, shown in the reconciliation report in Appendix B**
- **Review and comment on the risk data, information and analysis presented in the newly formatted risk register report in Appendix A and determine whether the recommended mitigating actions identified are appropriate.**

## 1. Proposal (or options)

- 1.1. The recommendations are included in the Executive summary above.

## 2. Evidence

- 2.1 The Norfolk Museums Service (NMS) risk data detailed in this report reflects those key business risks that are managed by the NMS Departmental Management Team. Key business risks materialising could potentially result in the Service failing to achieve one or more of its key objectives and/or suffer a financial loss or reputational damage. The Norfolk Museums Service risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Management of Risk framework.
- 2.2 The current risks are those identified against departmental objectives for 2016/17 and are included in **Appendix A**.
- 2.3 The register contains six key risks. For prospects scores, one is currently assessed as a 'medium' level risk (amber), whilst the remaining five are now

assessed as having met the target score by the target date.

- 2.4 Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.
- Original risk score – the level of risk exposure before any action is taken to reduce the risk
  - Current risk score – the level of risk exposure at the time of the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
  - Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite
- 2.5 The prospects of meeting target scores by the target date are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the 'Prospects of meeting the target score by the target date' column as follows:
- Met – the target score has been achieved by the target date.
  - Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date
  - Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed
  - Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks are introduced.
- 2.6 There are no risks that the risk owner has identified as 'prospects of meeting the target score by the target date' as Red.
- 2.7 The evidence is that risks are being managed to an appropriate level with the mitigation tasks being undertaken. In all cases, risks have been reviewed by risk owners to ensure that the risk scores and target dates reflect the current position against current service objectives. Risk registers are reviewed and challenged appropriately by the Risk Management Officer to ensure a consistent approach to risk management across all teams.

### **3. Financial Implications**

There are no significant financial implications arising from the Risk Management report.

### **4. Issues, risks and innovation**

There are no other significant issues, risks and innovations arising from this Risk Management report.

### **Officer Contact**

If you have any questions about matters contained or want to see copies of any assessments, eg equality impact assessment, please get in touch with:



**Officer Name, Tel No. and Email address:**

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Environmental Services (Cultural & Lifelong  
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Risk Number	RM14162					Date of update		27 February 2017		
Risk Name	Failure to generate additional income streams in 2014/2017 in accordance with service plan.									
Risk Owner	Steve Miller					Date entered on risk register		21 March 2014		
Risk Description										
Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	1	2	2	1	2	2	Mar-18	Met
Tasks to mitigate the risk										
Commercial Strategy in place										
Staff will be trained and supported in the delivery of key goals										
Wedding licences obtained and in place										
New conference and banqueting offer in place										
External income generation for Conservation and Design underway										
Progress update										
Ongoing review of performance through monthly SMT meetings and through Operations and Finance meetings. Despite significant reductions in staffing as a result of funding reductions, revenue generation is progressing well.										
The likelihood score has been reduced to 1 as we aren't forecasting a significant variance on externally generated income, The impact score has been reduced to 2 as we are not forecasting any variance greater than £100k.										
As this is a risk to be managed on an on-going basis,the target date has been amended to April 2018.										

<b>Risk Number</b>	RM14027					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Theft of museum objects									
<b>Risk Owner</b>	John Davies					<b>Date entered on risk register</b>		22 March 2012		
<b>Risk Description</b>										
Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	1	3	3	1	3	3	Mar-18	Met
<b>Tasks to mitigate the risk</b>										
Review of display case security undertaken										
Review of security staffing and systems completed										
Additional CCTV coverage provided										
Upgrade of case locks where necessary completed										
Installation of additional case alarms where necessary completed										
Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors										
<b>Progress update</b>										
Reviewed by SMT September 2016. Internal audit by NCC in 2016 confirmed external security actions have been taken and agreed security procedures are being adhered to. NMS will continue to maintain vigilance in this key area.										
Given the rare occurrence of theft of museum objects, the likelihood has been lowered to 1. The impact has been lowered to 3 following further review of the impact against risk management impact criteria.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

<b>Risk Number</b>	RM13947					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Failure to maintain historic buildings									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		30 June 2011		
<b>Risk Description</b>										
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.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	2	3	6	Mar-18	Met
<b>Tasks to mitigate the risk</b>										
Close liaison with NPS and Norwich City Council to identify priorities in building maintenance Ensure we include investment in buildings maintenance in all capital projects Ensure we foster a good personal and professional relationship between our staff and that of NPS Ensure that our building staff are continuously monitoring our buildings to supplement NPS Ensure we have appropriate emergency response procedure in place in all premises										
<b>Progress update</b>										
Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard.										
Following a review of this risk's likelihood against risk management likelihood criteria, the likelihood has been reduced to 2.										
As this is a risk to be managed on an ongoing basis, the target date has been amended to April 2018.										

<b>Risk Number</b>	RM14286		<b>Date of update</b>		27 February 2017					
<b>Risk Name</b>	Reduction of centralised support services									
<b>Risk Owner</b>	Steve Miller		<b>Date entered on risk register</b>		21 March 2014					
<b>Risk Description</b>										
Impact on NMS from reducing resources within County Hall including finance, HR, ICT, NPS, etc. Also, pressure on minor works budget could create additional problems/maintenance costs.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	1	4	4	Mar-18	Amber
<b>Tasks to mitigate the risk</b>										
Work closely with colleagues in County Hall support services to protect existing services and to ensure good communication at all times in terms of flagging risks and developing alternative means of delivery/resolution.										
<b>Progress update</b>										
Regularly reviewed by SMT - ongoing concerns in the reduction and quality of central services and continuing impact from cost pressures being applied centrally and impacting at the level of the Service.										

<b>Risk Number</b>	RM13948					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Significant flooding at any of the Museum sites.									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		30 June 2011		
<b>Risk Description</b>										
There is a risk of significant flooding at any of our sites, with particular focus on river flooding in Great Yarmouth and Kings Lynn.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	1	2	2	1	2	2	Mar-18	Met
<b>Tasks to mitigate the risk</b>										
Emergency plan is in place										
Regular checks of the store are carried out to check on safety of contents										
Insurance in place										
Risk assessment is reviewed regularly										
High risk items relocated										
Ensure location records are accurate										
<b>Progress update</b>										
Following extensive work between 2013 - 2016, this risk has been largely addressed. A residual low-level flooding risk will always remain in terms of Elizabethan House, Great Yarmouth and the Museum Stores at King's Lynn. This is reflected in the amendment to the risk likelihood and impact scores to 1 and 2 respectively.										

<b>Risk Number</b>	RM14132					<b>Date of update</b>		27 February 2017		
<b>Risk Name</b>	Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation.									
<b>Risk Owner</b>	Steve Miller					<b>Date entered on risk register</b>		20 September 2016		
<b>Risk Description</b>										
Failure to secure ACE funding for the period 2018-2022 will result in a massive loss of investment in NMS and the wider County in the region of £1.55m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects. If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2015-18, the loss of funding and a resulting reduction in service provision.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	2	4	8	1	3	3	31/09/2017	Green
<b>Tasks to mitigate the risk</b>										
Deliver the current ACE Renaissance programme successfully										
Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods										
Put together the strongest application possible										
Strategic conversations with NCC Directors and Elected Members involved in discussions relating to 2018-22 programme										
Monitor service delivery to ensure that targets are being met										
Maintain close liaison with ACE Relationship Manager to ensure that they are aware of achievement and challenges										
<b>Progress update</b>										
Positive progress on key items as at 31 March 2014. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings.										
Funding for 2015-8 secured. Need to continue to deliver agreed MPM plan. Reviewed by SMT September 2016 - new funding programme announced for 2018-2022. New priorities and increased competition. Application to be submitted Spring 2017.										
The uncertainty of the first time process has increased the likelihood of this risk from 1 to 2. The outcome of the NPO assessment process and museum development process bids will be fully realised by September 2017, which is reflected in the revised target date.										
Positive progress against all business plans (MPM, Museums Development and Museums & Schools). Visitor numbers across the 10 museums are high and learning programme targets are being delivered. This risk continues to be periodically reviewed with positive progress continuing.										

## Appendix B – Risk Reconciliation Report

### Significant changes to the Norfolk Museums Service Departmental Risk Register since the last report presented in January 2017

#### Risk changes:

1. RM14162: Failure to generate additional income streams in 2014/17 in accordance with the service plan

Current and target impact and likelihood scores have changed to the following: Likelihood 1, Impact 2. Target date changed to 31/03/2018.

2. RM14027: Theft of museum objects

Current and target impact and likelihood scores have changed to the following: Likelihood 1, Impact 3. Target date changed to 31/03/2018.

3. RM13947: Failure to maintain historic buildings

Current and target likelihood scores have changed to the following: Likelihood 2. Target date changed to 31/03/2018.

4. RM14286: Reduction of centralised support services

The target date has changed to 31/03/2018.

5. RM13948: Significant flooding at any of the museum sites

Change to risk name and description. Current and target impact and likelihood scores have changed to the following: Likelihood 1, Impact 2. Target date changed to 31/03/2018.

6. RM14132: Failure to secure Arts Council England (ACE) funding as a National Portfolio Organisation

Change to risk name and description. Current likelihood and impact scores have changed to the following: Likelihood 2, Impact 4. Target impact score has changed to 3. Target date changed to 30/09/2017.

#### Risk Closures:

7. RM14065: Failure to follow data protection procedures

Risk closed as the data protection for museums is covered under the corporate risk RM003.



8. RM13949: Not delivering business plan targets as Arts Council England (ACE) funded Major Partner Museum

Risk closed as this risk has been amalgamated into RM14132 (see above).

9. RM14163: Joint museums agreement review

10. Risk closed following a review and opinion that this is a negligible risk at present.

# Norfolk Joint Museums Committee

Item No.

<b>Report title:</b>	<b>Performance &amp; Strategic update</b>
<b>Date of meeting:</b>	<b>31 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b> This report provides an update on performance against Norfolk Museums Service (NMS) Service Plans.	

## Executive summary

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

### Recommendations:

- To note progress regarding development of the Keep at Norwich Castle
- To note the plans for 2016/17 including the exhibition and events programme and the Service's progress in achieving a balanced budget
- To note the Arts Council England's new funding programme for 2018-22 and progress with the Service's funding applications

## 1. Background

This report notes the performance of Norfolk Museums Service over the current financial year 2016/17 including the exhibitions and events programme across the 10 museums, the Service's award-winning learning programmes and the Service's work with groups including Looked After Children and foster families. The report also provides an update on all major projects including the Voices from the Workhouse project at Gressenhall and the Keep development at Norwich Castle.

## 2. Performance Summary

- 2.1 Total museum visits across all 10 NMS sites for the period 1 April 2016 to 31 January 2017 were 327,869 compared to 331,299 for the equivalent period 1 April 2015 – 31 January 2016. This represents a 1% decrease on last year's total visitor numbers for the equivalent period. Factors impacting negatively on the overall visitor figure include an early Easter in 2016 (meaning Easter holiday visits were split between two financial years) and a very hot summer, which saw a small percentage reduction in visits to Norwich Castle over the summer holidays. On the positive side, the autumn exhibition *Fishermen & Kings: the Photography of Olive Edis* at Norwich Castle proved very popular.
- 2.2 School visits across the 10 NMS sites for the period 1 April 2016 – 31 January 2017 were 36,019 compared to 36,526 for the period 1 April 2015 – 31 January 2016. This represents a 1% decrease on the year-to-date. A strong final two months is expected with very good advance bookings for February and March, giving the possibility of matching or even exceeding last year's excellent total school visits figure of 45,000.

- 2.3 Overall, the visitor figures for 2016/17 are likely to match last year's record visitor figures of c.400,000 visits across the 10 museums.

### **3. Performance/Service Plan highlights**

3.1 **LITTLE LIVES: Snapshots of Childhood 1800 to the Present Day: exhibition at Lynn Museum, King's Lynn**

This exhibition at the Lynn Museum touches on the stories of childhood over the last two centuries. Childhood objects from the museum collections together with photographs and paintings offer snapshots of the changing experience of childhood.

The exhibition opened on 23 September 2016 and continues into 2017.

3.2 **'Sixty Years On': Norfolk Contemporary Art Society; exhibition at Norwich Castle**

An exhibition celebrating the impact of Norfolk Contemporary Art Society on Norwich Castle's collections over the last six decades.

Exhibition in the Timothy Gurney Gallery running until spring 2017.

3.3 **Fishermen & Kings: The Photography of Olive Edis. Exhibition at Norwich Castle**

An exhibition celebrating the pioneering photography of Olive Edis who worked in North Norfolk in the late 19<sup>th</sup> and early 20<sup>th</sup> centuries. As well as being a talented portrait photographer, Edis was also the world's first female war photographer and this exhibition showcases both her photographs of local people and celebrities alongside her record of women during the First World War and her documentary on the battlefields of Northern Europe.

The exhibition is part of a wider project supported by the Heritage Lottery Fund with additional support provided by Arts Council England, East Anglia Art Fund and the John Jarrold Trust.

A touring exhibition of Edis' work will be shown at community venues across North Norfolk during 2017.

The exhibition ran from 8 October 2016 to 22 January 2017.

3.4 **Punk in the East. Exhibition at Museum of Norwich at the Bridewell.**

An exhibition celebrating 40 years of punk heritage and influence in Norwich and beyond, told through stories, photos and punk memorabilia.

The exhibition ran from 22 October – 28 January 2017.

3.5 **Never Had It So Good: Exhibition at Time and Tide Museum, Great Yarmouth**

Emerging from austerity and rationing, the 1950s was a time when Britain led the world in the quality and innovation of its decorative and applied arts, and when good design became affordable by all. This exhibition creates a vision of the 1950s through many different aspects of design, both inside and outside the home.

Never Had It So Good is a touring exhibition from Compton Verney Museum in Warwickshire.

The exhibition runs from 22 October 2016 - 5 March 2017.

#### 4. Learning Programmes

- 4.1 The learning teams across the County continue to deliver a number of award-winning programmes for all ages with a focus on the priority groups of schools, disadvantaged communities and our Looked After Children.

- 4.2 Norwich Castle has run another successful **annual art project with local Young Offenders**. The group learned about the history of the Castle, as first a Norman royal palace and then a prison, with a particular focus on the array of historic graffiti on the stone walls of the Castle Keep.

As well as finding out about the past, the young people learned new skills. The time spent at the museum counted toward their reparation orders, but it is also hoped that the project will have sparked an interest in learning and making that will develop after the life of the project, and that the young people now feel welcome in the museum and it is a place they would be comfortable visiting. The project, which has been running for over 10 years, builds on a long tradition of working with underrepresented and difficult to reach groups.

- 4.3 **February half term Rowdy Romans.** This year's half term theme at Norwich Castle was 'Rowdy Romans', taking a light-hearted look at life in Roman times linked to our Boudicca Gallery. Actor Neil Paris performed *A History of the Roman Empire* in 20 minutes which was specially written for us and included lots of interactivity. Brutus the Roman soldier took visitor through weapons and tactics that were used in the Roman army and Belona's Battlestar Training Academy showed how the Romans kept fit. Visitor learned about how gladiators fought with fight expert Keith Wallis and how to make themselves beautiful the Roman way.

Visitor feedback was excellent, many saying that it was our best programme yet. There were lots of activities and something for everyone.

- 4.4 **Together to the Workhouse Door.** NMS and Norfolk Arts Service have been successful in a Grants for the Arts funding bid to Arts Council England, for a project to be delivered in partnership with Sinfonia Viva, a nationally recognised orchestra. This exciting project will see an orchestral and sung performance by Sinfonia Viva and a choir of school children, volunteers and members of adult community groups at Gressenhall in June 2017. The words will be co-produced by school children and community groups and will be performed at evening and schools' performances.

Gressenhall's Learning Team will be heavily involved in developing an Inspiration Day to provide material for the choral piece and in a Sharing Day following the main performances at which schools will share their own creative responses to the stories from the workhouse. The project is a wonderful opportunity to highlight the continued contemporary relevance of the workhouse and to promote Gressenhall's offer shortly before the start of the summer holidays.

- 4.5 **EAL initiative in Great Yarmouth.** This year to date 1,672 students from 26 schools have attended Stories from the Sea events. This is 84% of the target for the year of 2000 pupil visits and represents a significant contribution to the increasing visit numbers at NMS sites in the east of the county. The funding for this project, which comes from the Department for Education and Arts Council

England, has created the resources to significantly increase schools programming by developing a number of new literacy events. These provide immersive experiences and use collections to really engage students with writing.

Last term learning staff carried out a research project looking at ways to make schools events more accessible for students with English as an Additional Language (EAL), using the 'Explorers' literacy event as a test case. NMS staff have been working with the Advisor for Norfolk County Council's 'Educator Solutions' team, working with Norfolk Schools to improve attainment for EAL students. NMS also worked with a local writer, Greta Healey, who came via the Writers' Centre Norwich.

- 4.6 **Lynn Museum schools.** Lynn Museum has continued to work closely with local schools to deliver a broad range of formal learning sessions. Learning programmes have been adapted following recent changes to the history National Curriculum and the Seahenge and early history displays and themes are proving especially popular with schools with total numbers up on last year's figures. New boxes of handling artefacts are being created for use with schools including a new prehistoric box used by the Learning Officer and freelance educators to help children investigate local history and archaeology.

## 5. Teaching Museum & Skills

- 5.1 The final assessment stage for the forthcoming cohort of Teaching Museum trainees was completed at the end of February. As in previous years, a very high quality group of trainees will be undertaking placements across the County.
- 5.2 As previously reported, an application was submitted to the Heritage Lottery Fund for the second round of *Skills for the Future*, a programme which focuses on the development of heritage skills and supports training for entrants to the heritage sector. Unfortunately, with a very high number of submissions, NMS was not successful.
- 5.3 A joint application for *Kick the Dust*, a new Heritage Lottery Fund programme aimed at developing opportunities for young people aged 16-25, was also submitted in November by the Service in partnership with YMCA Norfolk. A decision is expected later in the year.

## 6. Marketing and PR

- 6.1 Ahead of the forthcoming summer exhibition at Norwich Castle Museum & Art Gallery, *Norfolk & Nelson*, the Service put out to the press the story of the capture of the ensign of the French warship, Le Généreux. The story was the subject of major features in the EDP and Evening News, while the image of the ensign was picked up by The Telegraph, The Times, The Mirror and The Daily Mail, as well as by a number of international newspapers including those in France and Australia.
- 6.2 As previously reported, the Magritte painting from the Norwich collections, *La Condition Humaine*, featured on BBC East Inside Out on 31 January. The story of the hidden painting also made the list of the top 10 international art discoveries of 2016.
- 6.3 Publicity and marketing work has been completed to promote the opening of the forthcoming exhibitions 'Small Stories: At Home in a Dolls' House' at Norwich

## **7. Partnerships**

- 7.1 New Routes, a Norwich-based charity which aims to foster community links for recently settled refugees, has teamed up with Strangers' Hall to give asylum seekers and refugees a warm welcome and some valuable experience, working on the museum's annual 'deep clean'.

The group were given training and then went to work alongside other volunteers and museum staff, cleaning the museum from top to bottom with the utmost care using brushes and special Museum Vacs—vital work in helping staff identify any problems before they become too big, caring for the objects and ensuring the museum looks at its best for the forthcoming year. The aim was to give the refugees a constructive work experience, to help them make connections in the local community and to understand a little more about the history of the city.

- 7.2 The Museums Service will be lending the wing of the P10 aircraft to be displayed in the ground-breaking Norwich International Aviation Academy. The wing, from the first steel-framed plane in the world, was made by Norwich manufacturing company, Boulton & Paul and was exhibited at the Paris Air Show in 1919.
- 7.3 Lynn Museum collections can now be viewed in high resolution detail online thanks to a new Google partnership. More than 160 artefacts and artworks from Lynn Museum in King's Lynn can be viewed online around the world, thanks to a special arrangement with the Google Cultural Institute.

## **8. Commercial Developments**

- 8.1 A key element of the current Service Plan and of meeting the challenges of the budget reductions ahead is the successful delivery of the Service's commercial income targets. Key developments since the last meeting are listed below:
- 8.2 To date, over 500 ceremonies have been held within the Benefactors' Room at Norwich and advance bookings for 2017/18 are very strong. In September, Norwich Castle hosted its first wedding reception in the Rotunda and across our other sites a growing number of bookings have been secured for Strangers' Hall and Gressenhall.
- 8.3 The Museums Service is working with a tourism organisation UK Countryside Tours to develop tourism packages for the US alumni market, based on quintessential English experiences. The team at Gressenhall has helped to create an offer around the history of English agriculture focusing on leading figures like Jethro Tull and Charles Townshend.
- 8.4 External Services – the Museum's national-standard Design and Conservation teams continue to offer professional services commercially to other museums and heritage sites. Project work for a number of external clients is being delivered for the forthcoming financial year, including work for the Sainsbury Centre for Visual Arts (SCVA) and the National Trust.

The Design Team have recently secured some highly prestigious contracts, including one to support the design of a new dementia-friendly ward at the Norfolk & Norwich Hospital.

For more details visit [www.conserveanddisplay.co.uk](http://www.conserveanddisplay.co.uk)

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

## 8.6 Conclusion

Despite the challenges of an early Easter and a very hot summer, the Service's financial performance up to the end of January has been positive and, with a strong exhibitions and events programme in place across the 10 museums over the current and final quarters, a break-even budget position is forecast.

Commercial income strands including conference and banqueting, conservation and design services and weddings continue to develop positively, especially the Registry partnership at Norwich Castle.

## 9 Strategic Developments

- 9.1 **Norwich Castle Keep.** An initial development grant of £462,400 is a major boost to the multi-million pound plan to transform Norwich Castle's iconic Keep into one of the region's premier heritage attractions. A further £8.7 million has been earmarked towards the project and a second application for the full grant will be made at a later date.
- 9.1.1 Along with the recreation of the 12th Century Royal Palace, the project will enable a unique form of partnership, displaying national treasures from the British Museum collections alongside exquisite artefacts from Norwich Castle's own medieval collection, in a new *British Museum Gallery of the Medieval Period*.
- 9.1.2 Following permission to start, which was obtained on 14 July 2016, the Project Team have officially entered the Development Phase of the project. The work being undertaken during this period will form the basis of the second-round application to the Heritage Lottery Fund, which is expected to be submitted in late 2017/early 2018.
- 9.1.3 The following key meetings have been held to date:
- The second Academic Advisory Board meeting was held on 16 September 2016
  - The second Project Board meeting was held on 12 October 2016
  - The second HLF Monitor/Mentor meeting was held on 21 October 2016
  - The third Project Board meeting was held on 4 January 2017
- 9.1.4 Following a European tender process, Artelia Projects UK Ltd were appointed to provide project and cost management services for the Development and Delivery phases of the project in November 2016. The evaluation panel consisted of members of the NMS Senior Management Team and Norfolk County Council Corporate Property Team, and approval to appoint was granted by the Project Board. An inception meeting with the Project Team took place on 14 December 2016 and the contract officially commenced on 9 January 2017.
- 9.1.5 Regular communication is being held between curatorial and project teams at NMS and the British Museum in order to develop concepts for the British Museum Partnership Gallery of the Medieval Period within the Keep.

- 9.1.6 A new member of staff, Dickon Whitewood, was successfully appointed as Research Assistant on 28 November 2016. This 12-month HLF-funded post will focus on gathering archival material for Development-Phase work, as well as researching the townscape of medieval Norwich.
- 9.1.7 A consultation session was held on 5 September 2016 with The Society for the Protection of Ancient Buildings, which resulted in favourable responses to the design proposals for the Castle Keep and entrance hall.
- 9.1.8 A drone survey of the exterior of the Keep was completed in March.

## **9.2 Norfolk Museums Development Foundation (NMDF) & Fundraising**

- 9.2.1 Delivery of the fundraising strategy via the Norfolk Museums Development Foundation continues to progress well and a Board Development Day has been held which has been helpful in assisting the Trust in developing a clear vision which complements the work of the Joint Museums Committee and our other sister charities.
- 9.2.2 A new website for the Foundation has been created to give the charity a profile for potential supporters and grant giving bodies – <http://nmdf.org.uk/>
- 9.2.3 Current focus for the Foundation remains the Keep development project for which a large amount of preparatory research and advocacy work is being undertaken ahead of the submission of applications to grant-giving trusts and foundations in the New Year.
- 9.2.4 An application to the Garfield Weston Foundation for the support of the Keep development was submitted in February. Applications to other funders including the Foyle Foundation and the Wolfson Foundation are in preparation.
- 9.2.5 The forthcoming Norwich Castle exhibition programme, including the Nelson exhibition in the summer and the Rembrandt exhibition in the autumn, are also being supported by fundraising through the Foundation.

## **9.3 Gressenhall Farm & Workhouse – Voices from the Workhouse project**

- 9.3.1 The *Voices from the Workhouse* development project at Gressenhall, supported by the Heritage Lottery Fund and other key funders including DCMS Wolfson and Breckland DC, is progressing according to schedule and the main exhibition was opened to the public in May 2016.
- 9.3.2 Learning and outreach work with local schools and community groups linked to the project continues.
- 9.3.3 The Gressenhall project team have been recognised for their hard work and dedication to delivering an exemplary project by Norfolk County Council in the form of an Outstanding Contribution Award (OSCA).
- 9.3.4 The final element of the capital works, the redeveloped Collections Gallery, is nearing completion and will be fully operational by May. The new gallery will be used by a range of users, including young people's groups.



## **9.4 Arts Council England**

- 9.4.1 The East Contemporary Visual Arts Network (ECVAN), of which NMS is a leading member, has been successful with an application to Arts Council England's Ambition for Excellence strategic fund. Receiving a grant of £600,000 over three years will enable ECVAN to deliver a new project: New Geographies of the East.

New Geographies of the East is an ambitious programme that will deliver 10 major site-specific visual arts commissions, developed with and for communities in the East of England and with international partners from the Netherlands. The programme will be accompanied by an extensive community engagement programme and an artist and curator development initiative.

The project will develop new audiences for contemporary visual art whilst strengthening and deepening relationships between artists and curators in the East of England and the Netherlands. Nine lead partners from ECVAN will collaborate with three partners in the Netherlands; The Rijksakademie van beeldende kunsten, Casco: Office for Art, Design and Theory and If I Can't Dance, I Don't Want to be Part of Your Revolution. They will work alongside a host of additional local partners including Great Yarmouth Borough Council, Vivacity Peterborough and CPP Marketplace, Fenlands & Forest Heath and others.

- 9.4.2 As planned, NMS submitted an application to be included in the Arts Council England's National Portfolio Organisation (NPO) family for the period 2018-22.

In addition to the NPO application, the Service also submitted an application to continue as one of the nine national providers of Museum Development services.

- 9.4.3 Norfolk Museums Service has been tasked with a national leadership responsibility for the Arts Council's Goal 4 Diversity and Skills. This has involved delivering a national conference on 12 December and publicising case studies drawn from NMS's work and that of 5 other Major Partner Museums across England. NMS is also working with Kids in Museums, the national charity, to develop a new Takeover Day programme aimed at introducing children from diverse backgrounds to the idea of working in museums and the cultural sector.

- 9.4.4 The Museums Service has received a very positive end of year report from the Arts Council with particular credit given to the Museum's progress embedding new income generation initiatives and activities, and its award-winning work with children and young people.

## **9.5 Deep History Coast Project**

- 9.5.1 NMS curatorial staff continue to progress the *Deep History Coast* Project initiative.

- 9.5.2 Staff continue to work on the Deep History Coast (DHC) publication.

- 9.5.3 Work is continuing, together with Natural History Museum specialists, on a review and analysis of Norfolk's faunal collections from the Cromer Forest Bed. Dr David Waterhouse appeared on the Channel 4 documentary 'Walking Through Time', concerning Britain's lost land bridge. A DHC public 'Fossil Roadshow' event was delivered at Time & Tide Museum over the summer and

behind the scenes tours as part of Heritage Open Weekends in September

- 9.5.4 NMS staff continue to work with North Norfolk District Council (NNDC) on the DHC Steering Committee in order to shape the direction of the project in North Norfolk. Specialist advice and support has also been provided to North Norfolk's developing DHC Coastal Community Team work, with further meetings scheduled.
- 9.5.5 A partnership application led by NNDC to the Government's Coastal Communities Fund (CCF) was submitted at the end of June and has been successful in obtaining a Stage 1 pass. The second round application was submitted in December following a programme of exploratory work and detailed planning supported by NMS. If successful, the funding will enable the development of new tourism facilities across the North Norfolk Coast and improvements to the area immediately in front of Cromer Museum.

## **9.6 DCMS National Museums Review**

- 9.6.1 The Department for Culture, Media and Sport has begun a National Museums Review, the first such review in more than 15 years.
- 9.6.2 As part of the Review, the Museums Service received a visit in August from Neil Mendoza, Chair of the Review, Dr Simon Thurley and Kate Bellamy from the DCMS.
- 9.6.3 Jo Warr and Jamie Everitt attended roundtable meetings at DCMS in March.
- 9.6.4 In parallel to the National Review, the Museums Association has created a Museums Taskforce to examine the state of the museums sector across the UK and produce a report by May 2017. NMS is represented on the Steering Group for this piece of work.

## **9.7 Health & Wellbeing**

- 9.7.1 Following the Health & Wellbeing Conference held at Norwich Castle in May, development work has been undertaken over the summer and early part of the autumn. An application has been made to the national Great Place programme, funded by the Arts Council England and the Heritage Lottery Fund. The application proposes a series of health and wellbeing projects across the County, led by Creative Arts East and supported by Norfolk County Council's Cultural Services and Public Health.

## **10. Museum Development across Norfolk**

- 10.1 NMS continues to have a leadership role for the wider museums sector across the East of England. The Service is in receipt of a grant of £1.2m from Arts Council England to provide professional support, advice and guidance to museums for the three year period 2015-18. The programme of support is delivered by SHARE Museums East. Recent developments include the launch of the 2016-17 training calendar which offers over 80 events including training courses, workshops, conferences and seminars.
- 10.2 SHARE Museums East continues to provide Accreditation advice to museums in the region with a dedicated email enquiries line and regular county group updates and briefings.

- 10.3 Forward planning seminars and a grants award scheme have been announced to assist museum boards in reviewing and developing their forward plans to support improved organisational resilience.
- 10.4 The annual SHARE Museums East Volunteers Awards is in planning for June 2017.
- 10.5 This year's annual SHARE Museums East conference was held in November at the newly developed National Horseracing Museum at Newmarket. The theme of the conference was Place Making and speakers included Paul Bristow, Director of Strategic Partnerships at Arts Council England and Robyn Llewellyn, Regional Director of the Heritage Lottery Fund.
- 10.6 For more information on NMS' leadership role in museum development in the region and the SHARE scheme visit: <http://sharemuseumseast.org.uk>

## **11. Equality Impact Assessment (EqIA)**

- 11.1 The NMS Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the Service Plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment.
- 11.2 These assessments help the Service focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

## **12. Section 17 – Crime and Disorder Act**

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

## **13. Conclusion**

- 13.1 A break-even position is expected for the financial period 2016/17.
- 13.2 Following the opening of the new *Voices from the Workhouse* galleries at Gressenhall and a strong exhibitions and events programme across the County, the Service is confident of matching last year's record visitor figures of c.400,000, including school visits of around 45,000.
- 13.3 The redevelopment of the Keep at Norwich Castle continues to progress positively.

## Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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# NORFOLK JOINT MUSEUMS COMMITTEE

Item no:

<b>Report title:</b>	<b>Collections Review and Rationalisation Programme 2015-18</b>
<b>Date of meeting:</b>	<b>31 March 2017</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>

## **Executive Summary**

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

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

### **Recommendations:**

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

- **The Norwich Social History items listed in Appendix 2**

## **1 Executive summary**

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

### **1.1 Background**

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

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

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

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

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

## **2 Collections Review Programme**

- 2.1 The objects listed in Appendix 2 are from the Norwich Social History Collections and recommended for rationalisation by the methods proposed against each object.
- 2.2 The objects listed have been scrutinised and approved by NMS' internal Rationalisation Committee on 23 February 2017 which comprises the Chief Curator, the departmental Curator, Collections Development Manager, Collections Documentation Officer, the Senior Conservation Officer and the Registrar. Every effort will be made to find these objects a home in another museum or cultural institution.

## **3 Resource Implications**

### **3.1 Finance**

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

## **4 Other Implications**

### **4.1 Equality Impact Assessment (EqIA)**

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

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

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

### **4.2 Health and Safety Implications**

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

## **5 Section 17 – Crime and Disorder Act**

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

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

## **6 Recommendation or Action Required**

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

- the Norwich Social History items listed in Appendix 2

### **Officer Contact**

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

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

# Appendix 1: Strategy for Rationalising NMS Collections

## 1. Introduction

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

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

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

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

## 2. Using Collections

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

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



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

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

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

### **3. The Review & Rationalisation Programme**

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

Material in category 1 will not be reviewed since this will have been assessed when a decision was taken to put it on display. NMS has an ongoing programme of

renewing or refreshing displays which allows for changing objects on display and assessing their importance.

### **3.1 First steps in the Rationalisation Programme**

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

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

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

### **3.2 Identifying material for rationalisation**

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

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

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

### **3.3 Options for disposal**

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

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

### **3.4 Process for decision taking**

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

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

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





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

### **3.6 Process for disposal of accessioned material**

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

- As required by the conditions of the Museum Accreditation Scheme, a notice will be placed in the Museums Journal or its on-line equivalent, and any other appropriate specialist publications, advertising the availability of significant material to other Accredited museums.

- Direct contact will be made with any Accredited museums or other public institutions which would have a particular interest in any of the objects.
- If no Accredited museum is interested and the material was donated within the last 20 years, attempts will be made to contact the donor to return the item.
- Material in which no interest is expressed will be either sold or otherwise disposed of, once all reasonable efforts to find it a new home have been exhausted.
- Complete records of all transactions will be kept.

Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1938.10.SH 2	spinning wheel	Small spinning wheel, decorated with bone		Object is incomplete and is in poor condition. Other spinning wheels in better condition and with stronger provenance have been retained. Kett, Wayne 11.10.2016	Transfer. Offer to museums via Museums Journal.
NWHCM : 1955.215	spinning wheel	Wooden spinning wheel; probably 19th century; set on three legs; 2 reels attached at the top these are set on brass brackets;		This object is incomplete and in poor condition having suffered wood worm damage. We have numerous and more significant spinning wheels in the collection. Kett, Wayne 29.9.2016	Transfer. Offer to museums via Museums Journal.
NWHCM : 1975.481	press	Trouser press, 'Corby Automatic Stretcher Trouser Press', early 20th c		This object has been damaged by wood worm and is in very poor condition. Kett, Wayne 11.10.2016	Transfer. Offer to museums via Museums Journal.
NWHCM : 2008.325	collar	Collar for chinese woman to be worn on formal occasions with formal costume; overlapping embroidered leaves in blue with larger embroidered leaves in red below them black edging to leaves ; cream silk tassels ,with knot at top near collar edge ,from point of lower red leaves, fastening at back		This object is Chinese in origin and as such is outside NMS collecting policy. Suggest we find an alternative home with a more appropriate collection.	Transfer. Offer to SADAC and other museums via Museums Journal.

Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 2008.326	wedding robe	Wedding robe for chinese woman in red silk with embroidered motifs of butterfly and flower, centre front opening ; wide sleeves with band of black silk embroidered with flowers in silk thread and wider sleevebands in ivory silk with floral silk thread embroidery; black silk embroidered bands from side slits to base of robe and at neckline; robe embroidered with floral motifs in coloured silk threads		This object is Chinese in origin and as such is outside NMS collecting policy. Suggest we find an alternative home with a more appropriate collection.	Transfer. Offer to SADAC and other museums via Museums Journal.

Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.2	film	Film in metal container with red and white label; Kodak Nitrate Film 4M 20040 / 7U 00995; first frame shows two men in nightshirts; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.3	film	Film in metal container with red label; No. 00/5/2 Kodak No. 1 3; title - Garlands of Welcome at the Indian Pavilion; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.





Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.4	film	Film in metal container with yellow label; No. 9026/2 Kodak 3F 24913 / Kodak A20038 8439; first frame shows three men sitting on desk with another man standing in front of them; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.5	film	Film in metal container with no label; Kodak UF 622H S7; first frame shows a boy and a woman in front of a house; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.6	film	Film in metal container with a broken red and white label with inscription ...WBOY; Kodak Nitrate Film / Pathe & Eastman; first frame shows man and boy in front of grocery shop; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.7	film	Loose film, Phate Cinema France / 3393 16; title - Air Chief Marshal Sir Hugh Trenchard inspects cadets at R.A.F. College, Cranwell; 1930s		Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.8	film	Loose film, Kodak K F 1293 8250; first frame shows an old lady, a man and a woman in a room; 1930s		<p>Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016</p>	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.9	film	Loose blue film, Eastman / Ambrosia Torino Societa Anonima; first frame shows two men carrying a coach with woman inside; 1930s		<p>Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016</p>	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.10	film	Loose film, C Kodak 93G0918; first frame shows man leaning against wall; 1930s		<p>Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016</p>	Disposal. BFI to safely dispose of this object.



Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.11	film	Loose film, Kodak UF 622H 5 7; first frame shows two ladies playing tennis; 1930s		<p>Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016</p>	Disposal. BFI to safely dispose of this object.





Record number	Object simple name	Brief Description	Image	Disposal Reasons	NMS Committee Recommendations
NWHCM : 1979.463.12	film	Loose film, Pathe & Eastman / Kodak Q F 1160 5741 Nitrate Film / Dupont P 096 96; first frame shows a man in military clothing; 1930s		<p>Nitrate film is difficult to store. NMS do not have the capability of legally storing nitrate film. This film was stored with the East Anglian Film Archive, they are no longer able to store the film for us, and neither are the Norfolk Record Office. The film is currently being stored by the BFI. Having viewed the film the BFI have declined the opportunity to acquire the film as it either duplicates what they already have or is unidentified. John Oliver from the BFI advised us that "another organisation who would wish to acquire those reels of film does not come readily to mind, as few places can legally store nitrate, in addition to the fact that the reels are just very small fragments from some unidentified features or shorts." The BFI are happy to safely dispose of the film for us providing we secure approval. Kett, Wayne 14.12.2016</p>	Disposal. BFI to safely dispose of this object.

