

NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Date	Time	Place
Friday 23 November 2012	2pm	The Edwards Room County Hall Norwich

Agenda



Village at War: Life on the Home Front

Over 3,600 visitors, costumed enactors and period vehicle owners gathered at Gressenhall Farm and Workhouse over the August Bank Holiday weekend as the site turned back the clock to the 1940s for its annual Village at War Event.

1 To note Apologies and whether any Substitute Members have been Appointed

2 To Receive the Minutes of the Previous Meeting held on 22 June 2012 (PAGE)

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 Matters of Urgent Business

5 Public Question Time

15 minutes for questions from members of the public of which two clear working days notice have been given

6 To Receive the Reports of Area Museums Committees/ Forum/ Scrutiny Committee

Note: There are minutes of recent meetings that are not yet available.

- | | |
|--------------------------|---------|
| (a) Breckland | (PAGE) |
| (b) King's Lynn | (PAGE) |
| (c) North Norfolk | (PAGE) |
| (d) Norwich | (PAGE) |

- | | | |
|-----------|---|---------|
| 7 | Proposed Change to Area Committee Arrangements in Great Yarmouth | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 8 | Norfolk Museums and Archaeology Service-Integrated Performance, Risk and Finance Monitoring Report For 2012/13 | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 9 | Service and Budget Planning 2013-15 for Norfolk Museums and Archaeology Service | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 10 | Collections for Rationalisation | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 11 | NMAS Collections Development Project | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 12 | Stories from the Sea – An Innovative Museum Project in Great Yarmouth | (PAGE) |
| | Report by Head of Museums and Archaeology | |
| 13 | Skills for the Future – Power Point from Sally Ackroyd (no written report) | |

CHRIS WALTON
Head of Democratic Services

County Hall
Martineau Lane
Norwich
NR1 2DH

15 November 2012

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

GROUP MEETING

Conservative – 1.30 pm – Colman Room



If you need this Agenda in large print, audio, Braille, alternative format or in a different language please contact Tim Shaw 0344 8008020 or 0344 8008011 (textphone) and we will do our best to help.

NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Minutes of the Meeting Held on 22 June 2012

Present:

Norfolk County Council

Mr M Carttiss
Mrs J Leggett (Substitute for Mr J Rogers)
Mr B Stone
Ms J Toms
Mr J Ward (elected Chairman)
Mr A J Wright

Borough Council of King's Lynn & West Norfolk

Mrs E Nockolds

Broadland District Council

Mr D Buck (Substitute for Mr J W Bracey)

Norwich City Council

Mr D Bradford
Mr G Gee
Mr M Stonard

Breckland District Council

Mr P J Duigan

North Norfolk District Council

Mrs L Brettle

South Norfolk Council

Mr T Blowfield (Substitute for Dr C Kemp)

Great Yarmouth Borough Council

Mrs K S Robinson-Payne

Co-Opted Member

Museum Friends

Mr J Knight

1 Apologies

Apologies for absence were received from Mr J W Bracey, Mr G R Jones, Dr C Kemp, Mr J Rogers, Mrs H Thompson and Mr J Wilby.

2 Election of Chairman

Resolved.

That Mr J Ward be elected Chairman of the Joint Committee for the ensuring year.

(Mr J M Ward in the Chair)

3 Election of Vice-Chairman

Resolved.

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

4 Minutes

The minutes of the previous meeting held on 27 April were confirmed by the Joint Committee and signed by the Chairman.

5 Declarations of Interest

There were no declarations of interest.

6 Matters of Urgent Business

The Chairman agreed that the Joint Committee should receive the reports of the Area Museums Committees for Breckland and King's Lynn and West Norfolk that were held on 15 June 2012 and 11 June 2012 respectively, that had been received after the Joint Committee agenda papers were dispatched (see minute 9).

7 Public Question Time

There were no public questions.

8 Political Representation on the Joint Museums and Archaeology Committee and Appointments to the Accounts Approval and Urgent Business Sub-Committee

The annexed report by the Secretary of the Joint Committee was received. The report set out to the political representation on the Joint Committee and asked for appointments to be made to the Accounts Approval and Urgent Business Sub-Committee for 2012/13.

Resolved.

- (a) To agree the political composition of the Joint Museums and Archaeology Accounts Approval and Urgent Business Sub-Committee for 2012/13 be as follows:-

Conservative	4
Labour	1
Liberal Democrats	1
Green	1

- (b) That the following Members be appointed to the Joint Museums and Archaeology Accounts Approval and Urgent Business Sub-Committee for 2012/13:-

Mr Bradford
Mr Duigan
Mr Jones
Mr Stone
Ms Toms
Mr Ward
Mr Wilby

9 Urgent Business: To Receive Area Museums Committee Reports From Breckland and King's Lynn

(a) Breckland

The annexed report of the Breckland Area Museums Committee meeting held on 15 June 2012 was received and noted.

In introducing the report, Mr Duigan referred to the success of the Skills For the Future project at Gressenhall Rural Life Museum which provided work-based training in traditional skills relating to heritage landscape management and rural heritage collections. The training programme had been running for over a year in partnership with the Museum of East Anglian Life in Stowmarket. The project provided an opportunity for young people and adults from different backgrounds to develop skills and knowledge in a specific area of traditional skills.

(b) King's Lynn and West Norfolk

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 11 June 2012 was received and noted.

In introducing the report, Mrs Nockolds said that the King's Lynn Museums continued to lead the Greater Fens Museums Partnership, which explored the complex relationship between Fenland people and their local landscape. She said that an application to the Heritage Lottery Fund for the successor 3 year Fenland Partnership Project "Fenland Lives and Land" had been successful. The project would include a varied programme of events and activities for museum partners and community venues throughout the Fens.

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

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

Members received a report that outlined the latest service performance, together with the NMAS revenue budget, reserves and provisions and capital programme as at 31 March 2012.

During discussion, the following key points were noted:-

- The NMAS had achieved a break-even position at the year-end.
- The capital programme had under-spent by £0.029m in 2011/12.
- The budget for the Bridewell Museum project had been adjusted to allow it to be completed in 2012/13.
- Visitor numbers had reduced by 7.6% during 2011/12 when compared to 2010/11, which had been an exceptional year.
- Significant progress had been made with NMAS service plans.

- There were minor snagging issues with the Gressenhall Biomass Boiler CERF, which would cost £15,000 to resolve.
- The Gressenhall Eco Building was subject to a planning delay with changes having to be made to the original plans to meet environmental concerns. As a result of this, £139,000 had been moved to 2012/13.
- The detailed reasons for the planning delay with the GFWH Wind Solar CERF would be explained to the Chairman after the meeting. (Note: Following the meeting it was noted that the funding was awarded from CERF to provide solar panels on the proposed eco building at Gressenhall. Due to planning delays with regards to the eco building it had not yet been possible to install the solar panels. When the go-ahead for the eco building was received, the NMA would move ahead with the panels).
- An invitation was laid on the table for Members of the Joint Committee to attend on Friday 29 June 2012, a preview of the re-opening of the Bridewell Museum.

Resolved.

To note progress with performance and service plans during 2011/12.

To note progress with the Revenue Budget Capital Programme and Reserves and Provisions – Terms and Conditions for 2011/12.

11 Annual Internal Audit Report 2011/12

The annexed report by the Head of Finance was received.

Resolved:

- To note that the Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report for 2011/12, and the key message, based on an analysis on the audit work carried out and reports issued, meant that Norfolk Audit Services could assure the Committee of the adequacy and efficiency of internal control, including the arrangements for Risk Management during 2011/12 was “acceptable” and therefore considered sound;
- To note that the system of internal audit, including the arrangements for Risk Management, were adequate and effective during 2011/12 for the purpose of the latest Regulations;
- To note that arrangements for anti-fraud and corruption were adequate and had been reviewed and;
- To note the content of the 2012/13 Audit Plan for the Joint Committee as set out in the Annual Internal Audit Report.

12 Museum Security

The annexed report by the Head of Museums and Archaeology was received. The report set out the conclusions and recommendations of two audits that had been undertaken to review security at Norwich Castle following an attempted theft of a Rhino horn and the actual theft of Nelson memorabilia at the museum in February 2012.

During discussion, the following key points were made:-

- Until this year, the NMAS had an exemplary record on museum theft.
- This year had been characterised by a number of thefts and attempted thefts from museums across the country.
- Annexe 1 to the report set out a summary of the recommendations from the Internal Audit Review of the procedures and the external review of systems at Norwich Castle.
- At the request of Members, the completion of “an over arching procedural standard document” (to inform all relevant staff of policies and procedures) would be moved forward from the end of 2012 to the end of July 2012.
- A “Key Policy and Action Plan” would be put in place by the end of August 2012. This plan would include consideration being given to using different kinds of electronic locking systems on doors (referred to in the report as “using intelligent door furniture to minimise installation and costs”). Further information about how this could be achieved would be reported to a future meeting of the Joint Committee.
- Staff had been reminded of the importance of recording and maintaining accurate and up to date information regarding artefacts and their location on the Modes Database. It was pointed out that periodic spot audit would be undertaken on a random selection of items to ensure that records were kept up to date. The most important and valuable items would be subject to more frequent audits.
- The CCTV system at the Castle Museum was a “top of the range” product.
- Options for the bar coding of objects held in store continued to be explored.
- The Chairman, and Mr Knight representing the Friends of Norwich Museums, said that they supported the increased use of volunteers to assist the NMAS in maintaining museum security. The Friends of Norwich Museums had a large pool of volunteers who could assist with this task. It was, however, noted that this matter would need to be considered in the context of the County Council's Volunteer Guidelines and be subject to Union consultation.
- The Cabinet Member for Cultural Services congratulated the NMAS Officers on the action that they were taking to address the issues that were mentioned in the action plan, all of which could be dealt with within the existing NMAS budget. Overall, the audit review had found the security systems that the NMAS had in place were robust and suitable for the Castle Museum to continue to receive loans from national museums.

Resolved.

- That the NMAS implement the recommendations and action plan at Annexe 1 to the report and keep the Joint Committee informed of developments.

13 Annual Review of Visitor Performance

The annexed report by the Head of Museums and Archaeology was received. The report analysed the number of visits made by members of the public to the museums operated by the Norfolk Museums and Archaeology Service for the financial year 2011/12. Over 350,000 visits were made to NMAS museums. Taking into account museum closures, this represented a 0.5% decrease compared to 2010/11, which was an exceptional year. Of the total number of visits to NMAS museums, 43,353 visits were made by school children in organised groups thereby matching the exceptional performance achieved in 2010/11.

Resolved.

To note the report.

14 NMAS Documentation Policy

The annexed report by the Head of Museums and Archaeology was received. The report set out how the NMAS was currently preparing to review its Accreditation status and was required to update existing policies and procedures. The report included a revised draft NMAS Documentation Policy for Joint Committee approval.

Resolved.

That the revised NMAS Documentation Policy be approved for inclusion in the NMAS Accreditation application.

15 Historic Environment Service (ETD) Update

David Gurney, the Historic Environment Manager, NCC Environment, Transport and Development, presented to the Joint Committee the Historic Environment Services Annual Review 2011/12, and updated Members on recent developments in the historic environment sector.

Printed copies of the Annual Review for 2011/12 were laid on the table, and it was pointed out that they were available from David Gurney on request in paper or in digital format.

The meeting concluded at 3.30pm.

Chairman



If you need these minutes in large print, audio, Braille, alternative format or in a different language please contact Tim Shaw on 0344 8008020 or 0344 8008011 (textphone) and we will do our best to help.

T:\Democratic Services\Committee Team\Committees\Norfolk Joint Museums and Archaeology Committee\Minutes\
Final\120622 Minutes

BRECKLAND COUNCIL

At a Meeting of the

BRECKLAND AREA MUSEUMS COMMITTEE

**Held on Friday, 19 October 2012 at 2.00 pm in
Meeting Room, Level 5, Breckland House, St Nicholas Street, Thetford, IP24 1BT**

PRESENT

Mr P.J. Duigan (Chairman)
Mrs P.A. Spencer

Mr M.A. Kiddle-Morris (Vice-Chairman)
Mr J.D. Rogers

Also Present

Mr R. Key
Mr D. Blackburn

In Attendance

Mr Oliver Bone

Ms Ruth Burwood

Mr Josh Giles
Dr Robin Hanley
Helen McAleer

- Curator of the Ancient House, Museum of Thetford Life
- Interim Curator, Gressenhall Farm & Workhouse Museum
- Skills for the Future Trainee
- Western Area Manager
- Senior Committee Officer

Action By

21/12 MINUTES (AGENDA ITEM 1)

The Minutes of the meeting held on 15 June 2012 were agreed as a correct record.

22/12 APOLOGIES (AGENDA ITEM 2)

Apologies for absence had been received from Mr Bracey, Mr Brindle, Mr Clark, Mr Kybird, Mr Jordan and Vanessa Trevelyan.

23/12 CHAIRMAN'S ANNOUNCEMENTS (AGENDA ITEM 3)

The Chairman welcomed Josh Giles a Skills for the Future trainee based at Gressenhall, and Ruth Burwood who was providing maternity cover for Megan Dennis, curator of Gressenhall.

He also passed the Committee's congratulations to Megan on the recent birth of her baby.

24/12 DECLARATION OF INTEREST (AGENDA ITEM 5)

No declarations were made.

Action By

25/12 ANCIENT HOUSE MUSEUM OF THETFORD LIFE (AGENDA ITEM 6)

Mr Oliver Bone presented his report for the period June to September 2012.

The current exhibition looked at the story of Thetford through maps. A flyer had gone out to all households advertising the exhibition and the Museum was selling souvenir tea-towels with stitched maps.

The next exhibition 'Hard Times' would run from January to July and would focus on living and working conditions in the past, offering an alternative to the 'rose-tinted' view often associated with past times. It would include reference to workhouses and to the work camps for unemployed people set up in Thetford Forest after the First World War.

In the summer the Museum would be running a 'Thetford's Lost Tudor Sculptures' exhibition featuring the findings of a research project into the monuments of the Dukes of Norfolk at Thetford Priory and artefacts from the British Museum, Norwich Castle and Framlingham Castle. There would be a reconstruction of the tombs of the Dukes of Norfolk and screens would be hung in the brick niches of the Museum with talking portraits explaining Tudor power and politics.

The project would pay the Museum a fee to provide free admission and it was hoped that this would help to boost visitor numbers. As part of the project, an App for smart phones was being created for Thetford Priory, to help to enhance the potential of the site with schools and other groups.

On Saturday 7 September 2013 there would be an Event at Thetford Priory which would be part of the Thetford Festival.

The Arts Awards Programme, was continuing to do well with children gaining awards in various categories.

A further project with Norfolk County Council was spotlighting the links between Norfolk and North America. This had created a lot of community participation and it was hoped to do a similar project to mark the World War One centenary in 2014.

The Museums Accreditation Scheme was a National Scheme requiring the Museum to complete a detailed application form using new standards and supplying evidence about management, access, services and collections care. The Ancient House Museum had been in the first tranche of museums to achieve full Accreditation and could now use the logo. Charles Burrell Museum was also working towards achieving accreditation and Ancient House would be helping them with that.

Mr Hanley noted that the new standards had brought with them a great deal of additional work and it was a credit to Mr Bone's endeavours that the Ancient House had achieved accreditation.

Mr Blackburn entirely agreed with that.

Mr Bone said that it was an opportunity for museums to work together.

Action By

Moving on with his report he said that a new Youth Engagement Officer had been appointed and would focus on working with needy young people, in partnership with the Benjamin Foundation and the Matthew Project.

He then gave some examples of the Museum assisting in the planning process.

- A pair of Stone Curlews from the museum's collection had been used as a visual aid at a planning inquiry into development at Weeting.
- An architect had visited the Museum to see examples of locally made Thetford Grey bricks to inform decisions about choice of bricks in a new development at the sensitive Anchor site in the centre of the historic town.

The Ancient House had a committed team and took part in a wide range of events. They had been linked into the Library's reading game during the summer and had taken a leading part in the Thetford Festival with a wonderful final day, blessed with lovely weather, held in the King's House gardens where an array of activities took place.

The Museum also benefitted from the voluntary work of the Friends. They were planning a programme of talks for the next year.

Finally he circulated visitor numbers which showed that the Museum was doing quite well despite the erratic weather and the fact that the Olympics and other events had been expected to impact on the figures.

With regard to the World War One centenary, the Chairman thought that Dereham Town Council was planning to do something to commemorate the Zeppelin raids in Dereham and other Norfolk towns which had caused significant damage.

He thanked Mr Bone for his report.

26/12 GRESSENHALL FARM & WORKHOUSE (AGENDA ITEM 7)

Dr Robin Hanley presented his report for the period June to September. It contained a lot of event information, but the key feature of the year had been the weather which had made it a difficult year.

The impact of the Olympics had been expected to result in a 20% decline in visitor numbers nationally and that had been compounded by the bad weather. The History Fair had been badly affected with visitor numbers only half of the previous year's. A review would be carried out on how to approach the History Fair in future as it had been in decline for some time.

The August Bank Holiday, 'Village at War' event had had reasonable weather. It had linked in to the Norfolk County Council North American connection project and had used the 'friendly invasion' theme. There had been good visitor numbers and it remained a strong event.

Action By

The next event on the calendar was Apple Day. It was one of the more weatherproof events and anyway the forecast was reasonable. There would be lots of stalls and activities and visitor numbers were expected to be good.

A new event had been the Festival on the Farm which had been run with Breckland Council to celebrate art, nature and sport. It was one of the smaller event days and as visitor numbers had been good it might be run again next year.

The Father's Day event was truly inter-generational and had featured a farrier's apprentice working in the courtyard and a Meccano display among other things. It continued to grow in popularity. Another successful event had been 'Food Glorious Food' held on 15 July. There had been a range of producers and retailers on site and good numbers had attended.

The Archaeology Day had formed part of a UK-wide festival of British Archaeology. It had included activities such as flint knapping and clay pot making. It was hoped to make it a full day event next year and to attract higher numbers of visitors.

The 'Remember When' event, which was aimed at the over 55s had not done well and would be reviewed due to its low attendance figures. It may have run its course. On the other hand the Horse Power event had had a record number of Heavy Horses working on site and increased visitor numbers. It was an event that appeared to have the capacity to grow.

During the summer holidays there had been a busy programme of activities and these had been advertised in leaflets which had been delivered to all Litcham and Dereham schools. Visitor numbers had been sustained and the same level of marketing was planned for next year.

The Heritage Open Day, which had been free of charge, had coincided with the Tour of Britain and the weather had been good. It was not clear why so many people had attended, but it had been successful beyond expectations.

With regard to development at the Museum, an evaluation of spending behaviour had been undertaken to assess the impact of the move to the new shop and ticketing facilities. Initial results showed an increase. The Museum was now also selling ice-cream and looking for other opportunities to generate income. They were very pleased with how the new area was working.

Gressenhall had led a successful funding bid to the Esmée Fairbairn Collections Fund for £89,000 for the *Shine a Light* project which gave access to superstores of collections not normally visited by the public. The project was aimed at providing better on-line and physical access to those stores.

A new bid to the Heritage Lottery Fund was being prepared to enable a new Workhouse display. Round One was in the early summer of 2013, so consultation would commence after Christmas. The focus would be on

Action By

the main Workhouse building and displays and the Rural Life display, gallery and library. Most of the funding would go towards items visible to the public.

Work was continuing on developing the Museum's social networking presence on both Twitter and Facebook. Ruth Burwood was acting as a social media champion, Tweeting daily on the work being done at the Museum. Josh Giles had also done a lot of work on the Facebook page and it was part of his role to create fresh content on a daily basis.

Work continued on maintaining the fabric of the buildings and a programme of works over the winter would see repaired paths and renewed or replaced fencing. Funding had been received to install a new CCTV system for security and monitoring purposes. The new system had infra-red capabilities. The Museum had had a few issues with vandalism in the past.

More investment was being made in the adventure playground which was an important attraction for pass-holders and repeat visitors. There was an on-going programme of repair and renewal.

The Friends provided valuable support to the Museum and were a very effective organisation for funding and advocacy. There was a team of about 130 volunteers and the Museum could not operate without them. Ruth Burwood's key job was co-ordinating the team.

The Gressenhall Learning Team had won the Sandford Award for Heritage Education which would help with marketing to schools. It had been a strange year for school numbers with a reduction over the summer term, probably because of the Olympics. The Autumn bookings were back to their usual level.

Through the Heritage Lottery Fund the Museum had recently recruited additional apprentices and where possible, external placements were sought for them. They brought additional capacities to Gressenhall which benefitted visitors.

Overall it had been a difficult year due to the weather, but next year there were plans to run a rediscover Gressenhall campaign with a discounted museum pass price.

Mrs Spencer asked about signage for the adventure playground area. Thetford Town Council was having problems with one of its play areas, designated for toddlers.

Mr Hanley confirmed that there were three separate areas within the playground for Toddler, Intermediate (5-8) and then 8-14 year olds. He would send a copy of the signage to the Town Council.

Mr Key thanked both the Officers for their excellent reports.

Mr Blackburn asked who carried out the accreditation for traineeships and was advised that the formal apprentices were done through Easton College. Other organisations were the Traction Engine Trust, the Royal Horticultural Society and the National Farrier Organisation. Not all were

Action By

accredited. At the end of the placement a certificate was created which listed all the skills and work based training carried out by the trainee.

The Chairman noted that the Objective Two funding had had an effect on visitor numbers previously and Mr Hanley agreed. It had doubled the marketing budget and provided for two additional officers. Only limited paid advertising could be undertaken now. Inevitably visitor numbers had dropped. They would be applying for any other grants that were available.

The Chairman thanked Mr Hanley for his report.

27/12COLLECTIONS RATIONALISATION REPORT (AGENDA ITEM 8)

Ruth Burwood presented the report which set out the background to the review of the collections at Gressenhall Farm and Workhouse and recommended the de-accessioning of a group of social history items that were in poor condition and outside the NMAS Acquisition and Disposal policy.

She asked that item three in the Phase 4 – Large Objects list be withdrawn for further consideration as more information had been discovered about the oven.

The majority of items on the lists were unidentified and had not been formally accessioned and some items were duplicates. The usual procedures for disposal or dispersal would be followed.

Mr Kiddle-Morris asked about the resource implications referred to in paragraph three of the report. Mr Hanley explained that there was a contingency fund for rationalisations within the budget, it had not been required previously, but it was available.

It was also clarified that Gressenhall was not alone in reviewing its collections. There was a cross service rationalisation project.

Members **AGREED** that the objects listed in Annex 1 to the report, with the exception of Item No 3, be recommended to be de-accessioned.

28/12NEXT MEETING (AGENDA ITEM 9)

It was noted that the next meeting would be held at Gressenhall Farm and Workhouse Museum on Friday 15 February 2013 at 2.00pm.

The meeting closed at 3.30 pm

CHAIRMAN

NORFOLK COUNTY COUNCIL

BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE

**Notes of a meeting of the above Committee held on
Monday 15 October 2012 at 2.15 pm in the
Committee Suite, King's Court, Chapel Street, King's Lynn**

PRESENT:

Councillor Mrs E A Nockolds (Chairman)	- Borough Council of King's Lynn & West Norfolk
Councillor M Back	- Borough Council of King's Lynn & West Norfolk
Tim Humphreys	- Borough Council of King's Lynn & West Norfolk
Wendy Vincent	- Democratic Services Officer, Borough Council of King's Lynn and West Norfolk
County Councillor M Chenery	- Norfolk County Council
County Councillor B Long	- Norfolk County Council
County Councillor M Langwade	- Norfolk County Council
County Councillor R Rockcliffe	- Norfolk County Council
County Councillor A J Wright	- Norfolk County Council
Mr S Hall	- Norfolk Museums and Archaeology Service
Dr R Hanley	- Norfolk Museums and Archaeology Service
Mr B Howling	- Friends of King's Lynn Museums

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs S Smeaton, A Tyler and V Trevelyan.

2 MINUTES

The notes of the meeting held on 11 June 2012 were agreed as a correct record.

3 MATTERS ARISING

There were none.

4 DECLARATIONS OF INTEREST

County Councillor R Rockcliffe declared an interest as he was a Trustee of the Green Quay.

5 **REPORT OF WESTERN AREA MANAGER**

King's Lynn Museums Report – June to September 2012

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

(i) Temporary exhibitions and events at Lynn Museum

The current temporary exhibition at Lynn Museum was *Hard Times: Poverty in King's Lynn in the early 20th century*, which was on show at the Lynn Museum until 19 January 2013. The exhibition explored the challenges faced by poorer sections of Lynn's population in the Edwardian period.

The next temporary exhibition at Lynn Museum would be *Inspired Choice*, running from 29 January to 13 April 2013. The exhibition would feature selections of paintings from the King's Lynn Museums collections, selected by local groups including schools. The Committee would be invited to the opening event on 29 January 2013 from 4.00 to 5.00 pm, the Chairman, Councillor Mrs Nockolds would be invited to perform the opening ceremony.

The *Mapping the Town* exhibition would run from 27 April 2013, telling the story of the town through maps, models, photographs and objects.

A programme of occasional illustrated talks continued to take place at Lynn Museum on Wednesday afternoons. Future talks would include The Natural History of West Norfolk.

A programme of family events took place at Lynn Museum during the school summer holidays. These included: Archaeology Day on 21 July, Ancient Egypt on 31 July, Monster Mammoths and Deadly Dinosaurs on 9 August and In Sickness and Health on 16 August.

The Lynn Museum opened free of charge on Sunday 9 September as part of the Heritage Open Day programme co-ordinated by the Civic Society. The opening was supported by traditional music and there were 330 participants. Although the number of visitors had decreased in 2012, the Museums Service were happy to continue to support future Heritage Open Days.

Initial planning was underway for a programme of exhibitions and events that would contribute to the commemoration of the 2014 centenary of the outbreak of World War One. It is expected that this would complement a programme of national and regional events. Part of the exhibition would explore the impact of early Zeppelin raids on King's Lynn.

(ii) Other Museum Developments

The Lynn Museum had achieved full Accreditation from the Arts Council England and continued to be recognised as an Accredited

Museum. Applying for Accreditation required staff to complete a detailed application form using the new standards and supplying evidence about management, access, services and collections care.

Alterations to the glazed front of the Lynn Museum reception were currently underway, with works including the installation of an improved automatic door. The Norfolk County Council Building Maintenance Fund would also be funding a programme of redecoration throughout the reception area.

A “refresh” of the main exhibition gallery at the Lynn Museum would be taking place over the winter, utilising funding from the Arts Council Major Partnership programme. This work would include the installation of some additional objects formerly displayed at the Town House Museum. There would also be improvements to the labelling and display of recent acquisitions including the Hillington phallus.

(iii) Friends of King’s Lynn Museums

The Friends continued to offer a varied programme for members including lunchtime talks, trips and an annual lecture. Mr Howling circulated details of the lecture of Prehistoric Norfolk, which would take place on 17 October at the Town Hall. Their AGM would take place at 12 pm on Monday 22 October.

The Friends continued to support a long-term conservation programme for parts of the fine art collections and had recently provided funds to support the latest stage of this project. The Friends had kindly paid for two oil paintings to be conserved, repaired, cleaned and reframed.

(iv) Partnership Projects

The Lynn Museum charging period ran from April to September. The free admission period would run from October to March. The free admission period was provided under the terms of the Service Level Agreement (SLA) between the Borough Council and NMAS, with part of the SLA funding contribution covering lost ticket income during the free admission period.

The operation of NMAS in King's Lynn and West Norfolk continued to be managed under the terms of the 2012/13 SLA with the Borough Council. Under an extension to the original agreement, NMAS continued to provide curatorial advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia.

NMAS was continuing to support colleagues from the Borough Council with the development of a proposal and HLF funding bid for a major project aimed at improving access of the Town Hall. A bid would be submitted at the end of November 2012.

NMAS was continuing to lead the Greater Fens Museums Partnership. Stuart Hall, Project Officer provided a verbal update, a summary of which is set out below.

The Committee was advised that the Norfolk Museum and Archaeology Service continued to support smaller regional museums through the Greater Fens Museums Partnership. It was organised into clusters of museums, community groups and local organisations all working together to create five co-produced exhibitions. The project would create sustainable partnerships at a local level and would work towards establishing itself as an exemplar model of how to embed local heritage, local choice and learning into a project that supported a number of social agendas.

It was highlighted that all five exhibition clusters listed below had held their first meeting and each exhibition had been allocated £20,000 to develop:

- The 'Early History of Fen Communities'.
- The 'Tales of Fen People'.
- The 'River Marsh and Mere.'
- Shops, Pubs and Trades.
- 'Living on Land and Water.'

The project was working with a whole range of very diverse groups. Equally, plans were being put in place to work with local unemployed adults through the development of transferrable employment skills and the gaining of accreditation.

Mr Howling commented on the Living on Land and Water exhibition where the idea was to explore a journey of a Fenland Barggee, he stated that the Barggees were often referred to as Lighters. Mr Howling also informed the Committee that Lord Alford's journey in 1774 and a survey undertaken by William Dugdale in 1557 proved interesting reading. In response, Stuart Hall, Project Officer explained that he was aware of the term "Lighter" and often referred to a male travelling alone. A map would be available which would have sensory hotspots embedded into it that could be pressed to trigger information to be displayed on a nearby audio-visual unit.

In response to a question from County Councillor Chenery regarding the opening of the exhibitions, the Project Officer advised that the opening event to include all five exhibitions would hopefully take place at St Nicholas Chapel in King's Lynn.

Following questions, from the Chairman, Councillor Mrs Nockolds regarding use of the exhibition materials once the exhibitions had finished, the Project Officer advised that a mix of materials to support the exhibitions had been used and some could be transported by van and others dismantled and put into the back of a car.

The Chairman, Councillor Mrs Nockolds referred to the county-wide Norfolk's American Connections community exhibition project and the events associated with it. The Western Area Manager explained that there was an event scheduled for 20 October at the Lynn Museum.

(v) Learning and Outreach

In June Lynn Museum was approached by the Audrey Stratford Trust who wanted to work with NMAS on a project with local school children as part of the Trust's aims to promote education and the history of Lynn. The Trust had now allocated £2,000 to fund visits to the museum by local schools wishing to explore Lynn History. Over the next year NMAS would be working with about 400 school children.

NMAS was also running the first Arts Award After School Club part funded by Audrey Stratford Trust funding, working with Whitefriars School KS2 pupils to explore the fine art collections at Lynn. All pupils who attended the club would be offered a recognised qualification award through the scheme.

A new Youth Engagement Officer had been appointed. The post was funded as part of the successful NMAS bid to Arts Council England for Major Grant funding over the period 2012-15.

(vi) Visitor numbers

The visitor numbers were tabled. It was noted that the figures were 12% down during the same period in 2011. However, it was highlighted that there had been a decrease over the summer months, which had reflected the national trend and could have been related to the Olympics and Jubilee celebrations.

County Councillor Long referred to paragraph 2.1 of the report and asked if achieving Accreditation from the Arts Council for England would help to attract additional funding. In response, the Western Area Manager explained that a great deal of work had been undertaken to achieve the Accreditation and that the Lynn Museum was the first to achieve the Accreditation within the Museums Service. It was therefore anticipated that this would assist in obtaining external funding in the future.

In response to questions from County Councillor Long on the alterations to the front doors and the problems previously encountered by groups of youths congregating, the Western Area Manager explained that significant benefits had been achieved with the alterations to the front of the Museum and the issue of youths and anti-social behaviour had disappeared, as the Police had treated it as a priority issue and the addition of CCTV had also helped.

In response to a comment made by County Councillor Langwade regarding the wording in paragraph 1.7, the Western Area Manager advised that staff were mindful of the sensitivity of language used to promote such exhibitions and events.

Following questions from County Councillor Chenery on the Sarah Ingleby and Guido Schmitt paintings, the Western Area Manager explained that Tim Thorpe, Curator at the Lynn Museum would have the information requested and would ask him to forward the information direct to County Councillor Chenery.

Councillor Back referred to paragraph 4.2 and the Service Level Agreement, he asked for more detailed information relating to the £5,000 management fee. In response, the Western Area Manager explained that he did not have the information to hand, but would present a report to the next meeting of the Committee.

The Chairman, Councillor Mrs Nockolds thanked the Western Area Manager and the Project Officer for their interesting and informative reports. In particular, the Chairman thanked the Western Area Manager for the work he had undertaken towards the proposals for the funding of the HLF bid for the Town Hall.

On behalf of the Committee, the Chairman, Councillor Mrs Nockolds thanked the Friends for the valuable work they carried out within the Museum.

RESOLVED: (1) That the newly appointed Youth Engagement Officer be invited to attend the next meeting.

(2) The Chairman, Councillor Mrs Nockolds on behalf of the Committee to write a letter of congratulations to staff on achieving full Accreditation from the Arts Council, England.

(3) The Western Area Manager to present a report on the details of the Service Level Agreement at the next meeting.

6 REPORT OF THE TOURISM MANAGER, BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK

The Tourism Manager presented a report which updated members on tourism marketing undertaken by the Borough Council during the period March – September 2013.

Website and on-line Marketing

The Tourism Manager provided a demonstration of the site key features of the Website that went live on 18 July 2012.

Two workshop sessions were organised on 6 July where delegates were given an overview of the new site and in depth training session from Guest Link on using the new guest link services for on-line availability, booking and detail updates. Prior to going live, links to the site were also distributed amongst a test group who were asked to undertake a series of tasks to verify the structure and functionality of the site.

Site Statistics

User statistics to the site were now being produced on a monthly basis, providing information on overall site visits, home page visits, visits to the most popular pages and external referrers. This would also provide information on the total number of page views for accommodation property pages, events and attractions. Because the previous visitor section was an integral part of the Borough Council site, direct comparison with previous usage was difficult,

however front page visits to the new site were already around 80% higher than to the front page of the visitor section on the previous site.

Marketing and Social Media

Since the go live date a Google adwords campaign had been running to generate visits to key parts of the site using a wide variety of different search terms.

A twitter account was running to attract visitors to the site. Recent tweets had included items such as Heritage Open Day, the Hunstanton 10k beach run and success in the Anglia in Bloom competition.

The Tourism Team were working with the course leader and students from the travel and tourism course at the College of West Anglia on a project to identify opportunities and best methods for using social media to promote West Norfolk.

Update on West Norfolk Destination Marketing Campaign

West Norfolk Holiday Guide

The brochure distribution was still underway. The final distribution breakdown for the holiday guide was expected to be:

- 52,500 enquiries generated through the main on and off line advertising campaigns.
- 6,000 enquiries expected through general enquiries and requests generated from 3 party websites.
- 18,000 copies distributed through the national TIC network.
- 7,000 at prime regional sites.
- 11,500 copies distributed through local West Norfolk Tourist Information Centres and at exhibitions/events.

Where to Go and What to Do in West Norfolk

The finished format for 2012 was changed, making it more economic to produce and having improved durability, 20,000 copies were produced and distribution had taken place throughout a catchment area of approximately 75 minutes drive time to West Norfolk.

Discover King's Lynn

An increased print run of 110,000 copies were produced and all would have been distributed by the end of the autumn. The King's Lynn discount voucher scheme had proceeded well. The number of people using the vouchers to take advantage of the offers in 2012 would be higher than in 2011. Through to 30th September, 1276 people had used the vouchers compared with around 800 in 2011.

Hunstanton and Downham Market Mini Guides

Update versions of these guides were printed and distributed. A reprint of the Hunstanton Trail guide was necessary.

The Committee's attention was drawn to the following sections of the report:

- Proposals for 2013 West Norfolk Main Destination Promotion.
- Tourist Information Centres.
- Other Heritage Marketing - King's Lynn Town Guides, King's Lynn Maritime Trail, King's Lynn Pedestrian Signposting, Welcome and Orientation Information Signs, Heritage Open Day, The Hanse, The Town Hall.

In response to questions from County Councillor Chenery on the Google search – West Norfolk, the Tourism Manager explained that whilst work had currently focused on 'West Norfolk' search term, further work would be carried out to raise its profile under 'Norfolk' search terms.

In response to questions from County Councillor Long on requesting a brochure, the Tourism Manager confirmed that the brochure request function generated a had copy brochure request, but the Travel and information section also included PDF download facilities for all the West Norfolk brochures.

In response to questions from County Councillor Chenery on the Hanse connections, the Tourism Manager explained that the current cities involved in the Hanse League were available on the Website and undertook to include the Website link with the Minutes of today's meeting (<http://www.hanse.org/de/>).

The Chairman, Councillor Mrs Nockolds thanked the Tourism Manager for the demonstration of the Tourism Website and report.

7 SCHEDULE OF MEETINGS 2013

The Schedule of Meetings for 2013 were agreed as follows:

25 February 2013
13 May 2013
14 October 2013

The Meeting closed at 3.48 pm

North Norfolk Museums Forum

Minutes of meeting 11 July 2012, RAF Air Defence Radar Museum

Present:

Sam Bates (Broads Authority)
Di Cornell (Museum of the Broads)
Jamie Everitt (NMAS)
Cllr Lindsay Brettle (NNDC)
Philip Miles (Sheringham Museum)
Chris Morshead (RAF Air Defence Radar Museum)
Cllr Paul Rice (NCC)
James Steward (NMAS, Chair)
Cllr Dr Marie Strong (NCC)

Apologies:

Dr Mike Bridges (Fakenham Museum of Gas & Local History)
Henry Cordeaux (Kelling Heath Trustees)
Laura Crossley (Museums at Night)
Dr John Gardiner (Fishermen's Heritage Centre)
Keith Leesmith (Wells Maltings)
Elizabeth Meath-Baker (Walsingham Shirehall Museum)
Hilary Nelson (North Norfolk Historic Buildings Trust)
Jacqui Palmer (RNLI Henry Blogg Museum)
Cllr John Perry-Warnes (NCC)
Cllr Hilary Thompson (NCC)
Vanessa Trevelyan (Head of Museums, NMAS)

1. Minutes of previous meeting

Cllr Rice noted that he was not in attendance at the previous meeting.

Hilary Nelson noted that Holt Chapel is referred to as "Henry's Chapel". It is not Henry Cordeaux's Chapel but he has always been very concerned about it.

The minutes were otherwise accepted as a true record.

2. Matters arising

James Steward has discussed with Simon Floyd the SHARE manager the possibility of retail training for museums, who had responded positively.

Action: Jamie Everitt to collect interest from museums and report to Simon Floyd.

Pamela Masters (Museum of the Broads, via Di Cornell) asked if it would be possible to schedule meetings for different days as she is unable to attend Wednesdays. **Agreed.**

Cllr Strong asked if the Terms of Reference had been finalised as her version still read 'draft'. Jamie Everitt replied that they had

Action: JE to circulate final version.

Cllr Brettle reported that NNDC is dealing sensitively with the condition of the Letheringsett Maltings.

3. Election of new Chair and Vice-Chair

Cllr Hilary Thompson had written by email to Jamie Everitt to express an interest in the role of Chair. No other expressions of interest were received. She was proposed by Di Cornell and seconded by Chris Morshead. Cllr Strong offered to stand as Vice Chair, and was proposed by Philip Miles and seconded by Di Cornell.

In the absence of Cllr Thompson, James Steward chaired the rest of the meeting.

4. Museum Development Programme (Jamie Everitt)

NMAS was successful in its bid for the regional Museum Development Programme and will deliver museum development support across the East of England until March 2015. The Programme will focus on the five key Arts Council England (ACE) goals of Collections, Audiences, Sustainability, Leadership and Children & Young People. Specific programmes will include: the SHARE training programme; small touring exhibitions; loan exhibitions with larger organisations such as NMAS and the British Museum; collections care grants; audience development and marketing initiatives; governance and forward planning support; developing commercial activities; youth engagement programmes; and exploring partnerships between museums, schools and other education providers.

Jamie Everitt is now officially employed on an unrelated collections management project for NMAS but retains one day per week to work on Museum Development. Due to his limited time his support for this group will end after the next meeting and the Forum will need to discuss how it should develop and be supported.

Actions: the future of the Forum and Terms of Reference to be an agenda item for the next meeting. JE will invite Natasha Hutcheson (Regional Museums Development Manager) to attend to discuss how support could be provided. JE to circulate full details of the Museum Development Programme and the SHARE training programme.

Accreditation

Several museums had submitted Accreditation applications in June with more to come in the next two years. There were concerns that the process was not working as well as it should and with JE's reduced hours for Museum Development there is less individual support for museums. Cllr Strong commented that all applicants should receive an acknowledgement of when they could expect their application to be assessed.

Action: JE to collate comments on the process and feed back to ACE.

5. Marketing and Tourism update (Jane Wisson)

Jane Wisson not in attendance.

6. Victorian Nights event (written report from Laura Crossley)

Victorian Nights was a great success, attended by approximately 2,900 people, most of whom were local to North Norfolk, with other visitors from Norfolk and some holidaymakers from further afield. The event is still being evaluated but the following data is emerging:

- A large percentage of visitors were first time visitors to venues. Most of these visitors said they would continue to visit venues in the future
- The majority of people rated the events 8-10 out of 10. Asked to describe experiences visitors said very positive comments such as "wonderful", "exciting", "unique", "excellent"
- Most visitors were family audiences, but the age range of visitors was very large
- Most went to 2-4 events, which shows the joint offer from venues was a popular idea

- Most found out about Victorian Nights through leaflets, which were distributed via Take One Media, participating venues and Norfolk Library Service.
- Visitors seem to have spent an average of about £5-8 in the local area as a result of attending Victorian Nights (all the actual events were free)
- Participating venues have been encouraged to work together again, and believe working in a cluster was a really positive, useful thing to do to raise the profile of each venue, and provide a bigger offer to the public
- The financial worth of the media coverage is still to be calculated, but the organisers are very pleased to have been featured widely on the Internet, in the local press and on local radio, and to have featured in The Sunday Times.

The above points to a really successful event, which has captured people's imaginations, developed audiences, helped widely promote the participating venues, and encouraged spending in the local economy, which is a fantastic result for a first-time event.

The partners are keen for Victorian Nights to happen again next year, and are meeting in August to discuss how to raise funds as they feel that funding is needed to ensure the event meets the high expectations audiences now have. Culture 24 staff are also very keen for the festival to run again, believing the cluster is one of the best in the country. They are using it as a case study to encourage other areas to create clusters. Culture 24 have had a conversation about future funding with the HLF, who seem keen to help fund some marketing costs and a local coordinator for next year. For more information about this year's or next year's event, please email Laura at lfcrossley@yahoo.co.uk.

James Steward complimented Laura on a wonderful job. Quality was built into the event and links between organisations have been strengthened. It should be possible to open the cluster up more widely across the District. The challenge would be finding ways to make the event sustainable and self-funding in future years.

7. Round table update

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

Opening dates over Easter this year were chosen to coincide with the school holidays. The site then closed again until the beginning of May, which turned out to be a good move as poor weather at the end of April kept visitors away. Takings over Easter itself were good. Victorian Nights were greatly enjoyed by volunteers taking part, although visitor numbers on the Friday were low, probably because of poor weather. Detailed comparisons have not been completed, but impressions are that visitor numbers and donations are slightly down on last year, which is probably mainly weather-related. Sales of shells in the Shell Gallery are if anything ahead of last year, which is helping to compensate. The lifeboat was repainted internally over the winter and thanks to finance from Victorian Nights there are new information leaflets for sale in the Heritage Centre.

Fakenham Gas Museum (written report from Mike Bridges)

The museum has had a photographic exhibition last weekend and a visit from the Harley Davidson motorcyclists. Rotten woodwork has been replaced and is in the process of being painted with funding from the English Heritage grant. The museum submitted its Accreditation application in June

North Norfolk Historic Buildings Trust (written report from Hilary Nelson)

The Historic Building Trust are still concerned about the Kelling Hospital Chapel which could be a good centre for exhibits about the history of the hospital and also would be a good meeting room. Members of the Forum might consider a site visit or indeed holding a meeting in the Chapel. Being a listed building does limit the uses in some aspects but would stand in

good stead when applying for grants, especially as there are grants for Historic Religious Buildings.

Museum of the Broads (Di Cornell)

The Museum opened on 10 April for the 2012 season and in the first 14 weeks there have been 3,500 visitors. Takings are about £20,500 including those from events, but the steamboat Falcon has not done so well this year due to the weather and overall profits are slightly down. Events planned and organised include an Open Air Jazz Concert (21 July), Pirate Day (12 Aug), Heritage Open Day (8 Sept) and Country Crafts Day (9 Sept). 70 schools have been contacted offering free teacher visits and education packs but only four responded, plus a visit from a home educators group. A new visitors' questionnaire is being used. The museum submitted its Accreditation application on time in June.

Cromer Museum (James Steward)

Visitor figures have improved and are now 4% up on last year, from 10% down earlier in the season. Income is matching the previous year. The Museum participated in Victorian Nights, with around 350 visitors compared to 90 the previous year. LED lighting has been installed in galleries along with motion-sensor switches which turn lights off when they are empty, leading to a significant reduction in energy bills. Alice Mouncer has been developing the museum's social media presence – the museum is now on Twitter with 285 followers already, and a Facebook page will follow soon.

RAF Air Defence Radar Museum (Chris Morshead)

The museum is moving towards the purchase of the site from the MOD. There is some documentation remaining, but the transfer of title is nearly imminent. Various works are required to buildings, which will need to be agreed with NNDC and planning approval granted. Volunteers are working on the maintenance and refurbishment of various parts of the museum, and a redisplay is underway. There is a need to reduce energy costs and solar panels and LED lighting is being considered. Visitor figures have been good so far, partly due to excellent coverage in the Eastern Daily Press when it reopened.

Sheringham Museum (Philip Miles)

The first three months' visitor figures are good. There has been a large increase in free wind farm visitors due to marketing by SCIRA and a consequent increase in museum retail sales; the challenge is now to transform these visitors into paying museum visitors. An innovation this year has been Monday openings, which are proving some of the busiest days of the week and it is planned to extend them to September. A folk music concert in June proved very popular. The museum has obtained a grant of £6,400 from the North Norfolk Big Society Fund to digitise and make accessible its photographic archive over the winter; the aim is to involve members of the public to bring in and archive their own documents.

Toad Hole Cottage (Sam Bates)

The cottage reception area has been redeveloped to offer an improved appearance and more retail space. The aim is to install an interactive touch screen to display the Broads Authority's wildlife presentation, which was well received by school children when it was displayed in Norwich Castle. The problem is a lack of space to install computer equipment; the most suitable equipment is expensive and requires a maintenance contract. Visitor figures have held up well, but boat trips are down on last year due to the weather. The How Hill Trust has a new Director in Simon Partridge who is planning changes, and a tea room will soon open on the site, which will offer an inducement to visitors to stay longer on the site.

Councillor updates

Cllr Rice is involved with the Three Rivers Way, which will be a way marked walking route from Potter Heigham using new signs on existing posts. Additional routes are planned to link

heritage sites to the main route, including St Benet's Abbey and the Air Defence Radar Museum.

Cllr Strong noted that Wells Maltings project is well underway and funding bids are being submitted. The Wells Local History Group holds all the artefacts from the former museum and is in the early stages of contemplating a virtual museum, and understood that UEA had some expertise to offer in this area.

Action: Jamie Everitt to supply contact details for Dr Rob Liddiard of UEA to Cllr Strong and Keith Leesmith.

Cllr Brettie attended JMAC in June, where security was discussed in some detail. She found the newly-reopened Bridewell Museum fascinating and recommended it to members. She had been invited to attend the Norfolk Museums Service Member Working Group on 31 July, which is scrutinising the current NMAS business model and reviewing the Joint Museums Agreement. **Action:** James Steward to discuss remit of NCC working group with Cllr. Brettie before 31.7.2012

James Steward noted that he had engaged with the Working Group and remarked at how well the Joint Museums & Archaeology Agreement had served in North Norfolk where it is well supported by Council Members. It is important to support the independent museum sector and work in harmony with it to increase the overall visitor offer for the district.

8. AOB

Jamie Everitt circulated details of the Norfolk's American Connections project (see www.norfolksamericanconnections.com), which is a joint project between Norfolk Library & Information Service, NMAS, South Norfolk District Council and others, with the majority of funding from HLF. The project has received a lot of community response, It is planned to apply for funding for a similarly-organised project to commemorate the 100th anniversary of World War I in 2014.

Di Cornell noted that the Norfolk Tourist Attractions Association is offering 2-for-1 entry to museum visitors with train tickets. She suggested more museums should sign up to the NTAA as it is good value. DC also requested information on the Children's University.

Action: James Steward to ask Colin Stott, Learning Manager for NMAS Eastern Area Museums, to contact Museum of the Broads.

9. Date and venue of next meeting

2pm, Thursday 25 October 2012, at the North Norfolk Railway Institute, Holt Station (venue TBC).

North Norfolk Museums Forum

Minutes of meeting 25 October 2012, North Norfolk Railway

Present:

Cllr Lindsay Brett (NNDC – formal representative to JMAC)
Henry Cordeaux (Kelling Heath Trustees)
Jamie Everitt (Museum Development Officer, NMAS)
Cllr Tom FitzPatrick (NNDC)
Dr John Gardiner (Fishermen's Heritage Centre)
Elizabeth Meath-Baker (Walsingham Shirehall Museum)
Philip Miles (Sheringham Museum)
Hilary Nelson (North Norfolk Historic Buildings Trust)
Jenny Phillips (North Norfolk Railway)
Cllr Paul Rice (NCC)
Cllr Hilary Thompson (NCC – Forum Chair)
Christopher West (Mundesley Maritime Museum)
Jane Wisson (Customer Services Team Leader, NNDC)

Apologies:

Dr Mike Bridges (Fakenham Museum of Gas & Local History)
Laura Crossley (Museums at Night)
Keith Leesmith (Wells Maltings)
Chris Morshead (RAF Air Defence Radar Museum)
Jacqui Palmer (RNLI Henry Blogg Museum)
Cllr John Perry-Warnes (NCC)
Cllr Paul Rice
James Steward (Eastern Area Manager, NMAS)
Cllr Dr Marie Strong (NCC – Forum Vice Chair)
Vanessa Trevelyan (Head of Museums, NMAS)

1. Minutes of previous meeting

The minutes were accepted as a true record.

2. Matters arising

None

3. Future of the North Norfolk Museums Forum and review of Terms of Reference

Jamie Everitt gave the background to the creation of the Forum, which stemmed from a request by North Norfolk District Council in late 2009 to reduce the administration costs of the former Area Museums Committee. The opportunity had been taken to combine the roles of the Committee with those of the informal North Norfolk Heritage Partnership, which was attended by museums in the District. The aim had been to create a less formal meeting but which still had Member representation from both Councils and brought museums together to encourage partnership working. Since then his role had changed and he was now acting as Museum Development Officer for one day per week; he would continue to support the Forum but a new way of administering it needed to be found.

Cllr Thompson gave the background to the Norfolk Museums Service Member Working Group, of which she was a member. It had been set up to review the governance of Norfolk Museums & Archaeology Service (NMAS); its remit was not to make budget cuts. The Working Group offered a timely opportunity to review the Forum and ensure it was working effectively.

Cllr Brettle emphasised the need for continuing professional support for local museums as provided by James Steward and Jamie Everitt. Forum meetings were professionally managed and were correctly representing the local museums sector and North Norfolk District Council. They were well attended by a broad spectrum of organisations.

Phillip Miles and Elizabeth Meath-Baker noted that meetings were useful to find out what other organisations were doing. It was more effective to meet face-to-face.

JG noted that some other museums, including some which are very important to the District tourist economy, do not attend the Forum and should be encouraged to do so.

Christopher West asked how Museums Norfolk cooperated with the Forum. JE replied that as his time as Museum Development Officer is very limited Museums Norfolk would become more important in delivering Museum Development Programme in the county. The Chair of Museums Norfolk was invited to attend the Forum and he would invite Stephanie Potts, who had just taken over as Chair, to the next meeting.

Henry Cordeaux asked if representatives of the Kelling Heath Trustees and the North Norfolk Historic Buildings Trust were still welcome at the Forum. It was agreed that they were.

Cllr FitzPatrick reported that the North Norfolk Destination Management Organisation (DMO) was changing to private sector management and expanding to encompass the West Norfolk coast up to, but not including, Kings Lynn. It was discussed whether to expand the Forum to include museums in this area, but decided not to pursue this idea. A representative from the DMO would be invited to future meetings.

Discussion of the Terms of Reference suggested a number of changes for final discussion and agreement at the next meeting. It was agreed to review the official Member representation of both Councils after the NCC Member Working Group had reported, which was due to happen within the next month.

Actions:

Cllr Fitzpatrick to invite a representative of the DMO to the Forum and to provide a contact name for the National Trust at Felbrigg Hall.

Jamie Everitt to revise the Terms of Reference and circulate to all members. The final version to be discussed and agreed at the next meeting.

4. Marketing update (Jane Wisson)

There is still a very high public interest in museums but TICs are increasingly having to sell and promote the museum experience to visitors. Cromer TIC has a good relationship with Cromer Museum and the RNLi Henry Blogg Museum, and would like to work more with other museums. Leaflets are still the best media for attracting visitors. It was suggested that TIC staff make tours of groups of museums to learn more about them and be better able to sell the venues to visitors.

This year the North Norfolk TICs received 560,000 visitors, a high number but quieter than last year. Comments books suggest the majority of visitors are now from the 'A14 corridor' and this has been the main focus for the TICs' out of county promotional activities.

A review of the season's performance from museums table suggested a mixed picture, with visitor numbers to some museums, particularly in Sheringham, holding up well. Other museums have seen declines attributed mainly to the poor weather and the Olympics.

There was discussion around promoting museums locally and the former Day Out In North Norfolk event. The replacements for the event had not been successful. A leaflet 'swap shop' was suggested for the Museums Norfolk Networking Event scheduled for Spring 2013.

5. Victorian Nights (Laura Crossley, via Jamie Everitt)

JE reported the headline figures from the Victorian Nights visitor evaluation (circulated separately). The event was attended by 3,252 visitors, who were estimated to have spent £50,000 in the local economy. It had been successful in attracting visitors from the Norwich area, with 24% from this source and 50% from the Cromer, Sheringham and Wells areas.

JE and LC were applying to the Heritage Lottery Fund under the auspices of Museums Norfolk for funding to develop and continue the Museums at Night event in North Norfolk over the next two years. The aim was to build in sustainability through ensuring the event gained momentum and finding new sources of funding such as sponsorship. New partners would be approached, although the Victorian Nights brand might have to be changed as HLF would not fund an existing event without substantial changes

Cllr FitzPatrick suggested incorporating bus and train timetables in future leaflets to encourage more visitors from Norwich.

6. Round table updates of members

Kelling Heath Trustees (Henry Cordeaux)

High Level Stewardship for Kelling Heath is being arranged for next year. Some areas of the Heath are being fenced off for cattle grazing.

North Norfolk Railway (Jenny Phillips)

The 1940s Weekend and Steam Gala had both been very successful. The 1940s event had developed so much in recent years that the whole town of Sheringham was now involved. The Railway is now at capacity for such events and is considering how it might evolve to grow.

Sheringham Museum (Phillip Miles)

The season has been good with a 4% rise in paying visitors compared to last year. The SCIRA Windfarm Visitors Centre has been drawing increasing interest. Just about to start a Big Society Funded project to document the photographic collections, engaging with local residents to develop the information.

North Norfolk History Buildings Trust (Hilary Nelson)

Have been working on the development of the information centre in Paston Barn. It might prove possible to approach Places of Worship funding for Kelling Hospital Chapel. HN expressed concern about an icehouse in Felbrigg Woods looking uncared for.

Walsingham Shirehall Museum (Elizabeth Meath-Baker)

An area of rot in the Courtroom has been repaired. The museum needs to develop but it is currently limited by capacity, with only one person employed to sell tickets and manage the shop.

Mundesley Maritime Museum (Christopher West)

Has been awarded Full Accreditation by Arts Council England, with a commendation from the Accreditation Assessor for the quality of the application. Thanks were given to Sarah Norcross-Robinson of NMAS for her help in achieving this as the Museum's Mentor. The Museum has agreed terms to buy the building from NNDC under third party organisation rights under the Localism Bill.

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

Some long-term volunteers are stepping down so a new recruitment drive is needed – an initial meeting has been held with Voluntary Norfolk.

Cllr FitzPatrick

Press speculation around the closure of TICs, particularly that in Wells, is unfounded. Wells Maltings Trust has been awarded a grant by NNDC for the development of the Sackhouse as an essential part of the Maltings project.

Cromer Museum (James Steward, via Jamie Everitt)

James Steward sent in a report which is attached as an annex.

Cllr Thompson

A joint application has been made to the Fishermen's Local Action Group buildings fund for Wells Maltings, Stiffkey boat builders, Sheringham Museum and Cromer Cemetery Chapel, for projects which will complement, rather than compete with, existing museum provision. The presentation went well and the result will be known shortly.

7. AOB

Jamie Everitt reminded the meeting of the Museums Norfolk Networking Event, which will focus on publicity and promotion, to be held at Gressenhall on Weds 21 November.

Henry Cordeaux congratulated the organisers of the Cromer Fossil Roadshow which had been an excellent event with some very high quality presentations. He also commended an excellent new mural at the Muckleburgh Collection café.

8. Date and venue of next meeting

2pm, Tuesday 12 March 2012. The Muckleburgh Collection to be approached with a view to hosting the meeting.

Annex – Cromer Museum Report, July - October 2012

James Steward, NMAS Eastern Area Manager

NCC Working Group Review (museums)

The County Council Plan (2011-14) sets out ways in which to address the current financial challenges by changing traditional ways of working, moving away from directly provided services, and reshaping service delivery. The Plan states that:

With reduced budgets, NCC has prioritised its delivery of 'safety net services' and consequently to achieve the Council's plan for 2011-14 there is an emphasis on change and transformation. The Plan states that this will be achieved through redesigning services and creating new delivery models.

This Review Group are investigating whether the museums service needs to respond to this new planning context by changing its business model in order to overcome the long term challenges it faces.

In addition the review will look at how the service operates to ensure that it is delivering in the most cost effective way on behalf of the local authorities and the residents of Norfolk.

Accreditation

Cromer Museum has achieved full Accreditation under the UK Museum Accreditation Scheme administered by Arts Council England (ACE). This is the UK standard for museums which defines good practice and encourages development.

Visitor numbers

The total number of visitors to Cromer Museum between July – September show a slight decline compared to the same period in 2011 (down by 12%). Admissions income is down by 10% (year to date). This trend is replicated in other parts of NMAS such as Time and Tide (-11%) and Gressenhall (-15%) which suggests a broader issue. However, it is encouraging to see that retail income at Cromer is consistent with last year's figure and showing only a 1% reduction (year to date).

Earlier in the financial year a small grant was secured to improve the shop fittings and the general presentation of the reception area. New stock lines are being considered and the performance against visitor trend has therefore been very good. The grant also provided the museum with a new flag to enhance the museum's high street profile to passers by.

Events programme

The varied events programme has continued to attract good numbers of visitors with staff keen to develop new ideas. This year's notable successes include a volunteer run fossil handling session and the Mardle programme continues to attract a regular attendance.

On Wednesday 25 July we held the first of our summer Victorian Days with Punch and Judy, Victorian crafts and costumed characters. Helen McDermott of BBC Radio Norfolk came to record interviews with Rollo about his Punch and Judy show and with Alistair Murphy regarding the Olive Edis collection. The recording was broadcast at the beginning of August and helped to publicise the next two Victorian Day events on 8 and 22 August.

Schools & Learning Programme

In July we welcomed three students from Reepham High, North Walsham High and the Prince's Trust for work experience placements. They carried out various tasks including

preparations for a new Poppyland china display, helping with Seaside Holidays schools sessions, reorganising the library, and producing some new trails.

This year, for the first time, staff have been supporting Cromer Academy's summer school programme. This aims to offer enrichment activities for 11 year olds about to make the move up to secondary school. Our activities are based around creating a small exhibition of fossils in our Education Room.

In September we hosted a number of events including two guided walks; one exploring the remote heath land of Weasenham Lyngs which was once the site of one of East Anglia's biggest barrow cemeteries, and another seeking out the lost hotels of Cromer.

Collections

Three new paintings have gone on display at the museum. Two from Norwich included a Henry Ninham view of Cromer Church, dating from the first half of the 19th Century. Alongside we have one of the museum's recent acquisitions, a painting of the West Beach by J. Miller Marshall. It is the third in the collection by this notable painter. It was donated to the museum by a woman living in Australia.

Volunteers

Following the success of the Stitchers group at Great Yarmouth Museums, staff have begun recruiting a group of volunteers who will meet every other week to make a patchwork quilt for the Victorian cottage bedroom. The first meeting was held in September and we were pleasantly surprised by the turn out as over twenty volunteers signed up to be part of the project. It is hoped that once the quilt has been made the group may make other items for the museum such as period costumes for activities and events.

Social Media

Cromer Museum is now on Twitter, follow us @CromerMuseum. We gained over two hundred followers in our first month, and feedback has been very positive. We are regularly tweeting 'On this day' Cromer facts and photos. Local businesses, venues and residents have been very supportive in sharing our events. Our Facebook page is also gaining momentum leading to some wonderful interactions with the community.

BBC

On Friday 13 July BBC Country File came to the museum to film Alistair Murphy and Peter Stibbons talking about Clement Scott and the Poppyland legend. The sections filmed at the museum focused on local chemist and business man Daniel Davison and the perfume "Poppyland Bouquet". The programme was aired on 12th August.

Security and lighting

In an ideal world everything in the museum would be systematically protected. However, security resources have to be focused on priorities. The Museum has recently been subject to a full internal security review in and potentially weak areas of coverage have been addressed, including funding a new CCTV system to be installed in December 2012.

During the summer a new LED lighting system was installed in the main galleries with additional sensors that activate the lights when visitors enter the galleries. It is anticipated this will save the museum a significant amount in energy costs. The gas light in the Victorian cottage kitchen has now been fixed following a nationwide search for an appropriately qualified engineer to complete this specialist work.



NORWICH AREA MUSEUMS COMMITTEE

2pm to 4pm

17 July 2012

Present:

City Councillors:

Bradford (chair following appointment)
Ackroyd
Blunt
Gee
Lay
Thomas

County Councillors:

Ward (vice chair following appointment)
Mooney
Edwards
Toms

Co-opted Non-voting members:

Councillor Bracey (Broadland District Council); Councillor Hornby (South Norfolk Council), Charlotte Crawley (East Anglia Arts Fund); Felicity Hartley (Norfolk Contemporary Arts Society) and Ceri Lamb (Friends of Norwich Museums)

Apologies:

County Councillors Nobbs and Scutter

1. TOUR OF THE CECIL BEATON DIAMOND JUBILEE EXHIBITION

The committee undertook a guided tour of the Cecil Beaton Diamond Jubilee exhibition, which was on loan from the Victoria and Albert Museum, immediately before the start of the meeting.

RESOLVED to thank Charlotte Crawley for leading the tour of the Cecil Beaton Diamond Jubilee exhibition.

2. APPOINTMENT OF CHAIR

RESOLVED to appoint City Councillor Bradford as chair for the ensuing civic year.

3. APPOINTMENT OF VICE CHAIR

RESOLVED to appoint County Councillor Ward as vice chair for the ensuing civic year.

4. MINUTES

RESOLVED to approve the minutes of the meeting held on 19 March 2012, subject to noting that Councillor Kemp (South Norfolk Council) was not present and therefore deleting him from the list of co-opted members present at the meeting.

5. NORWICH MUSEUMS

The Norwich Museums manager presented the report and together with the head of museums and archaeology answered members' questions on the report.

Visitor numbers

During discussion the committee considered the profile analysis of visitor numbers and the trends in different categories of visitor numbers at varying times. It was noted that there were more fee paying visitors in school holidays and that change over in exhibitions also affected visitor numbers. Members also noted that it was difficult to capture the number of disabled visitors and that there were concessionary tickets available for the unemployed and their families. The Norfolk museums and archaeology service (NMAS) carried out a "mosaic" analysis of visitor postcodes periodically but could not do this on a regular basis. An integrated box office/retail software system was being procured and would make it easier to report visitor and retail statistics in future.

The Norwich Museums manager said that the museums and archaeology service was about to launch a museums pass for young people aged 16 to 25 years. Discussion ensued about the need to encourage young people to visit museums who were no longer eligible for child tickets (5 to 16 years) or students. The Cultural Olympiad Weekend was specifically aimed at this demographic. Members were also advised of the work with unemployed people and that concessionary tickets were available. Under-sixteens could not visit the museums unless accompanied by an adult for child protection reasons. The NMAS encouraged the use of family tickets, children's activity events and school visits.

Members noted that the success of "pop in for a pound" ticket which had been well promoted and was popular. It was particularly useful for people to visit the museum after work or school to see a particular exhibition and complemented other ticket use. The scheme was going to be extended to the Bridewell Museum.

Funding

Members of the committee noted the purchase of the glass sculpture by Geoffrey Mann "Flight Take Off" with funding from the Art Fund Collect Prize and discussion ensued on the acquisition of art and items by curators in accordance with the NMAS acquisitions display policy. Fund raising was made for particular purchases which came up for auction and were particularly relevant to the city, eg, the roundels purchased with funding from the Victoria and Albert Museum.

Councillor Toms asked about the Birds exhibition in 2014 and was advised that the exhibition would focus on the relationship of birds to people and include natural history, jewellery and paintings from local artists.

Retail

The committee noted that the net profit of the shop at Norwich Castle was 15% and that the net profit margin was less for the smaller shops at Strangers' Hall and the Bridewell. The committee also noted that bouncy balls were the best selling item in

the shops and that collections of goods such as scarves and stationery were being developed to reflect the museums' collections.

Discussion ensued on the problem of the location of the shop in Norwich Castle and unlike other museums this was separate from the reception desk and entrance/exit. The head of museums and archaeology advised members that it was not practical to ensure that people left the museum through the shop.

Exhibitions

Charlotte Crawley reported on the arrangements for the Norwich Castle Open Art Show 2012. The show would be bigger than previous shows, with works of art being displayed from a good cross-section of professionals and amateurs, and with a new regional focus on Norfolk and its neighbouring counties; Essex, Cambridgeshire and Suffolk. Visitors to the exhibition would be able to purchase paintings with a debit card rather than by cheque, which would be easier for administration purposes.

Capital programme

The Norwich museums manager reported that visitor numbers to the Bridewell were greater than projected and there had been good press coverage on its reopening. A visit to the Bridewell Museum took about half a day which was longer than expected. Although there had been requests for a café it was not feasible and visitors were allowed to take a break and go out for refreshments and return to the museum.

Whilst noting that the reopened Bridewell Museum was "fantastic" a member pointed out on behalf of Councillor Scutter that the advertisements advising members of the public about the re-opening had not included the actual date. It was noted that the canopy was a temporary one to see how it worked in the courtyard but would be replaced with a better one.

Councillor Bracey, referred to the Royal Norfolk Museum Collection, and said that whilst he appreciated that there were other museums in the county that exhibited memorabilia from the RAF and the Royal Navy, there should still need to be a central location in Norwich to reflect all three armed services.

Discussion ensued on the Courtroom which had ceased use as a court in the 1980s and how it would be used once it was redecorated. Members were advised that oral histories were being collected and one member said that she had served on jury service there. Suggestions for its use included reference to the re-enactment of trials at the Guildhall by actors and the committee considered that the Courtroom would be a good venue for similar re-enactments.

Teaching museum

Discussion ensued on NMAS's initiative to become a teaching museum on the lines of teaching hospitals, teaching school and teaching theatres. Members were advised that there would now be 6 new entrants starting one-year contracts in January 2013 and that 3 of them would be based in Norwich. The teaching museum would also work with independent museums and share training and good practice with their starter posts.

Curators report 2010-11

Councillor Gee praised the curator report and said that he had found it “interesting and absorbing”. The head of museums and archaeology said that the chief curator would be very heartened by his comments. It was noted that the curator report for 2011-12 would be available in the autumn.

Other news

Members praised the 3D video projection on Norwich Castle which had been part of the city’s Olympic celebrations and the farewell to the torch from Norwich Castle.

RESOLVED to:

- (1) ask the Norwich museums manager to continue to produce monthly update reports for members;
- (2) focus on the improvement of retail and visitor numbers at future meetings.

6. DATE OF NEXT MEETING

RESOLVED to hold the next meeting at Norwich Castle on Tuesday 23 October 2012 at 2pm.

CHAIR



MINUTES

NORWICH AREA MUSEUMS COMMITTEE

2pm to 3.05pm

23 October 2012

Present:

City Councillors:

Bradford (chair)
Ackroyd
Blunt
Gee

County Councillors:

Edwards
Scutter
Toms

Co-opted Non-voting members:

Councillor Hornby (South Norfolk Council), Felicity Hartley (Norfolk Contemporary Arts Society) and Ceri Lamb (Friends of Norwich Museums)

Apologies:

County Councillors Ward (vice chair), Mooney and Nobbs; City Councillors Lay and Thomas; also Councillor Bracey (Broadland District Council) and Charlotte Crawley (East Anglia Arts Fund)

1. MINUTES

RESOLVED to approve the minutes of the meeting held on 17 July 2012.

2. THE NORWICH MUSEUMS

The assistant head of museums presented the report, prepared by the Norwich museums manager, and answered members' questions.

Visitor numbers

Members noted that visitor numbers had been affected by the Olympics and the inclement weather but visitor numbers on balance across the Norwich museums appeared to be in line with statistics for previous years. The Bridewell Museum had reopened in July 2012, and was set to achieve its target visitor numbers for the remainder of the year. Members noted that this could be attributed to press coverage and publicity around the refurbishment of the Bridewell Museum and that there would be additional marketing to ensure visitor numbers were maintained.

Finance

In response to a question, the assistant head of museums confirmed that the Norfolk Museums and Archaeology service (NMAS) had been restructured and was employing fewer people but relocation of the regimental and costume and textile

collections meant that as the service used fewer buildings there was a reduction in staffing. However this did not compromise the security of the collections as the numbers of staff working in the museums' galleries had not been reduced.

The assistant head of museums reported that the county council was seeking cumulative budget efficiencies over several years. External funding from the Arts Council could not be used to off set reductions to the local authority's base budget but could be used for specific projects which increased the financial resilience of NMAS, such as supporting the relocation of the costume and textile collection from Carrow House and funding the new commercial manager post which NMAS was currently in the process of appointing. The commercial manager would be part of the senior management team and responsible for maximising income generation and line management of the retail and catering areas.

Funding

The assistant head of museums explained how the Esmee Fairbairn Foundation funding would be used to review the collections across the service. This would include considering the reallocation of items to other museums which could make active use of them.

Temporary exhibitions

The assistant head of museums advised members to visit the Norwich Castle open Art Show (20 October to 9 December 2012) and pointed out that the standard of work from local artists was very high. The East Anglian Art Fund received 35% of the proceeds of sales from the show. The next show would be held in 2014.

The Magic Worlds exhibition, on loan from the V&A Museum of Childhood, would be held from 26 January to 14 April 2013. This nostalgic exhibition would be of interest to old and young alike, particularly in family groups, and links would be made to the toy collection at Strangers' Hall.

The assistant head of museums advised the committee that NMAS was working with the British Council and museums in Beijing and Mumbai to put together an exhibition on the history of tea, including its production and international trade. Further information would be available about this project at future meetings.

In response to a question, the assistant head of museums said there would be connections made between the visiting Empire: Roman Power and People exhibition and local archaeological sites.

Museum and gallery refurbishments

The assistant head of museums said that it was good practice to refurbish and update displays on a cyclical basis to avoid major capital works.

The committee was advised that the introductory film to Norwich Castle and the film for the Boudica gallery would be updated, potentially by using cartoons to create interesting and informative films.

Special events

Councillor Edwards said that the library at Mile Cross had hosted an excellent event on Christmas in the olden days. This had been well attended and older people had spoken to young people about their experiences. He advised that NMAS liaised with the library service when preparing for the Christmas at the Castle event.

Friends of the Norwich Museums

The committee acknowledged the welcome contribution of the Friends of the Norwich Museums who had contributed £25,000 to the refurbishment of the Bridewell Museum and their unstinting support for the Norwich museums.

Museum trainee scheme

(A copy of the presentation is available on the city council's website.)

The assistant head of museums gave a presentation on the museum trainee scheme and answered questions. He explained the selection process and that of the 400 applicants, 60 had been invited to attend assessment centres from which the final eight trainees would be selected from a broad range of life skills and potential, rather than focussing on educational attainment or age. The scheme was a pilot scheme and would benefit NMAS and its reputation, as well as providing a broad experience for the trainees. Trainees would be paid £15,700 a year and should have a good prospect of employment in museums across the country after the end of the year or with NMAS if there was an appropriate vacancy. The scheme was not accredited but this could be considered as the scheme developed.

RESOLVED to:

- (1) note the report;
- (2) thank the Friends of Norwich Museums for its contribution of £25,000 to the refurbishment of the Bridewell Museum;
- (3) endorse the museums trainee scheme.

3. DATE OF NEXT MEETING

RESOLVED to hold the next meeting on Tuesday 11 December 2012 at 2pm.

CHAIR

Proposed change to Area Committee arrangements in Great Yarmouth

Report by the Head of NMAS

Summary:

In November 2010 JMAC endorsed Great Yarmouth Borough Council's decision to discontinue the Area Museums Committee for Great Yarmouth. Instead, the Eastern Museums Manager would submit regular update reports on the activities of the museums service in Great Yarmouth to the Borough Council's Scrutiny Committee.

Great Yarmouth Borough Council has now reviewed this decision and is seeking reinstatement of the Area Museums Committee.

Recommendation:

That members approve the decision of Great Yarmouth Borough Council to reinstate the Great Yarmouth Area Museums Committee.

1 Background

- 1.1 The Great Yarmouth Area Museums Committee (AMC) was set up following changes to the Joint Museums Agreement in 1999. Secretariat was provided by Great Yarmouth Borough Council, with the agenda being drawn up by the Eastern Area Manager in liaison with the GYBC Portfolio Holder.
- 1.2 In 2010 Great Yarmouth Borough Council reviewed the effectiveness of the AMC. Since the Time & Tide museum development was completed in 2004, the AMC had continued to meet three times annually to receive reports, but had not generally had to make decisions on major operational issues or strategic development.
- 1.3 Great Yarmouth Borough Council proposed, therefore, that due to lack of substantial business and as a means of reducing the administrative costs borne by the Council, the Area Museums Committee should be discontinued. Instead, the Eastern Museums Manager would be requested to submit regular update reports on the activities of the museums service in Great Yarmouth to the Borough Council's Scrutiny Committee.

- 1.4 The Great Yarmouth Borough Council has now reviewed this arrangement and would like to reinstate the AMC under the terms of the Joint Museums Agreement (see Annex 1). The AMC would be the chief means of reporting formally to the Borough Council and regular update reports to the Scrutiny Committee would cease. The Borough is seeking JMAC's endorsement of this decision.

2 **Resource Implications**

Finance and staff

There will be a small administrative cost to Great Yarmouth Borough Council.

3 **Equality Impact Assessment (EqIA)**

No impact.

4 **Any Other implications**

There are no other implications to take into account.

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

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

6 **Action Required**

That members approve the decision of Great Yarmouth Borough Council to reinstate the Great Yarmouth Area Museums Committee.

Officer Contact

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

James Steward
Eastern Area Manager
01493 745526
james.steward@norfolk.gov.uk



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.

4. AREA MUSEUMS COMMITTEES

- 4.1 At the request of the relevant District Council Area Committees may be established for any administrative area subject to the agreement of the Joint Committee.
- 4.2 The Area Committee shall:
- 4.2.1 Provide a detailed view of local museums and archaeology issues;
 - 4.2.2 Agree the local service plan within available budget and county-wide service plan;
 - 4.2.3 Advise on the terms of any Service Level Agreement with NMAS;
 - 4.2.4 Monitor the local Service Level Agreement;
 - 4.2.5 Recommend proposals to the Joint Committee, eg museum development projects;
 - 4.2.6 Agree an area museum strategy within the context of an approved Norfolk Museums & Archaeology Service strategy as far as possible to be consistent with and complementary to all other relevant strategies, eg heritage, leisure, tourism, arts, economic development.
- 4.3 The constitution and terms of reference of the Area Committees shall be such as the Joint Committee and the Councils may agree and in default of agreement shall consist of members of each Council appointed by them as follows:
- 4.3.1 The County Council 4
 - 4.3.2 The relevant District Council 4
- 4.4 The Area Committees may co-opt at their discretion up to 5 non-voting members including one representative of the independent museums in the relevant area and one representative of the Friends organisations supporting the Joint Committee's museums (if any) in the relevant area.

- 4.5 The provisions of Clause 3.4 of this Agreement regarding substitutes shall apply to the Area Committees.
- 4.6 The chairman and vice-chairman of the Joint Committee shall be ex-officio non-voting members of the Area Committees.
- 4.7 The chairman and vice-chairman of the Area Committees must be voting members of the Joint Committee. The Chairman must be a member of the relevant District Council and the Vice-Chairman must be a member of the County Council.
- 4.8 The secretary of each Area Committee shall be the relevant District Council officer and reports to the Area Committees shall be made by the relevant District Council, County Council and Norfolk Museums & Archaeology Service officers.
- 4.9 Save as they may be inconsistent with any provisions of this Agreement the Standing Orders of the relevant District Council shall apply to the Area Committees as they apply to committees of the relevant District Council.

JOINT MUSEUMS AND ARCHAEOLOGY COMMITTEE

23 November 2012

Item no:

Norfolk Museums and Archaeology Service – Integrated Performance, Risk and Finance Monitoring Report for 2012/13

A report by the Head of Museums and Archaeology

Executive Summary

This report provides performance against Norfolk Museums and Archaeology Service (NMAS) service plans and budget out-turns based on information at 30 September 2012. Section 1 covers service performance information in the context of delivering service plans. Section 2 covers progress with the NMAS revenue budget, reserves and provisions and the capital programme, the results of the Annual Governance Audit and an update of the NMAS Risk Register.

The main issues for consideration by this Committee are:

- Progress with NMAS Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end. The capital programme is set out in Appendix A1. The budget for the Bridewell Museum project was adjusted to allow completion of accounts in 2012/13.
- NMAS received 9,372 fewer visits April to September 2012 than in the equivalent period in the previous year due to inclement weather and the alternative attractions of the Diamond Jubilee celebrations and the Olympics and Paralympics. Progress with NMAS service plans is satisfactory and an update appears at paragraph 1.2.
- The JMAC received an unqualified opinion within the Annual Governance Audit.
- A review of the NMAS Risk Register indicates that service risks are well managed.

Recommendation

Committee Members are asked to consider and comment on:

- Progress with performance and 2012/13 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2012/13
- The Annual Governance Letter and Annual Audit Report
- The review of the NMAS Risk Register

1. Performance against Service Plans

1.1 Performance Summary

- 1.1.1 In the period April to September 2012 museum visits were 210,060 compared with 219,432 in the previous year. The main loss of visits are due to the closure of the Regimental Museum and wet weather discouraging visits to Gressenhall's main event days. Visitor figures over Easter were buoyant, particularly at Norwich Castle. The large number of national events – Olympics and Paralympics, Diamond Jubilee – depressed visitor figures over the summer period. Norfolk's museums were not as badly affected as those in London, where several national museums reported reductions in visitor numbers of up to 40% during the Olympics. Visits in organised school groups were 16,248 compared to 18,730 in the previous year.

1.2 Museums and Archaeology Service (NMAS)

- 1.2.1 The Bridewell Museum, Norwich, opened to the public on 3rd July 2012, and has received glowing feedback. Visitor numbers are currently three times higher than they were for comparable months prior to refurbishment. Experience shows that there will be a spike in attendance initially followed by a settling down period. The Bridewell business plan has set a target of 14,000 visitors annually, which was benchmarked against other similar sized museums in the region.
- 1.2.2 Despite variable visitor numbers, both retail and catering income are holding up well. The new post of Commercial Manager, funded by the Arts Council, is in the process of being recruited. A wide range of applications has been received.
- 1.2.3 Roofing work on Norwich Castle Study Centre is largely complete. Decoration of the interior, including restoration of the historic courtroom is underway.
- 1.2.4 Fundraising for the redisplay of the Royal Norfolk Regimental Museum has achieved its target and work will begin on the new interpretation at the end of the year.
- 1.2.5 Time & Tide has refreshed its permanent displays with a new display on the Romans, designed to support school groups, and a natural history display recreating the first museum of curiosities in Great Yarmouth.
- 1.2.6 Remedial work to the entrance of the Lynn Museum is being finalised. The entrance had been suffering from water incursion and excessive heat gain due to structural problems.
- 1.2.7 NMAS is in the process of recruiting eight trainees, funded by the Arts Council, to undertake a one year training course while working for the service. This scheme is designed to offer an alternative route for people wishing to pursue a career in museums, while providing NMAS with extra capacity to deliver services to the public.

1.3 Conclusion

- 1.3.1 Our conclusion is that the year has got off to a good start and is on track to deliver the 2012/13 service plan which continues to benefit the people of Norfolk.

2. Budget Monitoring 2012/13

2.1 Revenue Budget

- 2.1.1 Based on the position at the end of September 2012, the NMAS should achieve a break-even revenue budget outturn.
- 2.1.2 Taking into account the reduction in visitor numbers there was a reduction in admissions income of £0.048m. This has been covered from other service budgets principally staffing vacancies and reduced utility costs.
- 2.1.3 Revenue Budget Changes during 2012/13 - changes totalling £0.033m to the budget are noted for 2012/13:
- -£0.033m return of pay inflation budget
- 2.1.4 The table below sets out the net revenue service budgets and out-turn for the NMAS.

Service	Approved budget £m	Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Museums Service	3.720	3.720	0.000	0.00%	0
NMAS Total	3.720	3.720	0.000	0.00%	0

- 2.1.5 Savings targets included in the Approved Budget for 12/13 total £0.145m. These are made up of lower storage costs £0.110m, withholding inflation for supplies and services budgets £0.010m, flexible opening hours at the Tollhouse Museum £0.015m and increased hire income £0.010m.

2.2 Capital programme

- 2.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.
- 2.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding.

2.2.3 The NMAS 2012/13 capital programme is shown at Appendix A and includes any programme revisions.

2.3 Reserves and Provisions

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

- The income reserve is maintained to enable the service to effectively manage resources during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The Museums Repairs and Renewals Reserve is expected to reduce by £0.129m to fund replacement equipment for audience development, galleries, shops and cafe.
- The Unspent Grants and Contributions Reserve shows expected project balances at year end with no conditions attached to the type of funding, although restrictions may apply.

Reserves and Provisions 2012/13	Balances at 01Apr12	Forecast Outturn at 31Mar13	Change
	£M	£M	£M
Norfolk Museums and Archaeology Service			
Museums Income Reserve	0.079	0.079	0.000
ICT Reserve	0.000	0.000	0.000
Museums Repairs and Renewals Reserve	0.334	0.205	-0.129
Unspent Grants and Contributions Reserve	0.555	0.192	-0.363
Service Total	0.968	0.476	-0.492

3. Annual Governance Letter and Annual Audit Report

- 3.1 The Annual Governance Letter and Annual Audit Report are included as Appendices B1 and B2. The report summarises the findings from the 2011/12 audit which is substantially complete. It includes the messages arising from the audit of JMAC financial statements and the results of the work undertaken to assess JMAC arrangements to secure value for money in the use of resources.
- 3.2 The results are that the Annual Audit Letter reports an unqualified opinion; that the JMAC has deemed to have made proper arrangements to secure economy, efficiency and effectiveness in use of resources; and there were no matters arising with respect to Value for Money.

- 3.3 An unqualified audit opinion means the Committee's external auditors found that the Committee's financial statements were free from material omissions and misstatements and had been prepared in a way consistent with financial reporting regulations.

4. Risk Management

- 4.1 The service continues to manage the risks to its objectives both internal and external. A significant annual review of the service risk register was undertaken in 2011. This has resulted in a fully refreshed risk register for the service. The risk register has been fully reviewed and updated on a quarterly basis. A summary of the current risk register is at Appendix C1.
- 4.2 The revised register contains seven key risks, one of which is currently assessed as a 'high' level risk, while three are now assessed as 'medium' and the other three as 'low'.
- 4.3 All risks are being well managed. One risk has already achieved its target score and is showing 'met'. Five of the risks are showing 'green – on schedule' progress towards achieving their target risk scores and the remaining risk is showing 'amber – some concerns' in relation to mitigation to target.

5. Resource implications

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

6. Other Implications

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

7. Equality Impact Assessment (EqIA)

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

8. Section 17 – Crime and Disorder Act

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

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

9. Conclusion

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

10. Recommendation or Action Required

10.1.1 The Joint Museums and Archaeology Committee is asked to consider and comment on:

- Progress with performance and 2012/13 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2012/13
- The Annual Governance Letter and Annual Audit Report
- The review of the NMAS Risk Register

Officer Contacts

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

Vanessa Trevelyan
Head of NMAS
Community Services Department
Cultural Services
Tel: 01603 493620
Email: vanessa.trevelyan@norfolk.gov.uk

John Perrott
Finance and Business Support Manager
Community Services Department
Cultural Services
Tel: 01603 222054
Email: john.perrott@norfolk.gov.uk



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.

Capital Programme 2012/13 – Museums and Archaeology Service

Scheme or programme of work	Approved 2012/13 capital budget £m	2012/13 forecast capital outturn £m	Change since the previous report	Reasons
Schemes in Progress				
Bridewell Museum Development	0.443	0.443	0.000	Project due to complete 12/13
Castle Fire and Security Improvements	0.017	0.017	0.000	Project due to complete 12/13
Gressenhall Eco Building	0.139	0.139	0.000	Advised planning delays
Seahenge	0.033	0.033	0.000	Ongoing works for Lynn Museum
Gressenhall Biomass Boiler CERF *	0.015	0.015	0.000	Works now complete but ongoing snagging issues
GFWH Wind & Solar CERF*	0.017	0.017	0.000	Advised planning delays
Gressenhall Shop Relocation	0.025	0.025	0.000	Complete but awaiting final invoices
Museum Stock System	0.120	0.120	0.000	New system specification underway
Prior Years Corporate Minor Works	0.017	0.017	0.000	All projects are currently due to complete in 12/13.
Schemes in Progress - Total	0.826	0.826	0.000	

2012/13 New Starts				
Corporate Minor Works 2012/13	0.003	0.003	0.000	Gressenhall Lifebelt Stations
Cromer Museum CERF* Lighting	0.002	0.002	0.000	Complete awaiting final invoices
New Starts - Total	0.005	0.005	0.000	
Total Capital Programme	0.831	0.831	0.000	

* CERF is the Carbon Energy Reduction Fund.

Funding of the NMAS Capital Programme

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

- The feasibility element of the Bridewell Museum project was funded from NMAS. The capital programme is £1.577m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- The Gressenhall Eco-Buildings project is funded by the NCC over 2 years with approved funding of £0.048m in 2009/10 and £0.095m in 2010/11. Due to planning objections this project needs re-scoping. The programme will concentrate on providing necessary visitor facilities including toilet provision adjacent to the adventure playground.
- Seahenge ongoing funding is to improve the entrance at Lynn Museum in conjunction with a minor works project.
- 12/13 CERF funding is for energy reduction projects at Cromer.
- Gressenhall Shop Relocation and the Museum Stock System projects have been funded from revenue.

o - 0 - o

Annual governance report

Norfolk Joint Museums and Archaeology Committee

Audit 2011/12



Contents

Key messages	3
Before I give my opinion and conclusion	4
Financial statements	5
Value for money	7
Fees	8
Appendix 1 – Draft independent auditor’s report	9
Appendix 2 – Draft letter of management representation	12
Appendix 3 – Glossary	15

Key messages

This report summarises the findings from the 2011/12 audit which is substantially complete. It includes the messages arising from my audit of your financial statements and the results of the work I have undertaken to assess your arrangements to secure value for money in your use of resources.

Financial statements

The audit is substantially complete and upon member approval of the final version of the accounts at the Museums Accounts Approval and Urgent Business Sub-Committee on 28 September 2012 and receipt of the letter of representation I propose to issue an unqualified opinion and certificate.

My audit identified no errors that impacted upon the usable reserves of the Committee. It did however identify a number of disclosure errors, all of which have been amended.

The documentation and working papers supporting the accounts were again of a good standard. A number of amendments were made to disclosure notes to aid clarity and correct typographical errors.

Value for money (VFM)

I intend to issue an unqualified conclusion stating that the Committee has made proper arrangements to secure economy, efficiency and effectiveness in your use of resources.

Certificate

As all elements of the audit are now substantially complete, I expect to issue my certificate to close the audit on 28 September 2012.

Before I give my opinion and conclusion

My report includes only matters of governance interest that have come to my attention in performing my audit. I have not designed my audit to identify all matters that might be relevant to you.

Independence

I can confirm that I have complied with the Auditing Practices Board's ethical standards for auditors, including ES 1 (revised) - Integrity, Objectivity and Independence.

I am not aware of any relationships that may affect the independence and objectivity of the Audit Commission, the audit team or me, that I am required by auditing and ethical standards to report to you.

The Audit Commission's Audit Practice has not undertaken any non-audit work for the Committee during 2011/12.

I ask the Museums Accounts Approval and Urgent Business Sub-Committee to:

- take note of the adjustments to the financial statements and disclosure notes included in this report; and
- approve the letter of representation (appendix 2), on behalf of the Committee before I issue my opinion and conclusion.

Financial statements

The Committee's financial statements and annual governance statement are important means by which the Committee accounts for its stewardship of public funds. As elected Members you have final responsibility for these statements. It is important that you consider my findings before you adopt the financial statements and the annual governance statement.

Opinion on the financial statements

Subject to satisfactory clearance of outstanding matters, I plan to issue an audit report including an unqualified opinion on the financial statements. Appendix 1 contains a copy of my draft audit report.

Corrected errors

My audit identified no errors that impacted upon the usable reserves of the Committee. It did however identify a number of disclosure errors, all of which have been amended. The two significant disclosure errors are detailed below.

Termination Benefits and Exit Packages Disclosure Note

The original draft Statement of Accounts did not include a note summarising the termination payments and exit packages that the Committee had agreed during the financial year; as required by the Code. Audit procedures identified that the Committee has agreed and paid such benefits during both 2011/12 and the comparative period 2010/11. This omission has now been corrected and the required disclosure note is included within the Statement of Accounts submitted for Member approval.

Prior Period Adjustment – Overstatement of 2010/11 Gross Income and Expenditure

During the preparation of the 2011/12 Statement of Accounts a material error was noted within the 2010/11 Comprehensive Income and Expenditure Statement (CIES) which had resulted in an overstatement of both income and expenditure of £334k. A prior period adjustment has been undertaken to correct the comparatives disclosed in the current year's CIES. A disclosure note has been included to explain the adjustment. There is no impact on the usable reserves of the Committee.

Significant risks and my findings

I reported to you in my 2011/12 Audit Plan that I have considered the additional risks that are relevant to the audit of the accounting statements and I have not identified any that meet the definition of significant. Audit procedures undertaken on the financial statements did not identify any significant risks.

Significant weaknesses in internal control

It is the responsibility of the Committee to develop and implement systems of internal financial control and to put in place proper arrangements to monitor their adequacy and effectiveness in practice. My responsibility as your auditor is to consider whether the Committee has put adequate arrangements in place to satisfy itself that the systems of internal financial control are both adequate and effective in practice.

I have tested the controls of the Committee only to the extent necessary for me to complete my audit. I am not expressing an opinion on the overall effectiveness of internal control. I have reviewed the Annual Governance Statement and can confirm that:

- it complies with the requirements of CIPFA/SOLACE Delivering Good Governance in Local Government Framework; and
- it is consistent with other information that I am aware of from my audit of the financial statements.

I have not identified any weaknesses in internal control that require reporting to the Museums Accounts Approval and Urgent Business Sub-Committee.

Quality of your financial statements

I considered aspects of your accounting practices, accounting policies, accounting estimates and financial statements disclosures. The documentation and working papers supporting the accounts were of a very good standard. A number of amendments were made to disclosure notes to aid clarity and correct typographical errors.

Therefore there are no significant matters I need to bring to your attention.

Value for money

I am required to consider the Committee's arrangements to secure economy, efficiency and effectiveness.

For 2011/12 the Commission has determined that the scope of my work on value for money at the Committee is limited to:

- reviewing the Annual Governance Statement (AGS);
- reviewing the results of the work of other relevant regulatory bodies or inspectorates, to consider whether there is any impact on my responsibilities; and
- other risk-based work as suitable.

As I reported in my 2011/12 Audit Plan:

- I am not aware of any relevant work of other relevant regulatory bodies or inspectorates; and
- I have not identified any significant risks requiring specific risk-based work.

I have reviewed your AGS and I have no matters that I need to report.

Fees

I reported my planned audit fee in my letter of 28 April 2011 and in the 2011/12 Audit Plan.

I will complete the audit within the planned fee. As reported in my 2011/12 Audit Plan, I set the fee equal to the Audit Commission scale fee.

Table 1: **Fees**

	Planned fee 2011/12 (£)	Expected fee 2011/12 (£)
Audit	17,400	17,400
Non-audit work	0	0
Total	17,400	17,400

The Audit Commission has paid a rebate of £1,390 to reflect attaining internal efficiency savings, reducing the net amount paid to the Audit Commission to £16,010.

Appendix 1 – Draft independent auditor's report

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF Norfolk Joint Museums and Archaeology Committee

Opinion on the Committee financial statements

I have audited the financial statements of Norfolk Joint Museums and Archaeology Committee for the year ended 31 March 2012 under the Audit Commission Act 1998. The financial statements comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Accounting in the United Kingdom 2011/12.

This report is made solely to the members of Norfolk Joint Museums and Archaeology Committee in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and Audited Bodies published by the Audit Commission in March 2010.

Respective responsibilities of the Head of Finance and auditor

As explained more fully in the Statement of the Head of Finance Responsibilities, the Head of Finance is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, and for being satisfied that they give a true and fair view. My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require me to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Committee's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Head of Finance; and the overall presentation of the financial statements. I read all the financial and non-financial information in the explanatory foreword to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view of the financial position of Norfolk Joint Museums and Archaeology Committee as at 31 March 2012 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2011/12.

Opinion on other matters

In my opinion, the information given in the explanatory foreword for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which I report by exception

I report to you if:

- in my opinion the annual governance statement does not reflect compliance with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007;
- I issue a report in the public interest under section 8 of the Audit Commission Act 1998;
- I designate under section 11 of the Audit Commission Act 1998 any recommendation as one that requires the Committee to consider it at a public meeting and to decide what action to take in response; or
- I exercise any other special powers of the auditor under the Audit Commission Act 1998.

I have nothing to report in these respects

Other matters on which I am required to conclude

I am required under Section 5 of the Audit Commission Act 1998 to satisfy myself that the Committee has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. I am also required by the Audit Commission's Code of Audit Practice to report any matters that prevent me being satisfied that the audited body has put in place such arrangements.

I have undertaken my audit in accordance with the Code of Audit Practice and, having regard to the guidance issued by the Audit Commission in October 2011, I have considered the results of the following:

- my review of the annual governance statement;

As a result, I have concluded that there are no matters to report.

Certificate

I certify that I have completed the audit of the accounts of Norfolk Joint Museums and Archaeology Committee in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Rob Murray
District Auditor

Audit Commission,
3rd Floor,
Eastbrook,
Shaftesbury Road,
Cambridge CB2 8BF

September 2012

Appendix 2 – Draft letter of management representation

To:
Rob Murray
District Auditor
Audit Commission,
3rd Floor,
Eastbrook,
Shaftesbury Road,
Cambridge CB2 8BF

Norfolk Joint Museums and Archaeology Committee - Audit for the 2011/12 year ended 31 March 2012

I confirm to the best of my knowledge and belief, having made appropriate enquiries of other officers and members of Norfolk Joint Museums and Archaeology Committee, the following representations given to you in connection with your audit of the Committee's financial statements for the year ended 31 March 2012.

Compliance with the statutory authorities

I have fulfilled my responsibility under the relevant statutory authorities for preparing the financial statements in accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Practice on Local Authority Accounting in the United Kingdom which give a true and fair view of the financial position and financial performance of the Committee, for the completeness of the information provided to you, and for making accurate representations to you.

Supporting records

I have made available all relevant information and access to persons within the Committee for the purpose of your audit. I have properly reflected and recorded in the financial statements all the transactions undertaken by the Committee.

Irregularities

I acknowledge my responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud or error.

I also confirm that I have disclosed:

- my knowledge of fraud, or suspected fraud, involving either management, employees who have significant roles in internal control or others where fraud could have a material effect on the financial statements;
- my knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others; and
- the results of our assessment of the risk the financial statements may be materially misstated as a result of fraud.

Law, regulations, contractual arrangements and codes of practice

I have disclosed to you all known instances of non-compliance, or suspected non-compliance with laws, regulations and codes of practice, whose effects should be considered when preparing financial statements.

Transactions and events have been carried out in accordance with law, regulation or other authority. The Committee has complied with all aspects of contractual arrangements that could have a material effect on the financial statements in the event of non-compliance.

All known actual or possible litigation and claims, whose effects should be considered when preparing the financial statements, have been disclosed to the auditor and accounted for and disclosed in accordance with the applicable financial reporting framework.

Accounting estimates including fair values

I confirm the reasonableness of the significant assumptions used in making the accounting estimates, including those measured at fair value.

Related party transactions

I confirm that I have disclosed the identity of the Committee's related parties and all the related party relationships and transactions of which I am aware. I have appropriately accounted for and disclosed such relationships and transactions in accordance with the requirements of the Code.

Contingent liabilities

I confirm that there are no contingent liabilities that have not been disclosed in the financial statements but should have been. In particular:

- there is no significant pending or threatened litigation, other than those already disclosed in the financial statements;
- there are no material commitments or contractual issues, other than those already disclosed in the financial statements; and

no financial guarantees have been given to third parties.

Subsequent events

I have adjusted for or disclosed in the financial statements all relevant events subsequent to the date of the financial statements.

Signed on behalf of Norfolk Joint Museums and Archaeology Committee

I confirm that this letter has been discussed and agreed by the Museums Accounts Approval and Urgent Business Sub-Committee of Norfolk Joint Museums and Archaeology Committee on 28 September 2012

Signed

Name

Position

Date

Appendix 3 – Glossary

Annual Audit Letter

Letter issued by the auditor to the Committee after the completion of the audit that summarises the audit work carried out in the period and significant issues arising from auditors' work.

Annual Governance Report

The auditor's report on matters arising from the audit of the financial statements presented to those charged with governance before the auditor issues their opinion [and conclusion].

Annual Governance Statement

The annual report on the Committee's systems of internal control that supports the achievement of the Committee's policies aims and objectives.

Audit of the accounts

The audit of the accounts of an audited body comprises all work carried out by an auditor under the Code to meet their statutory responsibilities under the Audit Commission Act 1998.

Audited body

A body to which the Audit Commission is responsible for appointing the external auditor.

Auditing Practices Board (APB)

The body responsible in the UK for issuing auditing standards, ethical standards and associated guidance to auditors. Its objectives are to establish high standards of auditing that meet the developing needs of users of financial information and to ensure public confidence in the auditing process.

Auditing standards

Pronouncements of the APB that contain basic principles and essential procedures with which auditors must comply, except where otherwise stated in the auditing standard concerned.

Auditor(s)

Auditors appointed by the Audit Commission.

Code (the)

The Code of Audit Practice for local government bodies issued by the Audit Commission and approved by Parliament.

Commission (the)

The Audit Commission for Local Authorities and the National Health Service in England.

Ethical Standards

Pronouncements of the APB that contain basic principles relating to independence, integrity and objectivity that apply to the conduct of audits and with which auditors must comply, except where otherwise stated in the standard concerned.

Financial statements

The annual statement of accounts that the Committee is required to prepare, which report the financial performance and financial position of the Committee in accordance with the Accounts and Audit (England) Regulations 2011 and the Code of Practice on Local Authority Accounting in the United Kingdom.

Group accounts

Consolidated financial statements of an Authority and its subsidiaries, associates and jointly controlled entities.

Internal control

The whole system of controls, financial and otherwise, that the Committee establishes to provide reasonable assurance of effective and efficient operations, internal financial control and compliance with laws and regulations.

Materiality

The APB defines this concept as ‘an expression of the relative significance or importance of a particular matter in the context of the financial statements as a whole. A matter is material if its omission would reasonably influence the decisions of an addressee of the auditor’s report; likewise a misstatement is material if it would have a similar influence. Materiality may also be considered in the context of any individual primary statement

within the financial statements or of individual items included in them. Materiality is not capable of general mathematical definition, as it has both qualitative and quantitative aspects’.

The term ‘materiality’ applies only to the financial statements. Auditors appointed by the Commission have responsibilities and duties under statute, as well as their responsibility to give an opinion on the financial statements, which do not necessarily affect their opinion on the financial statements.

Significance

The concept of ‘significance’ applies to these wider responsibilities and auditors adopt a level of significance that may differ from the materiality level applied to their audit of the financial statements. Significance has both qualitative and quantitative aspects.

Those charged with governance

Those entrusted with the supervision, control and direction of the Committee. This term includes the members of the Committee.

If you require a copy of this document in an alternative format or in a language other than English, please call:
0844 798 7070

© Audit Commission 2012.

Design and production by the Audit Commission Publishing Team.

Image copyright © Audit Commission.

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors, members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.



September 2012

Members
Norfolk Joint Museums and Archaeology Committee
County Hall
Martineau Lane
Norwich
Norfolk
NR1 2DH

Direct line

0844 798 5777

Email

r-murray@audit-
commission.gov.uk

— Dear Member

Norfolk Joint Museums and Archaeology Committee - Annual Audit Letter 2011/12

I am pleased to submit my Annual Audit Letter which summarises my 2011/12 audit of Norfolk Joint Museums and Archaeology Committee.

Financial statements

On 28 September 2012 I presented my Norfolk Joint Museums and Archaeology Committee Annual Governance Report (AGR) to the Museums Accounts Approval and Urgent Business Sub-Committee outlining the findings of my audit of the Authority's 2011/12 financial statements. I will not replicate those findings in this letter.

Reporting the results of my audit

Following the Museums Accounts Approval and Urgent Business Sub-Committee, on 28 September 2012 I:

- issued an unqualified opinion on the Committee's 2011/12 financial statements;
- concluded that you have made proper arrangements to secure economy, efficiency and effectiveness in your use of resources;
- concluded that there are no matters arising from my value for money work that I need to report; and
- certified completion of the audit.

Closing remarks

I have discussed and agreed this letter with the Chief Executive and Head of Finance. While this has been another challenging year for the Committee I wish to thank the finance staff for their positive and constructive approach they have taken to my audit. I also wish to thank senior management and the Joint Committee for their support and co-operation during the audit.

Yours sincerely

Rob Murray
District Auditor

Risk Register - Norfolk County Council (Summary)															
Risk Register Name		Norfolk Museums & Archaeology Service										Red			
Prepared by		Vanessa Trevelyan and Stephen Andreassen										High			
Date updated		22 October 2012										Med			
Next update due		31 December 2012										Low			
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Date Review and or Updated	
Norfolk Museums & Archaeology Service	RM13947	Failure to maintain historic buildings	We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation	30/06/2011	4	3	12	3	3	9	31/12/2012	Green	Bill Seaman	18/09/2012	
Norfolk Museums & Archaeology Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	2	3	6	1	1	1	01/09/2013	Green	James Steward	06/08/2012	
Norfolk Museums & Archaeology Service	RM13949	Not delivering business plan targets as ACE funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	1	3	3	1	3	3	01/04/2013	Green	Bill Seaman	06/08/2012	
Norfolk Museums & Archaeology Service	RM13950	Unforeseen problems with capital projects	If unforeseen problems should arise during capital projects it could lead to delays in delivery of outcomes resulting in loss of income and reputational damage.	30/06/2011	1	4	4	1	4	4	31/03/2013	Green	Bill Seaman	21/08/2012	
Norfolk Museums & Archaeology Service	RM13951	Drops in admission income	If admissions income drops by more than 5% it could lead to services being curtailed, reductions in exhibitions and negatively damage our reputation.	30/06/2011	4	4	16	2	2	4	31/03/2013	Amber	Charles Wilde	18/09/2012	
Norfolk Museums & Archaeology Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	2	5	10	2	3	6	31/12/2012	Green	Vanessa Trevelyan	06/08/2012	
Norfolk Museums & Archaeology Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	1	4	4	1	4	4	31/03/2013	Green	Vanessa Trevelyan	08/08/2012	

**Service and Budget Planning 2013-15 for Norfolk Museums and
Archaeology Service**

Report by the Head of Museums and Archaeology

Summary

In September a contextual scene setting report marking the formal start of the Council's service and financial planning cycle was taken to Cabinet. This set out the final year of the authority's three year savings programme and considered the financial outlook and initial preparedness for 2014 and beyond.

This report sets out the financial and planning context for the authority and gives specific service information for the Norfolk Museums and Archaeology Service (NMAS) for the next financial year.

This report sets out the demographic, socio-economic and environmental context for the Council, and highlights specific known impacts of new national policy initiatives which are likely to impact on the way the Service does its business and plans its future priorities.

In the absence of detailed information from the Government beyond the current spending review period ending in 2014-15, the Council's prospects beyond that year are less certain but are expected to require further reductions in spending as the Government seeks to balance the public finances.

Action Required

Members of JMAC are asked to consider and comment on the following:

- a. The revised service and financial planning context and assumptions
- b. The revised spending pressures and savings for the Norfolk Museums and Archaeology Service

1 Background

- 1.1 Following the Council's largest ever consultation, the Big Conversation, undertaken in autumn 2010, the Council agreed in February 2011, a three year programme of work to reshape the role of the County Council and to deliver savings needed to meet the Government's planned spending reductions. In 2011-12, Norfolk Museums and Archaeology Service delivered £0.234m of savings and in the current financial year, 2012-13, the service is planning to deliver savings of £0.145m.
- 1.2 Most of this programme of work was embedded into the existing Norfolk Forward programme of work, which covers all organisational, service transformation and efficiency projects. As part of last year's planning cycle the forward plans were reviewed and changes were reflected in the budget plans approved in February 2012 by the County Council.
- 1.3 This paper marks the formal start of the Council's service planning cycle, for the time horizon 2013-15, which will consider in detail the plan for 2013 -14 (the final year of the Council's three year financial savings programme developed from the

Big Conversation) and any known service priorities for the two years beyond. It reports the planning context for future years to enable the service to prepare and support early development of longer term work plans and reflects on the progress made so far in the agreed three year programme of work. It also reports changes affecting the context for this year's medium term planning.

1.4 This paper brings together for Committee Members the following:

- a. Revised financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals
- b. A review of the progress made to date by Norfolk Museums and Archaeology Service within the planned three year programme. The revised budget position for Norfolk Museums and Archaeology Service based on updated financial forecasts and budget proposals for emerging cost pressures, new savings and revisions to future savings currently within the three year plan
- c. A detailed list of the updated costs and pressures facing Norfolk Museums and Archaeology Service
- d. A detailed list of updated proposals for savings
- e. Information about new capital bids and funding
- f. Known priorities for the service within the next service planning round 2013-15

2 Financial and planning context

2.1 The context for the County Council's three-year planning was set out by Cabinet in its report in September 2012, when it also confirmed its commitment to the Council's core role and strategic objectives. The themes are largely unchanged from previous years, since they reflect on-going long-term challenges and issues, however there are some national policy changes, set out below, which are likely to impact on the work of the County Council:

- a. Healthy lives, healthy people – The Public Health update which was released in July 2011 outlines the leadership role that local authorities will have to play in public health. The paper describes the services that local authorities will commission and how they will inform and advise commissioning across the public health system. Delivery of this important service will continue to present a challenge for some time, especially as the authority and health colleagues develop ways of working alongside maintaining a consistent level of service
- b. Open Public Services White Paper –The paper sets out the vision for public services in the future. It aims to open public services up to more competition and a variety of providers, including the private sector, in order to give more choice and control to service users. At a time when budgets are reducing and the strain on services is increasing, this represents a significant challenge to the way in which services are delivered and communicated to ensure that customers are fully informed to be able to choose service delivery that is right for them
- c. Welfare Reform Act – The Act which was passed in March 2012 makes provision for the abolition of the discretionary Social Fund, currently administered by Jobcentre Plus. As a result, Community Care Grants and

Crisis Loans for general living expenses will be abolished from April 2013 and replaced by new local assistance administered by local authorities. This will be a new challenge for the authority and represents a significant shift in the welfare system. Work is currently underway to determine a system that will be both fair and sustainable, ensuring that vulnerable people are not endangered through loss of benefits at a time when it is most needed in their lives. This system will need to be carefully balanced against the need to reduce budgets and get people back in to work where possible. In addition, administration of the system will need to be carefully designed, planned and costed as the Council can expect several thousand more customer contacts

- d. 'Caring for our Future' White Paper - The paper on social care was published, along with other key documents, on the 11 July 2012. It covers various elements of social care including a commitment to introducing a Universal Deferred Payment scheme whereby the cost of care is reclaimed from a person's estate once they have died, ensuring that they don't have to lose their home during their lifetime. Although the paper has not been released for long, the challenge around Norfolk's ageing population and the popularity of the county as a place to retire are well known, therefore any change to the way in which the Council needs to support them will have a significant impact upon the authority. The Council has had a deferred payments scheme in place for a number of years
- e. The introduction of a new local government funding system from 2013-14, which will replace the existing Formula grant. The proposal is for a system based on local retention of business rates, which would see increases in funding linked directly to local growth in business rates
- f. A confirmation of the move away from centralised performance and financial monitoring, and towards the self-publication of data to facilitate local public scrutiny of how the Council delivers services. The Localism Act 2012, outlining a strengthened approach to devolving specific environmental and democratic involvement, and introducing the Community Right to Challenge
- g. The Government is keen to embrace payment on results, whether services are provided by the public or private sector. This may affect the way the authority currently plans and monitors budgets and services

2.2 The financial context for the Council's future planning remains the medium term financial strategy for the Council. This was developed during 2010 to address the anticipated downturn in the prospects for public sector spending and was confirmed in setting the 2012-13 budget. The key elements of the high level strategy focus the Council on:

- a. Developing the Council's finances alongside the Council's changing role in order to ensure it is sustainable within continuing reducing resources
- b. Providing funding to manage transformation of services, including managing a reduction in staffing
- c. Managing capital borrowing to ensure that future financing costs are affordable and sustainable
- d. Managing finances tightly and efficiently so that the Council spends the money it has wisely and well

2.3 Financial Prospects

- 2.3.1 As reported to Cabinet in September 2012, the authority's financial forecasts remain focussed around the national financial framework for 2011-15 set out in the Spending Review 2010 (SR10). In addition, a number of the Government's policies to review Local Government funding will be implemented from 2013-14, which will impact on our financial plans. No indicative funding settlement has been announced in advance for 2013-14 and the Council is not expecting any further announcements until November or December this year, when a two year finance settlement for 2013-14 and 2014-15 is due to be announced.
- 2.3.2 Currently the Council's main source of funding comes from locally raised Council Tax and Government Formula Grant. From 2013-14, the Council will no longer receive formula grant. In its place the Government is introducing a new local retention of business rates scheme. The aim of the scheme is to provide local financial incentives to increase business rate income by enabling councils to keep an element of the business rates collected. However, there will be constraints on how much additional business rates can be retained, and critically the scheme is still designed to operate within the departmental expenditure limits set within the SR10 to ensure that overall local government spending is in line with the deficit reduction plan. Therefore, despite funding changes, the spending review totals set in SR10 remain the Council's best indication of future funding.
- 2.3.3 Based on these national forecasts, and after making allowance for top sliced funding, such as New Homes Bonus grant, the Council is forecasting reductions in retained business rates funding of 1.7% in 2013-14 and 8% in 2014-15. As reported to Cabinet in September 2012, the current projected shortfall for 2013-14 is some £36.9m and the preliminary forecast is for a future shortfall in 2014-15 of £51m. A two year settlement is expected in December 2012, providing more certainty of the future funding position for 2014-15. Once the two year settlement is received a review of future plans will be undertaken, which will be subject to future reports to Cabinet, Scrutiny Panels and Joint Committees.
- 2.3.4 The Local Government Association (LGA) has recently undertaken a review of all future sources of council revenue, including increasing council tax and service spending demand. Their conclusion is that nationally, local government will be faced with a funding gap of £16.5 billion a year by 2019/20, or a 29% shortfall between revenue and spending pressures. The key message from the wide range of information available from the LGA and other commentators is that spending reductions are here to stay for the foreseeable future.
- 2.3.5 A review of the Council's financial assumptions and cost pressures has been undertaken and revisions to the original financial forecast were set out in the paper to Cabinet in September. The key financial assumptions are:
- a. A 1% pay award in 2013-14 and 2014-15; 2% general inflation and 4% for social care transport costs. Revision of inflation forecasts based on the 2012-13 budget
 - b. Some revised forecasts of demographic and legislative costs. However, forecasts are likely to be modified over the coming months as more information becomes available, including quantifying the impact of recent Government announcements such as the transfer of funding for central services to schools

- c. Inclusion of known changes to core grants
- d. Some provision for uncertainty due to significant funding changes in 2013-14, including the business rates retention scheme, localisation of council tax support and council tax reforms
- e. Continued planning for a council tax freeze in 2013-14

2.3.6 Overall, the savings required in 2012-13 of nearly £45m are on track to be delivered.

2.3.7 Since 2011-12, Government support for capital funding has been via capital grant the majority of which is not ringfenced. So far, indicative future year capital grant announcements have only been received for Transport (£25.853m in 2013-14). Capital grant announcements are also expected in December and January.

3 Service Specific Context

3.1 Norfolk Museums and Archaeology Service Priorities

3.1.1 The following covers the main priorities for the Community Services Department that will form the basis of service planning and budget proposals for 2013 -15.

3.1.2 Norfolk Museums and Archaeology Service priorities for 2013-15 are principally contained within the Priorities listed at 4 and 7. However the NMAS supports overall Community Services priorities through its service plans wherever possible. Priorities are not ranked in any particular order.

Priority	This involves:
1. Deliver budget savings as set out in the County Council Plan	<ul style="list-style-type: none"> Delivering the last year of the Big Conversation savings
2. Work closely with health services to provide and commission community focused services around GP surgeries	<ul style="list-style-type: none"> Planning services together with Clinical Commissioning Groups Health and social care integration Commissioning the right services in the right local places
3. Provide all people eligible for self directed support a choice through personal budgets	<ul style="list-style-type: none"> Making sure that everyone who would benefit from one, and at least 70% of all social care service users overall, have a personal budget Making sure people have a choice
4. Deliver high quality, accessible cultural services	<ul style="list-style-type: none"> Maintaining current high levels of performance in Cultural Services Ensuring services are accessible to all people in a range of ways
5. Promote opportunities for people to be independent and active within their community	<ul style="list-style-type: none"> Making sure our services are focused on keeping people independent Promoting community-based services

	<p>and community-driven initiatives to support vulnerable people</p> <ul style="list-style-type: none"> • Supporting people with better information
6. Target interventions to make sure vulnerable people are safe	<ul style="list-style-type: none"> • Our key safeguarding responsibilities • Promoting Community Safety and working with the Police & Crime Commissioner
7. Promote the economic wellbeing of Norfolk by supporting the delivery and ongoing legacy of major sport and cultural events	<ul style="list-style-type: none"> • Continuing support of events in Norfolk including the Tour of Britain • Building on the legacy of the Olympics

3.1.3 The priorities will be used to drive planning through the service. Practically this means that, when developing more detailed service, locality and team plans, managers will be required to demonstrate how they are delivering the priorities.

3.1.4 The priorities will also continue to shape how we manage and report our performance. The Norfolk Museums and Archaeology Service reports performance with regular updates to the JMAC.

3.2 Service specific drivers

3.2.1 In developing our plans we conduct a 'contextual review' which looks at all of the things that might affect our customers and services, and try to anticipate their impact. Where there are clear risks, we plan actions to mitigate these. The following summarises the main issues and changes that we have identified.

3.3 Changes in demand

3.3.1 Norfolk's demographic and economic challenges are well documented and understood. In planning our services and expenditure we consider these trends to take account of:

- a. The changing economic climate which impacts on employment and consumer spending, the reducing availability of funding from external sources for projects, and
- b. Competition from the wider cultural sector and increasing access to the cultural digital 'economy'.

4 Financial and service planning for 2013-15

4.1 In evaluating the progress made so far in delivering current year savings and putting in place actions to deliver planned future savings, Cabinet agreed that the Chief Officers planning for 2013-14 should continue to implement the final year of the three year programme of work approved by the County Council in February 2011.

- 4.2 Cabinet also asked Chief Officers to continue to seek opportunities for new efficiencies and improved ways of working to deliver the Council's new core role. Where Chief Officers identify additional cost pressures and/or changes to savings for 2013-14 these will need to be reported to Cabinet, Scrutiny Panels and Joint Committees in November together with the implications for the overall funding position.
- 4.3 Where the 2013-14 Budget is concerned, the Council is required to consult on savings proposals in the agreed three year financial strategy that have not previously been consulted on in detail during 2011-12, or 2012-13 (if a two year matter) and which, through their implementation, would represent significant service change for service users. Norfolk Museums and Archaeology Service will work closely with stake holders and relevant consultees where appropriate.

5 Review of progress within the current three year programme and proposed changes

- 5.1 The progress made by Norfolk Museums and Archaeology Service towards delivery of savings for 2012-13 has been reported to the Community Services Overview and Scrutiny Panel/ this committee within the integrated Performance and Finance Monitoring reports, and the service is currently forecasting £0.145m of savings and a balanced budget at the year end. Savings are made up of lower storage costs £0.110m, withholding inflation for supplies and services budgets £0.010m, flexible opening hours at the Tolhouse Museum £0.015m and increased hire income £0.010m.

- 5.2 Looking ahead the service has revised forecasts of future year cost pressures as part of the overall council wide review.

- 5.3 Revised cost pressures are detailed in Appendix A.

5.4 Pressures and changes to budget

- 5.4.1 Norfolk Museums and Archaeology Big Conversation savings for 2013/14 have been reviewed and Big Conversation savings are proposed to be reduced from £0.151m to £0.067m. However, alternative savings totalling £0.084m have been introduced and these are set out in Appendix A. A significant change will be a review of the Museums and Archaeology Service senior management in order to achieve staff savings of £0.057m.

- 5.4.2 There are risks within the NMAS budget:

- a. As mentioned in the Service and Budget Planning reports for previous years, the NMAS relies on income generation from its visitor base to generate income from admissions and catering and retail operations to support overall service expenditure. Any adverse changes in visitor attendance and spending patterns could impact on our ability to balance the budget in a particular year although the service maintains an Income Reserve for that purpose.
- b. The service receives in the region of £1.4m for 2012/13 and the following two years from ACE (Arts Council England) with the aim of attracting more visitors to museums and enabling people to experience them in new and innovative ways. The ACE programme follows on from the previous 3 year Renaissance in the Regions programme and by delivering the required targets and programmes the service will continue to successfully draw down

the funding.

6 Resource Implications

6.1 Finance

6.1.1 Finance implications are covered in section five of the report.

6.2 Staff

6.2.1 The financial implications of reductions in staffing levels for all services was assessed corporately as part of the overall budget proposals for 2011-14 reported in January 2011. There will be a review of the Museums and Archaeology senior management for 2013/14.

6.3 IT

6.3.1 The successful delivery of NMAS services day to day relies on the appropriate IT resources being available and if not can cause loss of service, increased administration with the potential for loss of income. The lack of adequate and robust IT connections at outlying museums results in regular problems with admissions and retail, and risks compromising the effectiveness of the proposed new admissions and retail systems currently being procured.

7 Other Implications (where appropriate)

7.1 Equality Impact Assessment (EqIA)

7.1.1 Individual Equality Impact Assessments were carried out in 2010-11 on all the Council's budget proposals for 2011-14 that would potentially have an impact on identified groups with protected characteristics. The budget proposals have not changed since then, except for the reduction in savings to be made from the Re-design of Day Services and the consequent savings in Transport, which were agreed in 2011.

7.1.2 The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommended that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment. These consultations were carried out from October 2010 to January 2011.

7.1.3 A full equality impact assessment report was published alongside the Cabinet budget papers in January 2011. In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty:

- a. Promote equality of opportunity between disabled people and other people
- b. Eliminate unlawful discrimination
- c. Eliminate harassment of disabled people that is related to their disabilities
- d. Promote positive attitudes towards disabled persons
- e. Encourage participation by disabled people in public life
- f. Take account of disabled people's disabilities, even where that

involves treating disabled people more favourably than others.

- 7.1.4 Where the Council identifies potential adverse impact on protected groups, it must do two things. Firstly, it must consider whether to go ahead with the proposal, or amend it in some way, with a view to promoting equality and tackling disadvantage for the protected group affected. There is action in place to mitigate the adverse effects. See full Equality Impact Assessment for details.

7.2 Section 17 – Crime and Disorder Act

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

8 Risk assessment

- 8.1 The main risks and issues associated with these proposals have been highlighted in Sections Three and Five.

9 Action Required


- 9.1 Members of JMAC are asked to consider and comment on the following:
- a. The revised service and financial planning context and assumptions
 - b. The revised spending pressures and savings for Norfolk Museums and Archaeology Service

Officer Contact

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

Vanessa Trevelyan 01603 224215 vanessa.trevelyan@norfolk.gov.uk

John Perrott 01603 222054 john.perrott@norfolk.gov.uk

	If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jill Blake, Tel: 0344 800 8020, Textphone 0344 800 8011, and we will do our best to help.
---	--

		2013-14
		£'000
Ref	ADDITIONAL COSTS	
	Basic Inflation - Pay (1% for 13-14)	39
	Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)	16
	Sub Total Additional Costs	55
Ref	BUDGET SAVINGS	
C02	NMAS: Increased catering and retail income	10
C06	NMAS: Review of senior management structure	57
	Big Conversation proposals	67
	<u>Other savings proposals within Medium Term Financial Plan</u>	
	NMAS: Increased Marketing Support	10
	NMAS: Administrative efficiencies	5
	NMAS: Partnership contribution to overheads	47
	NMAS: Reallocation of development funding in Western Area	20
	NMAS: Reduction in Collections Storage	12
	Removal of 2012-13 1% pay award	32
	New savings proposals	94
	Total Savings Proposals	193
	NET CHANGE	(138)

Collections for Rationalisation

Report by the Head of NMAS

Summary

This report sets out the background to the review of collections at Gressenhall Farm and Workhouse and Great Yarmouth, and recommends deaccessioning a group of social history items that are in poor condition and outside the NMAS Acquisition and Disposal policy.

Recommendation

Members are asked to agree that the objects listed in Annexes 2 and 3 are deaccessioned.

1. Background

- 1.1 Collecting within the NMAS is undertaken in accordance with the Acquisition and Disposal Policy approved by Committee. This is reviewed every five years and sets out the strengths of the collections, areas for future collecting and constraints on collecting, such as resources, space and expertise.

As part of a responsible collections management strategy the NMAS undertakes regular reviews of its collections to ensure that material is properly classified and adequately housed. Objects that are deemed unsuitable for retention as part of the core collection are identified and alternative homes found. The process to be followed was agreed by Committee in 2002 following a Best Value Review of collection and collections management (see Annex 1).

- 1.2 To summarise, the core collections basically fall into three categories with different levels of access:

1. **Display material** represents the best or most significant items in the collections and is easily accessible by all people visiting the museums.
2. **Study collections** provide depth for people who want to learn more about a specific subject. The emphasis is on presenting as many objects as possible for study. Improved study facilities are being provided at Collections Study Centres, such as the Shirehall, Carrow House or Gressenhall, where collections are available in reference

galleries. Objects are either freely accessible when the museum is open, in 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.

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

4. **Working or demonstration material** objects are put to working use or demonstration use at or on behalf of the museum eg agricultural equipment.
5. **Education, handling and loan collection** objects are included for educational reference material only, including loans. There is an implied deterioration through usage over time.
6. **Set dressing and cannibalisation** items are used as set-dressing for on-site activities of the museum.
7. **Dispersal** objects are found alternative homes where they will be put to good use. We follow Museums Association and Accreditation good practice guidelines. There will be a presumption that objects remain in the public domain and offered initially to similar institutions at whichever location provides the best balance of care, context and access.
8. **Disposal** following Museums Association guidelines if no other home can be found, objects are sold at auction or scrapped.

2 Review of social history collections at Gressenhall Farm and Workhouse and Great Yarmouth

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

These social history objects take up large areas of floor space and are in many cases heavy and cumbersome. As a result access to other stored and better provenanced collections has been made difficult and on

occasion, impossible for health and safety reasons. In some cases appropriate storage for very large items is not available and consequently items have been stored in external areas.

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

- Improve access to the collection as a whole
- Release storage space and resources to allow improved collections management
- Remove threats posed by possible insect infestation
- Remove threats posed by inappropriate storage conditions

2.3 Following the agreed process the attached list of objects (Annexes 2 and 3) has been identified for deaccessioning and subsequent dispersal or disposal. These objects have little or no provenance, have little relevance to the history of the area and as a result fall outside the Collecting Policy of the NMAS. Many duplicate items in the collection and others are in extremely poor condition and incomplete.

2.4 While finding a new home for the objects in another museum will be the ideal first priority, it may be that because of the poor quality and lack of provenance of the objects, sale or destruction of some the objects may be the only realistic outcome of the rationalisation process.

2.5 The objects listed in Annexes 2 and 3 have been identified by the relevant curators as candidates for deaccessioning and dispersal if possible. The list has been scrutinised by the NMAS' internal Rationalisation Group, which comprises the Collections and Information Manager, the Senior Conservation Officer and the Chief Curator. Where possible these objects will be found a home in another museum or cultural institution.

3 Resource Implications

3.1 **Finance:** a budget of £1000 may be required to pay for removal firm's charges and possible destruction or rubbish disposal.

4 Equality Impact Assessment

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

This report has no equality implications.

5 Section 17 – Crime and Disorder Act

There are no Section 17 implications.

6 Conclusion

This collections review is proposing to remove items that are of minimal interest in interpreting the history of Norfolk and will free up space and resources for the benefit of the remaining collections and the visiting public.

7 Recommendation

Members are asked to agree that the objects listed in Annexes 2 and 3 are deaccessioned.

Background Papers

MLA Museum Accreditation Standard

MA Good Practice Guidelines on Acquisition and Disposal

NMAS Acquisition and Disposal Policy

(<http://www.museums.norfolk.gov.uk/default.asp?Document=900.020.010x1>)

NMAS Rationalisation Strategy (Annex 1)

Officer Contact

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

Vanessa Trevelyan 01603 493620

vanessa.trevelyan@norfolk.gov.uk

Strategy for rationalising NMAS collections

1 Introduction

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

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

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

2 Using collections

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

1. Display material represents the best or most significant items in the collections and is easily accessible by all people visiting the museums.

Gallery displays are highly interpreted to attract the interest of the general visitor and, hopefully, enthuse them. The Egyptology collection at Norwich Castle "earns its keep" by providing an interesting display for the general visitor and an important resource for schools, which are able to study this part of the national curriculum from real objects in their local museum.

2. Study collections provide depth for people who want to learn more about a specific subject. The emphasis is on presenting as many objects as possible for study. Improved study facilities are being provided at Collections Study Centres, such as the Shirehall, Carrow House or Gressenhall, where collections are available in reference galleries. Objects are either freely accessible when the museum is open, on open storage (easily accessible with an appointment or on regular open days) or in study rooms (open on set days a week).

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

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

4. Working or demonstration material

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

5. Education, handling and loan collection

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

6. Set dressing and cannibalisation

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

7. Dispersal

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

8. Disposal

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

3 The rationalisation programme

The rationalisation programme will particularly concentrate on identifying which material should fall in category 3 and below. Material in category 2 will also be reviewed as it is likely that there is some material which, over the years, has become surplus to requirements. Material in category 1 will have been reviewed when a decision was taken to put it on display. The NMAS has an ongoing programme of renewing or refreshing displays which allows for changing objects on display and assessing their importance.

3.1 First steps in the rationalisation programme

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

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

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

3.2 Identifying material for rationalisation

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

- Does not fall within the current collecting policy.
- Unethically acquired material.
- Loan material no longer required for display.
- Does not provide important information about Norfolk and its history.
- Is irrelevant to the collection.
- Has no reasonable expectation of being useful for display or research.
- Is unaccessioned (ie has not been properly recorded).
- Is unprovenanced (ie has no background information to provide a context).
- Is of poor quality compared with other examples in the collection.

- Has deteriorated beyond any useful purpose (eg through decay or infestation. This might be a textile item that has rotted or a natural history specimen that has an infestation)
- Poses a threat to other objects or people (eg by contamination. This might be WW2 gas masks with degraded asbestos filters or radio-active geological specimens).
- Is an unnecessary duplicate.
- Where there is no reasonable expectation that NMAS will be able to provide suitable levels of curation or collections care.
- Is of good quality but would fit better into another museum's collection (eg Archaeological material has been recently transferred to West Stowe Anglo-Saxon Village.
- May be more appropriate to the NRO or NLIS.

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

3.3 Options for disposal

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

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

Other alternatives include:

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

3.4 Process for decision taking

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

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

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

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



3.6 Process for disposal of accessioned material




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




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



End


Gressenhall Farm and Workhouse Rationalisation Phase 4, August 2012



	Record Number	Object Name	Description and Date	Image	Reasons	Suggested mechanism
1	unidentified	Wagon	Wooden wheeled wagon with rubber rims and metal rectangular trough. AC893		Incomplete, no Norfolk provenance	Disposal
2	unidentified	Washing machine	'The Dean' Gas Council approved washing machine		no Norfolk provenance	Dispersal


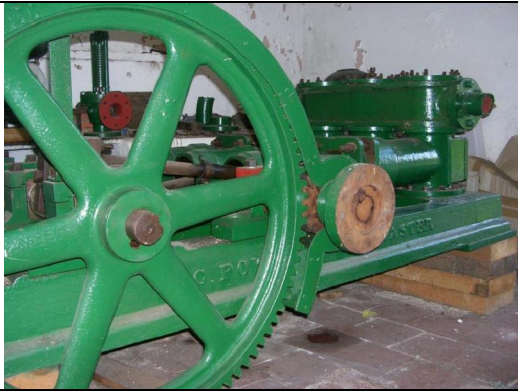
3	GRSRM : 1989.54	Oven	Electric cooker; Jackson No.1; mottled light grey enamelled finish; white enamelled splashback; two flat rectangular hot plates; grill drawer with white enamelled lid		No Norfolk provenance	Dispersal
4	unidentified	Iron box	Iron box or trough		Unidentified, no Norfolk provenance	Disposal
5	unidentified	Spade	John Cockerill No. 4 NBC		Unidentified, no Norfolk provenance	Disposal






6	unidentified	Sack weighing Machine	Sack weighing machine		Unidentified, duplicates other items in the collection	Dispersal
7	unaccessioned	Sash window	From cafe		Duplicates remaining in situ sash windows	Disposal
8	GRSRM : 1981.24.56	Grindstone	Grindstone on cast metal stand marked with 'Richmonds' and 'Chandley, Salford, Manchester'		No Norfolk provenance	Dispersal – Manchester People's Museum?



9	unaccessioned	Iron trough	Iron trough			Unidentified, no Norfolk provenance	Disposal
10	unaccessioned	Washing machine	Washing machine			Unidentified, no Norfolk provenance	Disposal



11	NWHCM : 1974.178.4	Level crossing Pole	Road sign for level crossing, showing black gate; black lettering 'Level Crossing' on white ground; red reflector buttons; made by RS Ltd., Norfolk; from the NCC Horsham Depot; 1959-64 regulations		Poor condition, beyond repair or conservation	Disposal
----	-----------------------	------------------------	--	---	---	----------


12	GRSRM : 1993.90	Press	Large; possibly from Fakenham Print Works; cast iron and wood; marked 'CENTURETTE' on side; weighs two and a half to three and a half tons; machine no.344; this object was inadvertently accessioned in 1993; its correct number is 1981.8		Duplicates other collections within NMAS	Dispersal, Fakenham Gas Museum?
13	unidentified	Sprayer	The Mistifier Sprayer. Made in Maidstone.		No Norfolk provenance, unidentified	Dispersal, Kent Life?








14	unidentified	Part of range	range		Duplicates other collections, beyond repair or conservation, no Norfolk provenance	disposal
15	unidentified	Press	Green painted cider press		Duplicates other collections, no Norfolk provenance	dispersal
16	GRSRM : 1983.68	Water pump	Brancaster Water Pump		No longer within collecting policy	Dispersal – return to Anglia Water


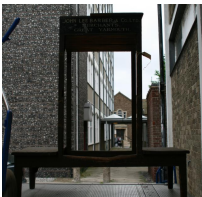


Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : 1967.584	Mussel canoe; carvel built, flat bottomed boat from Blakeney, painted pale blue inside		Poor Condition - Beyond repair	Dismantle and disposal suggested
GRYEH : 1967.852	Various bricks recovered from demolished Row houses		Limited display or research potential.	Offer to English Heritage. 12-20 fragments. 8 bricks
GRYEH : 1967.885	Pram		Poor condition, limited display potential.	Disposal suggested.
GRYEH : 1968.293	Avery scales; platform scales with a beam; rectangular steel platform; to weigh 20 cwt		Limited display or research potential	Disposal suggested. Possibly offer to other museums, failing this, scrapping.
GRYEH : 1968.344	Drumhead capstan from Old Dutch Pier, Gorleston; octagonal head with 8 ports, standing on 4 splayed wrought iron legs		Poor condition - Beyond repair	Disposal suggested. Full documentation and photography suggested before disposal
GRYEH : 1968.347	Transmission assembly for a foghorn; intermediate between compressor and electric motor from the Old Dutch Pier, Gorleston		Poor condition - beyond repair	Disposal suggested.
GRYEH : 1972.244	Mangle made by Acme Wringers Limited of Glasgow		Duplicates of greater quality held in store.	Disposal suggested. Duplicate; 20th C mass produced.
GRYEH : 1972.433	Timber gill, collected from the Northern foreshore of Lake Lothing opposite Brooke Marine's Yard where it had been standing up to its axle in mud since before the war		Very poor condition. rotting wood	Disposal suggested - Dismantle





Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : 1973.90	Barrel heading machine; from a collection of items from W.J. Burton's premises in Battery Road, Great Yarmouth		A large object with limited display or research potential and in poor condition	Disposal suggested.
GRYEH : 1974.31	One of 2 chimney pots, octagonal section, buff coloured		Limited display or research potential	Disposal suggested. Possibly offer to English Heritage
GRYEH : 1974.32	One of 2 chimney pots, octagonal section, red coloured		Limited display or research potential	Disposal suggested. Possibly offer to English Heritage
GRYEH : 1974.35	Hanging beam scales (5 cwt) comprising of iron beam and suspension piece, wooden platform and four chain units, beam marked; Warmisham Cocksedge and Co; made in Great Yarmouth around 1870, bought and used by T.G. Freeman and Sons, Howard Street, Great Yarmouth, established 1866)		Limited display or research potential	Disposal suggested.
GRYEH : 1978.16.2	One of six shipyard jacks		Limited display or research potential	One of six. Disposal suggested. Document and retain a single, best example.
GRYEH : 1978.16.3	One of six shipyard jacks		Limited display or research potential	One of six. Disposal suggested. Document and retain a single, best example.
GRYEH : 1978.16.4	One of six shipyard jacks		Limited display or research potential	One of six. Disposal suggested. Document and retain a single, best example.
GRYEH : 1978.16.5	One of six shipyard jacks		Limited display or research potential	One of six. Disposal suggested. Document and retain a single, best example.







Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : 1979.21	Police telephone box; square wooden hut of weatherboard construction with concave sloping roof rising to a point surmounted by an electric lamp with thick glass and cast iron domed top (damaged), roof covered with red roofing felt; external walls of hut painted blue and white on outside, one door, two four panel windows and a boarded up hatch; internal fittings include a wooden shelf, telephone and electric cable box, walls painted in yellow and green; this stood for many years on east side of Marine Parade opposite Yarmouth Lifeboat Shed, now Grotto Castle and was removed when the site was cleared for the new Leisure Centre		Poor condition, very limited display potential	Disposal suggested. Could be offered to a Police Museum
GRYEH : 1979.31	Fish and chip frying range		Poor condition, limited display or research potential	Disposal suggested.
GRYEH : 1984.36	wooden ticket kiosk, made of vertical planking, unpainted, on a set on small wheels		Poor condition - Limited display or research potential.	Disposal suggested : Cannibalisation - Parts could possibly be used to develop future displays in Time and Tide





Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRIEH : 1988.16.1	Rocket line apparatus; bipod, pair of tubular steel poles hinged together, blue		Limited display or research potential.	Disposal suggested.
GRIEH : 1988.62.1	Wall oven		Limited display or collection policy	Disposal suggested. Duplicated elsewhere.




Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : BLO6	Shaft and disk of unknown use; wooden with a rope attached		Limited display or research potential. No provenance. Too little information about it to be fit for display purposes.	Disposal suggested.
GRYEH : BLO58	Boat; carvel built wooden boat, propellor driven (propellor missing) shallow draught, no thwarts and small transom; blue painted gunwhale, white below		Poor condition - beyond repair	Disposal suggested.
GRYEH : BLO63	Pair of oars; white tipped and varnished		Limited display or research potential	Disposal suggested.
GRYEH : BLO67	Y-shaped at one end, triangular piece of wood added to distal end		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : BLO68	Y-shaped at one end, triangular piece of wood added to distal end		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : BLO69	Boat; reed lighter, black painted shallow craft in poor condition		Poor condition - Beyond repair	Disposal suggested. Previously suggested for dismantling
GRYEH : BLO72	Boat; mussel canoe; black and white inside, red and black outside		Poor Condition - Beyond repair	Disposal suggested.
GRYEH : BLO73	Steel crab boat trailer, with rubber tyres; used for transporting Cromer crab boat Little Swallow (CRRMU : 1987.23.1)		Limited display or research potential	Disposal suggested. Previously offered to Cromer but declined
GRYEH : BLO74	Horse-drawn sleigh, black painted and broken in pieces, with small crest in a square cartouche on the side 'CARYTH FOR US'		Limited display or research potential. Poor condition. No provenance.	Disposal suggested.
GRYEH : BLO81	Scales; heavy iron beam with hooks at either end and pointer in centre found in Blofield store in association with a wooden platform; a lead seal with stamp E II R (Elizabeth II Regina)		Limited display or research potential.	Disposal suggested.



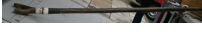



Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : BSM1	Pram		Poor condition, limited display potential.	Disposal suggested.
GRYEH : BSM17	Wooden desk painted with John Lee Barber and Co Ltd Merchants Great Yarmouth		Limited display or research potential	Disposal suggested. Fully document and photograph first for reference
GRYEH : BSM23	Wooden bench or saw horse		Limited display or research potential	Disposal suggested.
GRYEH : BSM37	Mantlepiece, in four pieces. It consists of two supporting pillars, a top board and an additional board. Painted cream, although the paint is peeling in places.		Limited display or research potential. No provenance.	Disposal suggested. Offer to English Heritage.



Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : BSM38	Mangle with metal arch at top. Rusty.		Duplicated within the collections of GYM and NMAS. No provenance.	Disposal suggested. Duplicated elsewhere
GRYEH : BSM39	Mangle with metal arch at top.		Duplicated within the collections of GYM and NMAS. No provenance.	Disposal suggested. Duplicated elsewhere
GRYEH : BSM49	Mangle set in table. Rusty.		Duplicated within the collections of GYM and NMAS. No provenance.	Disposal suggested. Duplicated elsewhere
GRYEH : BSM52	Mangle set in table. Rusty.		Duplicated within the collections of GYM and NMAS. No provenance.	Disposal suggested. Duplicated elsewhere


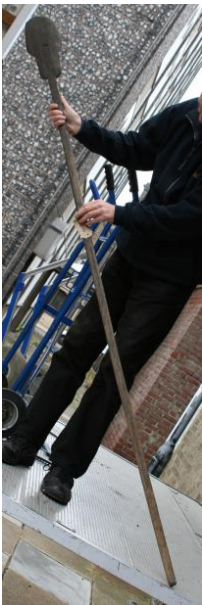

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : BSM54	2 wooden wheels joined with a wooden pole		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : BSM65	Wheel in two parts.		Limited display or research potential, poor condition, No provenance.	Disposal suggested.
GRYEH : BSM71	Cast iron fireplace		Poor condition, limited display potential.	Disposal suggested.
GRYEH : BSM79	Wooden bier, hand drawn (?)		Very poor condition, Limited display or research potential. No provenance	Disposal suggested.
GRYEH : BSM88	Large black pram. Low to the ground. Curved metal frame on four small wheels. Back wheels have a curved mud guard. The carriage is wood with padded leather lining, and has a black leather hood / cover that can be moved up and down. Long metal handles and black wooden handlebar. Paintwork is badly damaged in places.		Poor condition, limited display potential.	Disposal suggested.
GRYEH : BSM90	Pram on four wheels. The front two wheels are slightly smaller than the back two.		Poor condition, limited display potential.	Disposal suggested.
GRYEH : BSM112	Pram or pushchair on three wheels. Poor condition and incomplete.		Poor condition, limited display potential.	Disposal suggested.






Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRIEH : BSM127	Pram, black fabric and metal. Wheels are rusty.		Poor condition, limited display potential.	Disposal suggested.
GRIEH : BSM432	2 metal sleepers		Limited display or research potential, No provenance.	Disposal suggested.
GRIEH : TEMP2	Cast iron fireplace		Poor condition, limited display potential.	Disposal suggested.
GRIEH : TEMP9	Pair of wooden oars with short handles.		Limited display or research potential. No provenance.	Disposal suggested. Previously offered to Museum of the Brooms, declined.








Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP12	New Fashion Tailors Stove, rusty		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP14	Chair, wooden.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP20	Chair. Two curved pieces of wood form the back. The seat has a series of holes drilled through it in a decorative pattern.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP21	Chair. Stick back with paint splattered seat. Some of the dark brown varnish is wearing off.		Limited display or research potential. No provenance.	Disposal suggested.






Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP26	chip fryer		Limited display or research potential. Poor condition. No provenance.	Disposal suggested.
GRYEH : TEMP28	Y-shaped at one end, triagular piece of wood added to distal end		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP29	gaff from unknown vessel.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP33	Red sail with two wooden beams from unknown vessel.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP34	ship mast from unknown vessel.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP35	bamboo ship mast from unknown vessel.		Limited display or research potential. No provenance.	Disposal suggested.





Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRIEH : TEMP37	wooden gaff		Limited display or research potential. No provenance.	Disposal suggested.
GRIEH : TEMP38	ship mast and sail from unknown vessel.		Limited display or research potential. No provenance.	Disposal suggested.


Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP39	2 wooden cartwheels, painted red. The paint is peeling in places.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP41	baker's peel		Limited display potential, similar items appear elsewhere in the service's collections.	Disposal suggested.
GRYEH : TEMP47	Metal machine painted green. Use unknown. It has an opening to one side and on the top.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP55	Pair of oars.		Limited display or research potential. No provenance.	Disposal suggested.

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP59	Dentists chair. Has movable head rest and foot rest, and can be tilted up and down.		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP60	2 oars		Limited display or research potential. No provenance.	Disposal suggested.
GRYEH : TEMP71	Fireplace		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP72	Oven, rusty		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP74	Oven, painted black.		Poor condition, limited display potential.	Disposal suggested.

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP76	Cast iron fireplace, consisting of two columns ending in lions feet and a back panel housing the grate.		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP77	Cast iron fireplace		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP78	Cast iron fireplace, consisting of two columns with long metal bars between.		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP80	Metal wheel rim		Limited display or research potential. No provenance.	Disposal suggested
GRYEH : TEMP84	Cupboard with two doors. Floor standing, painted yellow and white.		Limited display or research potential, no provenance to make it relevant to collections. Could be cannibalised and re-used in display dressing.	Disposal suggested
GRYEH : TEMP87	Section of arch with letter C applied to it, suggesting part of a doorway with an inscription over it, e.g. 'Coliseum'		Limited display or research potential, Incomplete,	Disposal suggested
GRYEH : TEMP119	Wooden sledge or toboggan.		Limited display or research potential. No provenance	Disposal suggested

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP143	Chimney pot, yellow		Limited display or research potential, no provenance.	Disposal suggested
GRYEH : TEMP174	metal grid		Limited display or research potential, no provenance.	Disposal suggested - Offer to English Heritage?
GRYEH : TEMP176	Wooden table, paint splatters on top		Limited display or research potential, no provenance.	Disposal suggested
GRYEH : TEMP178	Metal hand pump mounted on wood		Limited display or research potential, no provenance.	Disposal suggested
GRYEH : TEMP180	Metal bicycle stand, loop mounted on foot with clamp on top, 'The Willbro, Norwich'		Limited display or research potential, no provenance.	Disposal suggested - sale? Previously offered to cycle museum with the rest of the items from the bike store but declined.

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP187	Bundle of rope		Very limited display or research potential, no provenance.	Disposal suggested.
GRYEH : TEMP190	Large metal disc, used for fitting iron tyres to cartwheels		Limited display or research potential, no provenance, poor condition.	Disposal suggested.
GRYEH : TEMP210	Butlers sink		Limited display or research potential, no provenance.	Disposal suggested.
GRYEH : TEMP243	Toy pram. Curved metal frame on four wheels. Curved wooden carriage with two seats and sunken footwell in centre. Long handles and turned wooden handlebar.		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP245	Fireplace, with 18 N210 in raised letters on back		Limited display or research potential, no provenance.	Disposal suggested.

Record number	Brief Description	Image	Disposal Reasons	NMAS Rationalisation Committee recommendations
GRYEH : TEMP246	Fireplace, painted on back		Poor condition, limited display potential.	Disposal suggested.
GRYEH : TEMP250	Ship mast with metal cog attached, from unknown vessel.		Limited display or research potential, no provenance.	Disposal suggested.

NMAS Collections Development Project

Report by the Head of NMAS

Summary

- NMAS wishes to create a sustainable future for NMAS collections, one where each and every accessioned object is significant to the aims of the Service, is accessible by staff and the public, and is stored in conditions which will assist its long-term preservation and use.
- NMAS also wishes to improve the financial sustainability of the service by making more efficient use of collections and storage facilities.
- It will do this by improving access, storage conditions, the quality of supporting and interpretative information, and by rationalising collections according to approved ethical standards.
- The first stages of this Development Project involve improving conditions at the Gressenhall “Superstores” and reviewing the bulk archaeology holdings.

Recommendation:

1. That members note and comment on:
 - A vision for the Gressenhall ‘Superstores’ (Annex 1)
 - NMAS Archaeology Review and Rationalisation Strategy (Annex 2)
2. That members agree that officers can dispose of bulk archaeological material that is identified through the process set out in Annex 2, Section H
3. That members agree that officers will report to JMAC on such disposals in January each year.

1 Background

- 1.1 NMAS will be undertaking a three-year project funded by Arts Council England’s (ACE) Major Partner funding stream from April 2012 until March 2015. The project’s vision is:

To create a sustainable future for NMAS collections, one where each and every accessioned object is significant to the aims of the Service, is accessible by staff and the public, and is stored in conditions which will assist its long-term preservation and use.

The Project’s specific mission is:

To develop the NMAS reserve collections into an excellent resource for staff and the public by improving access, storage conditions and the quality of supporting and interpretative information; and to improve the financial sustainability of NMAS by making more efficient use of collections and storage facilities.

- 1.2 Running parallel to this project is a complementary programme funded by the Esme Fairbairn Foundation called *Shine a Light*, which will run from January 2013 until March 2014. It will see the development of a sustainable and skilled volunteer and staff team who will help unlock the potential of the NMAS reserve collections at Gressenhall and provide a focus for sharing best practice and knowledge with the wider museums community. The team will work to transform virtual and physical access to the reserve collections through collections care work, improving documentation and adding interpretation.

The two works streams are described in detail at Annex 1.

2 The need to rationalise collections

- 2.1 At present it is difficult to fulfil the objectives of these projects because many museum stores across the Service are full or over capacity. This restricts access and raises the risk of accidental damage or mould and pest infestations. One of the first and most important elements of the project is the review and assessment of specific NMAS collections to identify those which are important to the long term aims of NMAS. As part of this process candidates for rationalisation may present themselves and will be seriously considered.
- 2.2 NMAS has already undertaken major rationalisation, with JMAC approval, of rural life and large social history material, and costume and textiles. The next phase is to review archaeological collections. Annex 2 sets out the proposed Archaeology Review and Rationalisation Strategy, which aims to achieve the following outcomes:
- improved storage conditions for the archaeological excavation archives, through upgraded storage materials and a reduced volume of collections
 - improved documentation of the collections
 - improved public awareness of and access by researchers and the public to the collections
- 2.3 The standard NMAS rationalisation process is less suitable for archaeological than other types of collections, due to the large volume of material and its repetitive nature. There are few cases which will merit individual consideration. Agreement is, therefore, being sought from JMAC in advance to dispose of material that has been identified using the methodology described in this Strategy (Annex 2, Section H).

It is proposed that all disposals from archaeological collections will be reported to JMAC in the form of an annual report detailing the excavation archives affected and the types of material disposed, to be delivered in January every year.

Collections or individual items of particular interest, including contentious or controversial items, will follow the standard NMAS Rationalisation Procedure and be presented to the appropriate Area Museum Committee and JMAC in the usual way.

3 Resource Implications

Finance The Collections Development programme is fully funded from external grant sources.

Property The programme will reduce the pressure on existing storage facilities.

4 Other Implications

4.1 Equality Impact Assessment (EqIA)

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

The Collections Development programme will increase physical access to reserve collections for all members of the public. Improved documentation will improve digital access.

4.2 Health and Safety Implications:

The Project Officer is trained in undertaking risk assessments and these will be carried out for all stages of this project.

The rationalisation of the storage facilities will reduce the risk of injury to staff and visitors by improving circulation and removing hazards created by overcrowding.

4.3 Environmental Implications

Rationalisation of collections will reduce NMAS' storage requirements thereby reducing the carbon footprint. Providing public access to storage facilities as appropriate will improve the value for money of these facilities.

4.4 Any Other implications

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

5 Section 17 – Crime and Disorder Act

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

6 Action Required

4. That members note and comment on:
 - A vision for the Gressenhall 'Superstores' (Annex 1)
 - NMAS Archaeology Review and Rationalisation Strategy (Annex 2)
5. That members agree that officers can dispose of bulk archaeological material that is identified through the process set out in Annex 2, Section H
6. That members agree that officers will report to JMAC on such disposals in January each year.

Background Papers

- NMAS Requirements for the Deposition of Archaeological Archives
- The Museums Association's *Code of Ethics* (2008)

Officer Contact

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

Jamie Everitt
NMAS Collections Manager
Jamie.everitt@norfolk.gov.uk



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.

A vision for the Gressenhall ‘Superstores’

Background

The museum stores at the Gressenhall Farm & Workhouse site, colloquially known as the ‘Superstores’, are the largest collections stores within NMAS, holding the majority of the reserve collections not currently on display. Other collections are held at the Norwich Castle Study Centre (Shirehall) and in more limited numbers at some museums and Great Yarmouth Library stores. There is also a temporary rented store at North Walsham.



Large objects in Store 1

Gressenhall Store 1 consists of a large open floor area and an equal area of tall mobile racking, holding social history and archaeology collections. The floor area is tightly packed with large industrial collections and crates of smaller items. The mobile racking is full with archives of archaeological excavations and social history collections, all strapped onto pallets.

Store 2 consists of shelving on two floors, holding social history, rural life collections, art, archaeology, and geology. These are generally smaller objects than in Store 1, and the majority are in boxed storage.



Shelving in Store 2

Both stores are to all intents and purposes almost full, although objects are not stored as efficiently as they could be. This makes access to collections difficult, increases the risk of physical damage to objects, and increases the risk of pest and mould infestations. At present it is not feasible to give tours of the stores to the public, and providing access for specialist researchers can be problematic. Space needs to be created to house the collections from the North Walsham store, which will be closed as part of the NMAS Efficiencies Programme.

The Collections Development Project

The Collections Development Project is funded by Arts Council England’s Major Partner Funding. It aims to resolve the issues of NMAS storage by:

- ensuring that 100% of all NMAS collections are readily accessible by staff
- increasing public access to collections by improving storage facilities and presenting stored collections more imaginatively
- exploring the use of digital technologies to improve intellectual and physical access to stored collections
- retaining and actively caring for collections which are representative of Norfolk’s historic and natural heritage: those which are fit for purpose, accessible to staff and the public, and which support the aims of the NMAS Vision Statement

- undertaking a programme of review and rationalisation of those collections which do not support the aims of the NMAS Vision Statement, including those which do not fit current collecting policies, are not fit for purpose, are unprovenanced, or duplicate other objects in the collections
- supporting the long-term sustainability of collections by improving the conditions in which they are stored and by making efficiency savings in storage and collections care budgets
- working with partners and stakeholders to explore the creative re-use of rationalised collections in appropriate ways

The *Shine a Light* Project

The £89,000 Esmée Fairbairn-funded *Shine a Light* collections access project will run from January 2013 until March 2014. It will see the development of a sustainable and skilled volunteer and staff team who will help unlock the potential of the NMAS reserve collections at Gressenhall and provide a focus for sharing best practice and knowledge with the wider museums community. The team will work to transform virtual and physical access to the reserve collections through collections care work, improving documentation and adding interpretation. The project will run in parallel with the Collections Development Project, and both will be coordinated to ensure each is complementary to the other.

How we will achieve these aims

NMAS staff have visited other museum facilities in the country including the National Railway Museum, York and the Birmingham Museums Collections Centre to assess best practice for providing access to reserve collections and ideas gleaned from these visits have been fed into the project planning process.

A programme of collections review and rationalisation will identify objects which are not core to the NMAS Vision Statement and are candidates for disposal. The same process will identify those culturally important and visually attractive objects which have hitherto been stored in less accessible parts of the store and which deserve to be brought to more prominence. Examples include the West Runton Elephant; specimens from Britain's foremost Neanderthal site at Lynford including Woolly Mammoth tusks, recently described by Professor Paul Mellars as, 'the most important Middle Palaeolithic site in northern Europe'; an important example of a Boulton & Paul aeroplane wing; fine 18th century Norwich clocks; and the Norwich snapdragons.



Large object storage at Birmingham Museums Collections Centre (BMCC)

Alongside the rationalisation programme, new storage equipment will maximise the use of the existing space. Additional shelves have already been bought for Store 2 and collections rearranged to create more space for those currently in North Walsham. A mezzanine floor for Store 1 is being considered to create additional storage, with smaller objects placed above the larger vehicles. Objects which need special care, because of security concerns or because they are sensitive, could be stored together in open cages, allowing them to be seen by the public but still protected.



A typical example of display storage at BMCC

Larger objects will continue to be stored in Store 1, with the most visually attractive items on the ground floor. Careful lighting using chains of low energy bulbs will

focus the visitor's attention on the lower levels, enabling other collections to be more efficiently stored at higher levels. Short but carefully written interpretation panels provided with each of the larger items will inspire visitors to engage with the collections.

Public access may be via a number of open days each year, when visitors will be free to roam amongst the collections in Store 1. This has been reported by other museums, especially Birmingham Museums Collections Centre, as very effective in encouraging engagement between visitors and the collections, and also between visitors themselves. It is also the most efficient in terms of staffing levels. Special guided tours will be considered.



Interpretation at BMCC

A user-friendly and engaging website will be developed to enable searchable on-line access to collections. We will explore additional digital resources connected to the website, offering those with suitable hand-held devices such as smart phones a richer experience

Store 2 will continue to hold the smaller collections, which usually need to be boxed. This will have less immediate visual appeal and will not be open to free access by the public on open days, although it will be accessible to researchers and for special guided tours.

Adult learning study days will be explored as a way of increasing access to the reserve collections, at the same time generating income based on the collections and curators' knowledge.

NMAS Archaeology Review and Rationalisation Strategy

DRAFT Version 1 18.10.2012

A. Introduction

NMAS aims to bring history to life by:

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

The Collections Development Project is a three-year project funded by Arts Council England's (ACE) Major Partner funding stream from April 2012 until March 2015. The project's vision is:

To create a sustainable future for NMAS collections, one where each and every accessioned object is significant to the aims of the Service, is accessible by staff and the public, and is stored in conditions which will assist its long-term preservation and use.

The Project's specific mission is:

To develop the NMAS reserve collections into an excellent resource for staff and the public by improving access, storage conditions and the quality of supporting and interpretative information; and to improve the financial sustainability of NMAS by making more efficient use of collections and storage facilities.

At present it is difficult to fulfil these objectives because many museum stores across the Service are full or over capacity. This restricts access and raises the risk of accidental damage or mould and pest infestations. One of the first and most important elements of the project is the review and assessment of specific NMAS collections to identify those which are important to the long term aims of NMAS. As part of this process candidates for rationalisation may present themselves and will be seriously considered.

The archaeological collections, most notably the archives of excavations from across Norfolk, comprise a substantial proportion of the volume of stored collections and are therefore a key part of this review process. Provided that they are assessed and dealt with in an appropriate manner, they offer the potential to reduce substantially storage volumes by a number of means without compromising the cultural and scientific value or the intellectual integrity of the collections.

B. Outcomes

The Archaeology Review and Rationalisation Strategy aims to achieve the following outcomes:

- improved storage conditions for the archaeological excavation archives, through upgraded storage materials and a reduced volume of collections
- improved documentation of the collections
- improved public awareness of and access by researchers and the public to the collections

C. Objectives

There are four key objectives to this Strategy:

- to define the process for reviewing and rationalising the archaeological collections to meet the aims of the Collections Development Project
- to ensure that this process is carried out in a controlled and intellectually rigorous way, one which does not compromise the integrity of the collections under review
- to define those collections which will have future research potential and which will be retained
- to achieve a sustainable future for the collecting and storage of archaeological excavation archives

D. Summary of archaeological collections and collecting policy

The Archaeology Department collects evidence relating to the past of Norfolk in order to preserve it for future generations, and for the education and enlightenment of people in the present. NMAS is the only large scale repository for this material, and if it is not looked after and made available it will be lost to future generations. Due to the destructive nature of excavation, the excavation archive is often the only surviving evidence of an archaeological site.

The collections as a whole at Gressenhall occupy about 10,000 boxes. Some of the most important sites held include excavation archives from Spong Hill (1281 boxes), Anglia TV (114 boxes), North Elmham Park (173 boxes), and Norwich excavations such as the Magistrates Court (784 boxes), St Margrets Incombusto (660 boxes), and Castle Mall (c500 boxes). Most of the large excavation archives are Designated as being of National importance.

The annual rate of collecting is largely out of the control of NMAS, dependent as it is on the amount of building development in the wider economy. At the moment, in the current economic downturn, the Service is receiving a large backlog of excavations from archaeological units, especially from Norfolk Archaeological Unit. However, once this backlog has been deposited it is anticipated that the annual rate of collecting will be only in the region of several dozens of boxes.

The Requirements for Deposition of Excavation Archives lays down a set of standards for depositors, specifying what is to be included in an excavation archive as well as how it is to be packaged and organised so that it fits with older archives and extant NMAS shelving systems. This helps ensure that not only is unnecessary material not deposited but the most important material is made the most accessible. The core of this document has remained constant for over 20 years, but is regularly updated to accommodate new aspects such as digital imaging and documentation.

E. Collections within scope

The collections within the scope of this strategy are parts of the archaeological excavation archives, specifically those stored at the Gressenhall Superstores. They are listed in priority order.

1. Ceramic Building Materials (CBM)

The main focus will be on ceramic building materials (brick and tile). CBM is well understood in the archaeological community to have limited potential for future research purposes. There is limited variation amongst samples, with often a large degree of duplication of material both within and across sites. The CBM collections are often not well ordered, and by their very nature take up a large physical volume. For all these factors, they can withstand a high proportion of rationalisation.

2. Wood samples

A large proportion of the wood recovered from archaeological sites is very bulky and the important data, such as dendrochronology (tree-ring dating) analysis, has already been recorded. The specimens themselves are illustrated for excavation reports. The ongoing cost of keeping such samples in suitable environmental conditions is very high, particularly when compared to their future research potential. Where specimens are not kept in the right conditions, they tend to dry out and distort, further reducing their research potential.

3. Slag

Slag samples are usually heavy and bulky. They will have been analysed as part of the excavation report using well-established scientific techniques and future research potential is limited.

4. Environmental samples

Environmental samples are biological evidence recovered from soils at excavation sites. In most cases these have already been thoroughly examined by specialists prior to deposition and the data recorded in the excavation report. There is little to be gained from retaining these samples.

5. Excavation archives with limited supporting data

Some archives dating from before the mid-20th century do not have modern standards of recording and organisation. They often have limited documentary archives with supporting data and contextual evidence; in some cases the archives may have been lost altogether before deposition. As a consequence these archives will have greatly reduced research potential and will be examined to determine which parts may be safely rationalised.

6. Stone building materials

Stone building materials (excluding flint) are relatively rare in Norfolk, and the examples retained in the archaeological archives tend to have worked surfaces, which gives them a higher research potential. It is common practice to remove any unworked stone from archaeological archives as it has very limited scientific or cultural value; any such material in the collections will be rationalised. Stone is bulky and heavy and there may be a case for rationalising pieces with only one or two plain worked faces (i.e. with no other sculptural decoration).

7. Burnt flint

Burnt flint has low research potential. It does not constitute a significant proportion of the collections but some assemblages exist which offer potential for rationalisation.

8. Oyster shell

Oyster shell has low research potential; the specimens have usually been recorded. There are small assemblages which offer potential for rationalisation.

9. Unstratified material

Unstratified finds are those which do not come from a datable archaeological context. The bulk of such material is usually pottery. These finds are of limited value in dating a site and because they cannot be associated with a date they may have very little other interpretative value.

F. Collections out of scope

The types of material and collections listed below will be considered out of scope for the purposes of this Strategy, although this may be revised at a later date. They will not be reviewed except in exceptional circumstances.

1. Documentary archives

Documentary archives include the plans and photographs created as part of the excavation archives; they are the key data which ties the material archive together and as such will not be reviewed. However, most of the documentary archives in store would benefit from a separate project in the longer term to sort, re-order, improve storage and to digitise them.

2. Small finds

Small finds by the nature of excavation and post-excavation processing have already been pre-selected. They occupy limited volumes and have more intrinsic research potential due to their usually high cultural value. They are generally well-organised and properly boxed. They also have greater display potential than most other forms of archaeological material.

3. Pottery

Pottery, both whole vessels and boxes of sherds, has high research potential and is prime dating material for sites due to its ubiquity and wide typological range. Scientific techniques, such as chemical analysis of clays and attached residues, are becoming more affordable and offer the possibility of future research potential. A high degree of specialist advice would be necessary to examine pottery assemblages and recommend rationalisation candidates. Although the pottery from an excavation usually comprises a large proportion of the volume of stored material, the high costs and probable low discard potential render it an inefficient vehicle of rationalisation at present. However, examples of modern (post-18th century) pottery will be rationalised where found, but it is not expected that this will release significant additional space. Unstratified pottery will also be rationalised, except for important examples of individual vessels or fabric types.

4. Human skeletal remains and animal bone

Bone offers high future research potential because of its organic composition and is one of the most-researched parts of the archaeological collections. New ways of assessing evidence from original excavations are constantly being evolved, including for example research into the prevalence of arthritic diseases. Techniques which may be exploited include Carbon 14 dating, DNA testing, isotopic analysis and other scientific techniques which are generally becoming cheaper and easier to use as technology develops. The reburial of human skeletal remains is an issue under long-term national review and it is not proposed to undertake any work in this area until there are clear national guidelines.

5. Individually acquired objects, including Treasure

Individually acquired archaeological items are usually small in size and frequently high in value, with high display and research potential.

6. Display or exhibition material

Any material which has potential for display or exhibition will remain outside the scope of the project.

7. Unprocessed materials

Any material which has not been through the proper post-excavation processes, including suitable analysis, recording and illustration as part of an excavation archive, will not normally be rationalised. This will particularly include environmental samples, wood and slag.

G. Schedule

1. Current funding schedule

The review process will operate until the end of March 2015 as per the limits of current ACE funding. By this date it is planned for all material within scope to have been reviewed and rationalised.

2. Contingency plan

In the event of the target of reviewing all collections not being met by March 2015 and if ACE funding does not continue beyond that date, it is anticipated that NMAS archaeological staff will have gained enough experience through working alongside specialist contractors to continue with the review process, albeit at a slower rate. They will have begun to understand archives better so that small sections could be worked upon as further funding becomes available. There is however a serious risk that reduced staff capacity would

H. Review and rationalisation methodology

1. Overview and aims

The methodology described below will be used for all collections considered to be within the scope of this Strategy. Specifically, the project aims to reduce the volume of stored archaeological collections in a structured way: reboxing to compact the existing material; and a structured discard of materials in scope. The overall target from both these approaches is an 8% reduction in the total volume of excavation archives.

2. Reboxing

In many cases archives already use standard sized boxes but the boxes themselves are not densely packed. In other cases non-standard box sizes are used which are an inefficient method of storage, making it difficult to fit archives onto the shelving in use.

The review process will begin with reboxing excavation archives into the standard sized box. This will comprise working through archives systematically and replacing or repacking boxes to reduce volumes. The main focus for work will be the Castle Mall archive, which has the most potential for compaction, although all suitable archives will be reviewed. Reboxing will be carried out by NMAS staff and suitable freelance contractors.

Reboxing of Castle Mall will generate an estimated 250 to 300 boxes of space, with other sites expected to generate a further 50 boxes (c4% of the total volume of excavation archives). This work will be completed by March 2013.

3. Structured discard of specified materials

Specialist contractors with an in-depth understanding of their subject will be employed to review the CBM, wood and slag collections. Where possible specialists who have a sound knowledge and understanding of the local archaeological environment will be employed. They will be recruited as freelance contractors via the normal NCC procurement procedures, and will follow a project specification which details the required outcomes appropriate to the material under review.

As part of their review process each specialist will be required to create a typology of specimens drawn from the collections, and a Retention and Discard Policy specific to that material type.

Specialists will be required to review material in the light of the questions below (adapted from Exeter's Royal Albert Memorial Museum's collections review process). Any material which does not meet these criteria will have a higher probability of being selected for rationalisation.

- Does the material include items which are essential to the study or development of archaeology and/or history in the UK or internationally?
- If 'Yes', what particular characteristics of this material make it essential to the study or development of archaeology and/or history in the UK or internationally?
- Does the material include items which essential to the study or development of archaeology and/or history in Norfolk or East Anglia?
- If 'Yes', what particular characteristics of this material make it essential to the study or development of archaeology and/or history in Norfolk or East Anglia?

The rationalisation and disposal of CBM, wood and slag from the collections will be implemented by the materials specialist, or if more cost effective by other suitably qualified persons (including volunteers) provided that this does not pose a risk to collections. Alternatively, with the agreement of the specialist, an assistant may be used to speed this process, who may be paid or a volunteer depending on qualifications and availability.

Environmental samples will not require the same level of analysis as the other materials as the level of post-excavation analysis and recording is more comprehensive than for other parts of the archives. A suitable person will be employed to create a Retention and Discard Policy for these collections, but will not be required to review them. The samples will be rationalised and disposed by NMAS staff according to the Retention and Discard Policy created by the appointed person.

Stone building materials, burnt flint, oyster shell, unstratified finds and archives with limited

supporting data will be reviewed and rationalised by NMAS staff supported by volunteers. Staff will refer to appropriate expert advice where there is any risk of disposing of important specimens.

Discard of the CBM is estimated to yield an additional 200 boxes (2%) of space; wood will give 216 boxes (2%) and the slag and environmental material a further 20 boxes (0.2%).

This process will commence in April 2014 and is expected to be complete by March 2015.

4. Recording of information

Contractors, staff and volunteers will record details of all discarded material. They will be recorded on standard format spreadsheets and retained by NMAS as part of the excavation documentary archives. All spreadsheets will be recorded in CSV format to maximise readability between different IT systems and will be supported with appropriate digital back up.

Different material types will be recorded as follows:

- **Reboxed materials** – all redundant box numbers will be recorded
- **CBM** – each piece to be recorded by type, weight and size
- **Wood samples** – these have already been fully recorded, so the specimen number will be recorded and a photograph taken
- **Slag** – each piece to be recorded by size and weight, and a photograph taken. The material may be offered to the National Slag Collection at Ironbridge; if this is not required a small representative sample will be retained in the collections
- **Environmental samples** – anything unusual will be retained; box numbers will be recorded
- **Stone building materials** – each piece will be measured, weighed, and photographed; a petrological sample may be kept
- **Burnt flint** – total assemblage to be weighed and random samples retained
- **Oyster shell** – total assemblage to be weighed and random samples retained
- **Unstratified finds** – composition of materials and weight recorded. Important individual specimens retained
- **Archives with limited supporting data** – each archive will be treated on a case by case basis and the degree of recording

The museum collections management database (Modes) will be updated as work progresses to record any changed data, new storage locations and redundant box numbers.

4. Storage of reviewed archives

Archives being reviewed will be housed in containers outside the Superstores as temporary working space, to improve access. Once an archive has been reboxed or reviewed and rationalised, it will be palletised and stored in the Superstores. Archives will be distributed along the large mobile racks to spread the load

5. Review of archaeological deposition requirements

The NMAS Requirements for the Deposition of Archaeological Archives are reviewed periodically in line with best national practice. They will be reviewed and revised by March 2014 to ensure that future depositions will be made in line with the level of retention resulting from this project.

I. Rationalisation process

1. Adapted rationalisation process for archaeological archives

The standard NMAS rationalisation process is less suitable for archaeological than other types of collections, due to the large volume of material and its repetitive nature. There are few cases which will merit individual consideration. Agreement is, therefore, being sought from JMAC in advance to dispose of material that has been identified using the methodology described in this Strategy.

Collections or individual items of particular interest, including contentious or controversial items,

will follow the standard NMAS Rationalisation Procedure and be presented to the appropriate Committees in the usual way.

2. Reporting arrangements

All disposals from archaeological collections will be reported to JMAC in the form of an annual report detailing the excavation archives affected and the types of material disposed, to be delivered in January every year.

3. Methods of disposal

In all cases, specimens with high cultural or scientific value will be retained. The list below defines the disposal methods for specimens which have been identified as candidates for rationalisation.

- **CBM** – intact bricks and tiles will be offered to any suitably interested museums in the first instance, and for sale to private individuals if there is no interest. Broken samples will be discarded as hardcore, preferably on the Gressenhall site (with the locations recorded)
- **Environmental samples** – use as mulch, preferably on the Gressenhall site
- **Wood samples** – offered to any suitably interested museums in the first instance, and for sale to private individuals if there is no interest. If there is no interest the remaining samples will be burned
- **Slag** – use as hardcore, preferably on the Gressenhall site (with the locations recorded)

All monies received as a result of the sale of items will be ring-fenced and used to improve the quality of storage and access of the remaining collections.

Discussions may take place with artists to explore appropriate creative re-use of rationalised collections, especially where this offers improved public access to collections. Public consultation will take place prior to any such re-use.

Stories from the Sea – an innovative museum project in Great Yarmouth

Report by the Head of NMAS

Summary

- Great Yarmouth Museums have received £180k from the Department for Education through Arts Council England for a three year programme (2012-2015) to ensure Great Yarmouth school children develop an understanding of their local heritage and its significance, and improve their educational attainment.
- The aim of the Museums and Schools programme is to increase high quality educational visits to local museums and galleries by schools in areas of low cultural engagement.
- Great Yarmouth Museums (GYM) and Royal Museums Greenwich (RMG) will work in partnership to deliver a programme of innovative and high quality activities and learning resources to increase participation rates among targeted schools in the Great Yarmouth area.
- We aim to work with 4,500 pupils up to March 2015.

Recommendation:

That members note and comment on this report.

1 Background

Great Yarmouth Museums have received £180k from the Department for Education through Arts Council England for a three year programme (2012-2015) to ensure Great Yarmouth school children develop an understanding of their local heritage and its significance, and improve their educational attainment. This programme is one of a suite of initiatives funded through the Department for Education as a response to key recommendations from *Cultural Education: an independent review* by Darren Henley.

There are 10 locations nationally, and Great Yarmouth has been selected along with Peterborough in the Eastern region. The programme aims to develop regional/national partnerships, and Royal Museums Greenwich has been selected as our national partner.

2 Purpose of the programme

- 2.1 The aim of the Museums and Schools programme is to increase high quality educational visits to local museums and galleries by schools in areas of low cultural engagement. We hope that through these visits young people's curiosity will be sparked, instilling a lifelong passion for culture, and inspiring them to continue their learning and development. It is hoped that school visits will also inspire pupils to visit museums themselves, both now and in the future.
- 2.2 In September 2011 19.1% of the population of Great Yarmouth were income deprived with 26.5% of children affected by income deprivation. These figures are considerably higher than those for Norfolk as a whole and of national averages. It means that approximately 4,500 children in Great Yarmouth are living in income deprived families. On the Index of Multiple Deprivation a number of the Lower Super Output Level Areas in the Borough fall into the most deprived 20% nationally.

Educational attainment in the Borough is poor compared with Norfolk, regional and national levels. In 2010, 47% of Key Stage 4 pupils achieved five or more GCSEs at level A* to C (including Maths and English) compared with 53% in Norfolk as a whole. Overall, the average point score in 2010 for Great Yarmouth is below that of the county. Only a small proportion of Great Yarmouth's working age population is qualified to NVQ Level 4 (degree level or higher) compared with county and regional averages and, the proportion of those with NVQ Level 1 or no qualifications is higher than in comparator areas.

The CASE Local Cultural and Heritage Profile Tool reveals that Great Yarmouth people are much less likely to visit a museum or gallery than people in the East of England or nationally generally and also much less likely to be engaged in arts.

- 2.3 Great Yarmouth Museums (GYM) and Royal Museums Greenwich (RMG) will work in partnership to deliver a programme of innovative and high quality activities and learning resources to increase participation rates among targeted schools in the Great Yarmouth area. Priority will be given to working with schools in areas of deprivation.

Our project, drawing on Britain's inspirational maritime stories and historical characters, will focus on skills development leading to cross-curricular activity which deepens knowledge and understanding.

- 2.4 GYM and RMG will work together to improve existing services to schools, create new workshops and incorporate new approaches to maximise the benefits of museum visits across the curriculum. In particular we will work with teachers and the Norfolk County Council School Improvement (NCCSI) team to explore ways to focus on improving students' learning and achievement in historical enquiry and literacy. The approaches used will be cross-curricular but the central focus will be on facilitating improvements to students writing skills.

2.5 We will:

- Work with 4,500 pupils up to March 2015. We will encourage each student to make 3 visits during the lifetime of the project, with the second or third visit made independently with family members.
- Develop a toolkit to support visits using the combined resources of Time & Tide & RMG. This will provide high quality activities to support museum visit preparation and follow up work in the classroom.
- Deliver a Continuing Professional Development programme for teachers with a writer (or writers) in residence. These will focus on developing inspirational methods to improve students' skills through story writing and related cross-curricular activities.
- Support pupils to achieve Arts Awards in partnership with the Norfolk and Norwich Festival.
- Support schools to achieve Arts Mark status in partnership with the Norfolk and Norwich Festival.
- Stage a high profile event at RMG to showcase the achievements of the project, disseminate information on the methodologies used and showcase the work created by students.

2.6 We consider that this plan will enable us to achieve sustainable outcomes for the future including:

- A learning programme at Great Yarmouth Museums that is high quality, creative, exciting and meets teachers' needs
- More schools, pupils and their families who are committed to visiting museums for learning
- An offsite toolkit to
 - support teachers' and pupils' preparation and follow up to visits to RMG and GYM
 - provide a national resource for learning in literacy and historical enquiry based on museum collections
- Teachers and pupils with new and developed skills that they can use to deepen their knowledge and understanding
- Museum learning staff with increased knowledge and skills
- Continuation of informal partnership between RMG and GYM learning departments
- Sustainable annual literacy event at the RMG drawing on regional and national activity

3 Resource Implications

Finance This programme is fully funded through the DfE via ACE.

4 Other Implications

4.1 Equality Impact Assessment (EqIA)

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

The *Stories from the Sea* programme is designed to address inequalities in cultural participation amongst school children and their families in Great Yarmouth.

4.2 Any Other implications

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

5 Section 17 – Crime and Disorder Act

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

6 Action Required

That members note and comment on this report.

Officer Contact

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

James Steward
Eastern Area Museums Manager
James.steward@norfolk.gov.uk



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.