

NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Date

Friday
26 April 2013

Time

2 pm

Place

The Edwards Room
County Hall
Norwich

Agenda



The 8 Teaching Museum trainees who started work with NMAS in January 2013, together with the programme manager, Hazel Courtley.

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

2 To Receive the Minutes of the Previous Meeting held on 15 February 2013

(PAGE **5**)

3 Members to Declare Any Interests

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

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

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

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

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

If that is the case then you must declare 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 Cabinet Report on The Member Review of the NMAS

The enclosed report was presented to the County Council's Cabinet on 8th April 2013. The outcome will be reported to the Joint Committee by the Cabinet Member for Cultural Services

(PAGE **13**)

7 Norfolk Museums and Archaeological Service Integrated Performance, Finance and Risk Monitoring Report for 2013/14

(PAGE **27**)

Report by Head of Museums and Archaeology

- 8 **NMAS Service Plan 2013-16** (PAGE **37**)
Report by the Acting Head of Museums and Archaeology
- 9 **Major Partner Museum Funding from Arts Council England for Norfolk Museums and Archaeology Service** (PAGE **81**)
Report by the Acting Head of Museums and Archaeology
- 10 **Development Strategy for Norfolk Museums and Archaeology Service** (PAGE **87**)
Report by the Acting Head of Museums and Archaeology
- 11 **NMAS Social History Review and Rationalisation Strategy** (PAGE **95**)
Report by the Acting Head of Museums and Archaeology
- 12 **Overview of Commercial Opportunities**
Mark Clancy, Commercial Manager, NMAS will present on outline presentation of the elements that will form the basis for the NMAS Commercial Strategy for the 2013/14 Financial Year

CHRIS WALTON
Head of Democratic Services

County Hall
Martineau Lane
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18 April 2013

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

Conservative – 1.30 pm – Colman Room



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NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

Minutes of the Meeting Held on 15 February 2013

Present:

Norfolk County Council

Mr M Carttiss
Mr Michael Chenery of Horsburgh (Substitute)
Mrs H Cox
Mr J Joyce
Mr J Rogers
Mr B Stone
Mr J Ward (Chairman)
Mr A J Wright

Norwich City Council

Mr D Bradford
Mrs G Gee
Mrs V Thomas (substitute)

Broadland District Council

Mr D Buck (substitute)

Breckland District Council

Mr P J Duigan

North Norfolk District Council

Mrs L Brettle

Borough Council of King's Lynn and West Norfolk

Mrs E Nockolds

Great Yarmouth Borough Council

Mrs K S Robinson-Payne

South Norfolk District Council

Dr C Kemp

Co-Opted Members (Non – Voting)

Museum Friends

Mr J Knight

Museums in Norfolk Group

Ms S Potts

1 Apologies and New Member

Apologies for absence were received from Mr J Bracey (Broadland District Council), Mr M Stonard (Norwich City Council), Miss J Toms (Norfolk County Council) and Mr M Wilby (Norfolk County Council).

The Chairman welcomed Mr Joyce as a new member of the Joint Committee.

2 Minutes

The minutes of the previous meeting held on 23 November 2012 were confirmed by the Joint Committee and signed by the Chairman.

3 Declarations of Interest

There were no declarations of interest.

4 Matters of Urgent Business

There were no matters of urgent business.

5 Public Question Time

The were no public questions.

6 To Receive Reports of Area Museums Committees

(a) Breckland

The Joint Committee received on the table the report of the Breckland Area Museums Committee meeting held on 1 February 2013 which was noted.

In introducing the report, Mr Duigan said that the February meeting was unable to meet the requirements for a quorum and it therefore did not consider the position that Breckland District Council should take on the Museums Review. In the absence of Mr Duigan, who was otherwise engaged on County Council business, the meeting was chaired by Mr Kiddle-Morris. Those Members who were present at the meeting had received reports about the Ancient House Museum of Thetford Life and Gressenhall Farm and Workhouse Museum, for information purposes only.

(b) Norwich

The annexed report of the Norwich Area Museums Committee meeting held on 11 December 2013 was received and noted.

Mr Bradford asked Members to note the report and to consider the comments made by the Area Museums Committee about the Museums Review and the rationalisation of museum collections when they considered items on these issues elsewhere on the Joint Committee agenda.

7 Review of Norfolk Museums Service

The annexed report by the Cabinet Member for Cultural Services, Customer Service and Communications was received. The Joint Committee received a report that included as an Appendix the conclusions and recommendations of a Member Working Group that had carried out a detailed review of the NMAS for the County Council's Cabinet.

In the course of discussion the following key points were noted:

- The Cabinet Member was asked to read out the Council responses that he had received about the Review. These were from Broadland District Council, North Norfolk District Council and the Borough Council of King's Lynn and West Norfolk.
- The Cabinet Member said that Broadland District Council had expressed concern about recommendation 16 which called for a much smaller Joint Committee and could mean a loss of Broadland District Council representation. Broadland District Council had also expressed similar concerns about proposed changes in the Norwich Area Museums Committee.
- North Norfolk District Council had acknowledged recommendations 1 to 4, 11, 13 and 21 but recognised that these were internal management matters for Norfolk County Council. NNDC considered a review of admission charges,

mentioned in recommendations 5 and 6, to be good business practice when undertaken alongside the development of a marketing strategy. NNDC acknowledged the concerns mentioned in recommendation 7 that the proposed changes to the membership scheme were unnecessarily complex. When tasking museums to increase their earned income from secondary spend, as in recommendation 8, NNDC wanted the Cabinet to acknowledge some venues were better placed to deliver on this aim than others, such as Cromer museum where space for such activities was likely to be restricted. Similarly, with recommendation 9, NNDC felt a museum such as Cromer would offer limited opportunities for private hire.

- With regard to opening hours, recommendation 10, NNDC supported the aspiration to increase opening hours, and recognised the need for this to be undertaken alongside the development of the business case for doing so. NNDC supported the desire to simplify opening hours although they did not believe this to be of concern specifically to Cromer Museum.
- NNDC supported recommendation 12 and believed this to be good management practice. NNDC supported the proposed reviews of the Museum Agreement, recommendation 14, and of the Joint Museum Committee, recommendation 15, but wished to ensure a simpler structure was adopted, with clear responsibilities and which was not onerous in time and administration. They also supported the suggestion to establish a separate Heritage Forum, recommendation 16, to give a focus to the wider heritage sector and provide opportunities for the many independent organisations within this sector to meet with Area Museum Managers and the Chairmen of Area Museum Committees. However, NNDC felt it was important to avoid duplication and therefore suggested consideration should be given to establishing either one forum to serve the County or separate forums to serve the Districts. NNDC also suggested consideration should be given to the role of The Museums in Norfolk Group and whether it was appropriate to consider the development of this group to further serve the independent sector. NNDC welcomed the confirmation that the choice of model for the new Joint Museums Committee would be subject to consultation and agreement of the District Councils, but wanted to recommend the development of the Heritage Forum(s) were in consultation with the independent museums.
- In line with changes to the Joint Museums Committee, and the development of the Heritage Forum(s), NNDC wanted more time to consider arrangements for managing the Service Level Agreement with Norfolk County Council to operate Cromer Museum and whether it was appropriate to reinstate the North Norfolk Area Museum Committee recommendations 17 - 18.
- NNDC supported the aims contained in recommendations 19 - 20 to address the disparity in the level of financial contributions between District Councils and to debate how best to ensure these contributions were based on a rational funding formula rather than historical precedence.
- Mrs Nockolds had responded to the Cabinet Member on behalf of the Kings Lynn and West Norfolk Borough Council to say that they had a good working relationship with the NMAS and had generally felt involved and informed with regard to the work of the Service. KWN had a current Service Level Agreement in place for the year, which was agreed in March 2012. This set out clearly the role of the NMAS and the Borough Council, which included support for life-long learning, supporting local communities, partnership and joint working and marketing and tourism. With regard to admissions policy this was reflected in the SLA with a direct contribution towards the winter free use by the Borough.

- The current West Norfolk Area Museums Committee (WNAMC) had been operational for a considerable time. Membership of the WNAMC included five Borough Councillors, five County Councillors and other voluntary group representatives. This had been found to operate successfully and Elizabeth Nockolds had chaired the group for the last 8 years. There were always some Members who could not make the meetings but they generally had 6/7 Councillors at each meeting. The Chairman of the Joint Norfolk Museums Committee and the Head of Norfolk Museums had attended on occasions. KYWN was clear about its role in that it was able to set and influence the overall strategy but then Officers were left to deliver that. It might be that this could be formalised more by setting out a formal action plan.
- In general KLWN supported Sunday opening of the Museums if this was financially viable. However, KLWN felt this would need to be considered locally in the context of other attractions available that might attract “Heritage Visitors”. KLWN would be pleased to be involved in discussions around this possibility as well as the proposed review of fees and charges. The current admissions income for the Museum Service was in the region of £800,000 a year, a not insubstantial sum. KLWN did not believe a blanket policy of free admissions was the way forward. There were free admissions during the winter at the King’s Lynn Museum which would be more effective in increasing attractions without jeopardising a substantial source of revenue in these difficult financial times.
- In terms of the role of Officers and Members, KLWN had found this to work effectively. The WNAMC was involved in discussions around the strategy and aims for the Service but Officers then had to implement them within the resources available. The Service was very successful at this and had brought in substantial funding;
 - HLF funding for Lynn Museum.
 - HLF funding for Fenland Lives and Land project.
 - Wolfson Foundation funding for Sea Henge Gallery.
 - Funding for Youth Engagement and Learning through Renaissance in the regions.
 - Arts Council Funding.
- The overall comment from the KLWN perception was that the NMAS remained an excellent service, there were always areas for improvement but these needed to be considered in the context of the successful service that already existed.
- It was noted that the views of the Norwich Area Museums Committee were set out in minute 5 of the Area Museums Committee meeting held on 11 December 2012.
- Mrs Robinson-Payne (Great Yarmouth Borough Council) said that Great Yarmouth Borough Council could be expected to respond to the Review shortly. She added that the Borough Council had re-established an Area Museums Committee for the Great Yarmouth area which was expected to meet before the next meeting of the Joint Committee.
- Dr Kemp (South Norfolk District Council) and Mr Bradford (Norwich City Council) said that they knew of no attempt that had been made at the level of Chief Executive to formally consult with their respective Councils.
- Other Members spoke about how they considered that some Members of the Joint Committee should be taking a more “proactive approach” to the Museums

Review and should consider it their responsibility to put forward their Council's views. They spoke about how the Working Group was set up by the County Council's Cabinet to look at the governance and management of the NMAS from the point of view of the County Council rather than to act as a consultative body with other Councils.

- Members who had served on the Cabinet Working Group as County Councillors said that while they agreed with the conclusions and recommendations contained in the Review they did not necessarily agree with everything that was said in the report's foreword.
- It was pointed out that the County Council's Community Services Overview and Scrutiny Panel had too large a remit to scrutinize the work of the NMAS and that the Panel should dedicate a meeting exclusively to Cultural Services issues.
- It was suggested that the Cabinet Member should seek the views of partners in the independent sector and in the academic world, and in particular the UEA, on the Review.
- The Cabinet Member said that it would be possible for the Cabinet when it considered the Museums Review to consider comments from those Councils that had not already responded, and to consider taking up the suggestion from Members for wider consultation.
- The Cabinet Member suggested that it should be for the Joint Committee to elect whom it wanted to have as its Chairman.
- It was pointed out that the Cabinet Member and the Chairman regularly attended Area Museums Committee meetings and took an active interest in their work.
- It was also pointed out that the County Council's Community Services Overview and Scrutiny Panel had given its full support to the Working Group's recommendations.
- Members spoke, however, about how it was not for the Joint Committee to agree the Review recommendations which were seen by Joint Committee Members as a matter for the constituent bodies of the Museums Agreement to act upon.

The Joint Committee unanimously agreed:

- (a) To note the recommendations contained in the Review.
- (b) To ask the Cabinet Member to forward all Borough/City/District Council comments that are received about the Review to the Cabinet for when they next consider this matter.
- (c) To ask that the Cabinet consider the possibility of further consultation on the Review with independent and academic sector partners.

8 Norfolk Museums and Archaeology Service – Integrated Performance and Finance Monitoring Report For 2012/13

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

The Joint Committee received a report that provided performance against NMAS service plans and budget out-turn based on information at 30 November 2012.

The Joint Committee noted that the Service had achieved a break even budget

position at year end. After taking into account the reductions in visitor numbers there was a small reduction in admission income of £7,000 which was covered by a small increase in income from catering and sales.

9 Norfolk Museums and Archaeology Service - Service and Budget Planning 2013 to 2015

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

The Joint Committee received a report that provided an update on proposals for service and financial planning for 2013 -14. The report set out the provisional financial settlement for 2013 -14 and updated information on spending pressures and savings for NMAS and the cash limited budget for 2013-14.

The Joint Committee was reminded of the financial risks facing the Service that were set out in paragraph 6.3 of the report, particularly concerning competition from the wider cultural sector and increased access to the cultural digital economy.

10 Collections For Rationalisation (including Annex 2, Proposed Objects to be De-accessioned)

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

The Joint Committee received a report that set out the background to a review of collections held by Norwich Museums, and recommended de-accessioning a group of social history items that were in poor condition, unrelated to Norwich and/or outside of the NMAS Acquisition and Disposal Policy.

It was noted that the objects listed in Annex 2 to the report would be found a home in another museum or cultural institution wherever possible. In reply to questions it was pointed out that the pneumatic power hammer (NWHCM: 1972.260) had been collected by the NMAS in the 1970's to be used as an exhibit in a proposed industrial museum which was not established. The options for the future of this item included the Gressenhall "Shine a Light" project.

In reply to further questions, it was pointed out that the dray, originally from City Station, Norwich (NWHCM 1976.203) was in need of care and attention. North Norfolk Railway had shown interest in restoring this item to its original condition and placing it on display. It was suggested by Members that Mid Norfolk Railway might be interested in receiving similar items, should the NMAS have such material for disposal again in the future, and that another option might be placing objects of this kind in a specialist railway memorabilia auction.

Resolved.

That the objects listed in Annex 2 of the report be de-accessioned.

11 Report of the NMAS Curators 2011-12

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

The Joint Committee received a report that summarised the work of the NMAS curators in 2011-12. The Joint Committee also received (on the table) copies of the full report.

It was noted that the contents of the curator report included contributions from other sectors of the Service that were closely linked with the curatorial teams in terms of county collections. Previous reports had focused on the work of curators based in Norwich. The report for 2011-12 provided an integrated picture of the creative work that was being achieved by curators from the whole countywide curatorial team, and representing all NMAS sites.

12 Vanessa Trevelyan and Bill Seaman

The Chairman and the Cabinet Member placed on record the Joint Committee's best wishes and thanks to Vanessa Trevelyan whom was due to retire from her role as Head of the NMAS at the end of March 2013. Mrs Trevelyan had been the Head of the NMAS since 1999 and was responsible for many of the significant steps forward that the Service had taken in recent years. The Joint Committee wished Vanessa Trevelyan a long and happy retirement.

Thanks were also placed on record to Bill Seaman, the Assistant Head of Museums, whom was leaving the Service to take up a new post as Head of Museums for Colchester and Ipswich Museums. The Joint Committee wished Bill Seaman well in his new post.

The meeting concluded at 3.40pm.

CHAIRMAN



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JOINT MUSEUMS AND ARCHAEOLOGY COMMITTEE

26 April 2013

Item no: 7

Norfolk Museums and Archaeology Service – Integrated Performance, Finance and Risk Monitoring Report for 2013/14

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 28th February 2013. 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. Section 3 provides the Committee with an update on the service 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.
- Progress with NMAS service plans is satisfactory and an update appears at paragraph 1.2.

Recommendation

Committee Members are asked to consider and comment on:

- Progress with performance and 2013/14 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2013/14
- Progress with the management of risk within the NMAS

1. Performance against Service Plans

1.1 Performance Summary

- 1.1.1 Museum visits were slightly up on the previous year in the period April 2012 to February 2013 (326,760 compared with 325,439). Norwich Museums continue to experience a successful winter; the Norwich Castle Museum in particular observed a 19% increase from November to February compared to the same period a year ago. The main loss of visits during the summer were due to the closure of the Regimental Museum and wet weather discouraging visits to Gressenhall Farm and Workhouse main event days. Visits in organised school groups were 36,246 compared to 37,340 in the previous year.

1.2 Museums and Archaeology Service (NMAS)

1.2.1 Supporting tourism

NMAS is working closely with VisitNorwich to support VisitEngland in the national board's domestic tourism marketing campaign, Cultural City Breaks. Norwich's investment in the campaign is the result of partnership between VisitNorwich, the Norwich BID Company and Norwich City Council. Cultural City Breaks is part of a three year £41M investment in VisitEngland's Growing Tourism Locally initiative.

1.2.2 Meeting children's needs

The Education Team at Time and Tide Museum has been working with St Georges Infant and Nursery School to set up a weekly after-school History Club. The school is situated in the socially deprived Nelson Ward in Great Yarmouth: 43% of pupils are in receipt of free school meals and almost 30% do not have English as their first language. For this reason museum and school staff collaborated to devise a learning programme which would allow pupils from all backgrounds and achievement levels to work together in an accessible, inclusive and informal setting.

1.2.3 Service Plans 2013/14

Looking forward to 2013/14 NMAS will be delivering a wide-ranging service plan. Key targets include:

- Explore options for increased trading, income generation and tax efficiencies
- Work with BKL&WN to develop museum interpretation and improved public access to the King's Lynn Town Hall complex through a major HLF capital project.
- Develop a project to significantly improve the interpretation of the workhouse and rural life collections at Gressenhall including development and submission of a major external funding bid
- Improve the interpretation of Norwich Castle Keep through a phased programme of display enhancements and changes, including a new medieval gallery in partnership with the British Museum
- Create a permanent display of the Royal Norfolk Regiment in Norwich Castle.
- Refresh existing galleries and develop new displays at Time & Tide.
- Work with NPS to develop an acceptable design for an event space/toilet block near the adventure playground at Gressenhall.
- Undertake a review of Great Yarmouth's costume & social history collections.
- Review collections in the Superstores, undertake a rationalisation programme, improve documentation and collections care, and make collections publicly accessible.

- Deliver a museums and schools programme in Great Yarmouth in partnership with the National Maritime Museum.
- Develop and support museum Youth Forums throughout the county
- Deliver the Skills for the Future project at Gressenhall to develop a programme of accredited work-based training in traditional skills for broad range of participants including second careerers' and young people
- Deliver a Museum Trainee Programme for 8 paid interns a year to undertake a structured learning programme across all the museum disciplines.

1.3 Conclusion

- 1.3.1 Our conclusion is that the NMAS is on track to deliver the 2012/13 service plan and has prepared a forward looking plan for 2013/14.

2. Budget Monitoring 2012/13

2.1 Revenue Budget

- 2.1.1 Based on the position at the end of February 2013, the NMAS should achieve a break-even revenue budget outturn.

- 2.1.2 Taking into account the improvement in visitor numbers over the winter there is a small reduction in admissions income of £0.005m. This has been covered by small increases in income from catering and sales.

- 2.1.3 Revenue Budget Changes during 2012/13 - changes totalling £0.040m to the budget are noted for 2012/13:

- -£0.033m return of pay inflation budget
- -£0.007m reduction in depreciation

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

Service	Approved budget £m	Forecast Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Museums Service	3.713	3.713	0.000	0.00%	0
NMAS Total	3.713	3.713	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 £0.074m 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	0.260	-0.074
Unspent Grants and Contributions Reserve	0.555	0.399	-0.156
Service Total	0.968	0.738	-0.230

3. Risk Management

- 3.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in November 2012. A summary of the risk register based on the most recent review of 22 January 2013 appears at Appendix B.
- 3.2 The register contains six key risks, three of which are currently assessed as a 'medium' level risk, while three are now assessed as 'low'. This includes a new risk 'Failure to generate additional income streams in accordance with service plan' currently indicated as an amber status. This will be reviewed by the Senior Management Team in the first quarter of 2013/14.
- 3.3 Two risks have been removed:
- Unforeseen capital projects – where the risk has significantly reduced as the last major capital project, the £1.4m Bridewell Museum project has been completed.
 - Drops in Admissions Income – where the risk is moderated by effective budget and management controls and a Museums Reserve which is available to be used in the event that admissions income falls in a particular year.
- 3.3 All risks are being well managed. Two of the risks are showing 'green – on schedule' progress towards achieving their target risk scores, three are showing the target 'Met' and the remaining risk is showing 'amber – some concerns' in relation to mitigation to target.

4. Resource implications

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

5. Other Implications

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

6. Equality Impact Assessment (EqIA)

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

7. Section 17 – Crime and Disorder Act

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

8. Conclusion

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

9. Recommendation or Action Required

- 9.1 The Joint Museums and Archaeology Committee is asked to consider and comment on:
- Progress with performance and 2013/14 service plans
 - Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2013/14
 - Progress with the management of risk within the NMAS

Officer Contacts

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

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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	0.403	0.040	Project estimated to complete but slip £40k to 13/14
Castle Fire and Security Improvements	0.017	0.018	-0.001	Project completed 12/13 & overspend to be funded from revenue
Gressenhall Eco Building	0.139	0.000	0.139	Advised planning delays expect project to slip to 13/14
Seahenge	0.033	0.033	0.000	Lynn Museum works complete
Gressenhall Biomass Boiler CERF *	0.015	0.001	0.014	Works now complete but slippage for NPS final invoices
Castle LED CERF*	0.002	0.002	0.000	Additional expenditure completed
GFWH Wind & Solar CERF*	0.000	0.000	0.000	Budget re-profiled to 13/14 due to advised planning delays
Gressenhall Shop Relocation	0.025	0.029	-0.004	Complete & overspend to be funded from revenue

* 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.

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Risk Register - Norfolk County Council

Risk Register Name			Norfolk Museums & Archaeology Service								Risk Level									APPENDIX B	
Prepared by			Vanessa Trevelyan and Stephen Andreassen								H	High									
Date updated			22 January 2013								M	Medium									
Next update due			19 March 2013								L	Low									
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date Review and or Updated
S	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 M	3	3	9 M	<ul style="list-style-type: none">• Close liaison with NPS and Norwich City Council to identify priorities in building maintenance• Ensure we include investment in buildings maintenance in all capital projects• Ensure we foster a good personal and professional relationship between our staff and that of NPS• Ensure that our building staff are continuously monitoring our buildings to supplement NPS• Ensure we have appropriate emergency response procedure in place in all premises	Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Bridewell Museum re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment. Having met its target score SMT 15 January 2013 - agreed to retain on risk register for monitoring purposes.	3	3	9	31/12/2012	Met	Robin Hanley	Bill seaman	15/01/2013
S	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	3	4	12 M	2	2	4 L	<ul style="list-style-type: none">• Emergency plan is in place• Weekly checks of the store are carried out to check on safety of contents• Contents insurance purchased• Ensure risk assessment is reviewed• Seek alternative storage provision• Swap valuable high value items with other stores• Ensure location records are accurate• Commence a programme of rationalisation of collections in order to enable store to be vacated	The library basement art store has now been partially cleared with collections being relocated to the Elizabethan House and Time and Tide as an interim measure. Plans are in hand to pack and remove the remainder of the art works to a temporary external store by the end of March 2013. Plans to locate costume and paintings in central county stores are being developed as part of the countywide Collections Development Programme, which will take place over the next 3 years. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Recent survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager seeking confirmation from Library management and contractors on situation to report. Action plan in preparation for this scenario. Reviewed by SMT 15 January 2013. Confirmed there are no asbestos related risks. Current impact score reduced	1	1	1	01/04/2014	Green	James Steward	Jamie Everiitt	22/01/2013
S	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	3	3	9 M	1	3	3 L	<ul style="list-style-type: none">• Monitor service delivery to ensure that targets are being met• Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges	Major Partner Museum funding bid to ACE was successful with 3 year funding agreement in place for approx £1.3m pa. 2012/13, 2013/14, 2014/15. Monitoring and reporting arrangements are in place. Museum Development funding of £1.4m over 3 years was awarded in June 2012, showing further confidence in NMAS as a delivery partner. ACE satisfied with progress on business plan to date. Reviewed by SMT 15 January 2013. Continue to show prospects as 'green', rather than 'met', in preparation for ongoing work in relation to the position from 2015.	1	3	3	01/04/2014	Green	Robin Hanley	Bill Seaman	15/01/2013

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date Review and or Updated
S	Norfolk Museums & Archaeology Service	RM14027	RM Com Mus 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	5	5	25 H	2	5	10 M	Review of display case security. Review of security staffing and systems. Additional CCTV coverage. Upgrade of case locks where necessary. Installation of additional case alarms where necessary. Employment of additional gallery security guards while reviews being undertaken. Removal of small paintings pending upgrade of CCTV. Liaise with police during their investigation. Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.	Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Awaiting sign off from Internal Audit. Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes.	2	5	10	31/12/2012	Met	Robin Hanley	Bill Seaman	15/01/2013
S	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	3	4	12 M	1	4	4 L	New staff not allowed computing access until they have completed the data protection and information security e-learning courses. A workbook on data protection and information security has been published for staff and volunteers who have no computer access. Mandatory refresher training and monitoring rates of completion of training. Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.	Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12. Reviewed at SMT 15 January 2013. Target met. NMAS measures in place. Retain on risk register for monitoring purposes.	1	4	4	31/03/2013	Met	Robin Hanley	Bill Seaman	15/01/2013
S	Norfolk Museums & Archaeology Service	RM14096	Failure to generate additional income streams in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	15/01/2013	3	4	12 M	3	4	12 M	A Commercial Manager has been appointed to develop income streams. A strategic plan will be developed with the Senior Management Team for delivery in 2013/14.	The strategic plan was updated by SMT at the 19 March meeting. This will see the purchasibng stratgey reviewed, increased audience participation and development and a review of retail operations during 2013/14. This will be monitored by SMT and the Museums Efficiency Board.	2	3	6	01/04/2014	Amber	Mark Clancy	John Perrott	26/03/2013

NMAS SERVICE PLAN 2013-16

Report by the Acting Head of Museums & Archaeology

Summary

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

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

Recommendation

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

1 Resource Implications

- 1.1 Finance The Service Plan is fully funded with the funding sources listed against each activity. NMAS is very successful at raising extra financial support and raised just under £3m for activities in 2012-13.

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

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

2 Equality Impact Assessment (EqIA)

NMAS puts diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the service plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures consider the needs of customers in relation

to age, disability, gender, race, religion & belief and sexual orientation.

3 Any Other implications

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

4 S17 Crime and Disorder Act

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

5 Conclusion

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

6 Recommendation

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

Officer Contact

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

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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.

Service Plan 2013-16



Introduction

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

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

It is a high performing service. In 2011/12 over 350,000 visits were made to the museums, and 43,000 schoolchildren participated in formal learning events.

Working In Partnership - The Joint Museums & Archaeology Agreement

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

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



Supported by
**ARTS COUNCIL
ENGLAND**

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

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

This vision is embedded in five goals:

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

Guiding principles

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

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

Environmental Sustainability policy statement

NMAS believes that, like any organisation in the 21st Century, it has a responsibility to minimise the impact of its activities on the environment. In addition, as part of its commitment to foster the environmental, social and economic well being of the community, NMAS believes it has a responsibility to enable people in Norfolk to benefit from an enhanced environment and quality of life. All NMAS sustainability commitments are made, and should be viewed in, the context of its business activities remaining efficient and cost-effective.

NMAS will:

1. Encourage the reduction and reuse of waste including the unnecessary consumption of paper by promoting efficient records management.
2. Reduce our carbon footprint through the use of low energy lighting.
3. Undertake ethical rationalisation of collections to improve accessibility and reduce energy consumption.
4. Recycle equipment and exhibition fittings either within the service or through donation to other regional museums.
5. Promote a shift towards more sustainable transport, including appropriate public transport, for both staff and visitors. Video conferencing will be used to ensure communication is enhanced across the county service with significant reductions in staff time and carbon emitting travel.
6. Raise awareness of sustainability issues, and promote public education and enjoyment of the historic and natural environment including models of our own good practice.
7. Consider the environmental impacts when decisions are taken on the purchase of goods and services.
8. Communicate this policy to staff, especially at induction, and ensure they recognise their responsibilities within it.
9. Liaise with the Norfolk County Council's Environmental Sustainability team to ensure that corporate best practice is implemented by NMAS.
10. Evaluate at regular intervals the progress made in implementing this policy across the service.

Our commitment to equality and accessibility

It is a fundamental principle that all people should be equally valued regardless of their gender, age, disability, race, ethnic origin, language, religion or sexual orientation.

NMAS will:

1. Provide the widest possible access to its museums, collections and services to enable audiences from all sections of the community to enjoy use of the museums.
2. Provide access to services in the wider community.
3. Within museums we will aim to provide independent use wherever possible.
4. Build accessibility into everything we do to develop and improve the service. Our commitment is long term and our policy is to make continuous improvements as our resources permit.
5. Extend our commitment to accessibility to our staff, volunteers and work placements as well as visitors. We aspire to a visitor and staff profile that reflects the diversity of Norfolk.
6. Provide ongoing training in access issues for staff and volunteers.
7. Take account of the following forms of accessibility in order to eliminate barriers and ensure equality of access:

Physical We will enable people with physical disabilities to reach and appreciate every part of the museum service. We will take into account the needs of the elderly and of those caring for young people.

Sensory We will enable visitors with impaired vision or hearing to enjoy the museum's buildings and collections.

Intellectual We recognise that people have different learning styles and we will provide a range of interpretation to meet those needs, including those of people with learning difficulties.

Attitudinal/Emotional We will ensure that the museum environment and museum staff are welcoming to visitors from all sections of the community. We aim to embed the museums within their communities.

Cultural We will consider the needs of people for whom English is not a first language, or whose knowledge of English history and culture may be limited.

Financial When reviewing our admission charges we will take into account that ability to pay can be a barrier to access and provide a range of concessions and free opportunities.

Visits to museums

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

	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08
NORWICH						
Norwich Castle		168,908	175,430	157,136	145,996	150,132
Norwich Study Centres (Shirehall & Carrow House)		2,278	3,349	4,052	3,059	3,584
Bridewell Museum		Closed	Closed	Closed	6,215	6,788
Strangers' Hall		9,669	9,569	11,088	8,595	8,227
Regimental Museum (transferred to Castle 2011/12)	Closed	2,345	3,937	3,858	3,901	3,766
Regimental via Castle (link closed in 2011/12)	Closed	8,092	14,310	14,709	7,035	27,437
GREAT YARMOUTH						
Elizabethan House		11,022	12,727	10,842	8,496	9,516
Tolhouse		4,198	5,170	5,227	5,108	3,829
Time & Tide		28,524	31,155	28,955	30,055	32,623
GRESSENHALL		68,469	69,155	73,011	74,127	83,627
KINGS LYNN						
Lynn Museum		17,212	15,215	10,520	16,048	8,801
Town House	Closed	Closed	6,840	8,911	6,650	8,551
CROMER		21,724	25,156	20,815	23,556	25,728
THETFORD		9,597	8,355	9,940	9,416	7,468
School visits		43,353	43,481	41,225	41,059	35,210
TOTAL VISITS		352,038	380,368	359,064	348,257	380,077
Average over last 5 years		363,961	371,080	357,735	349,159	335,251



Norwich Castle

- ✓ Sandford Award for Heritage Education 2012
- ✓ Highly commended, Drawing Inspiration Award 2009
- ✓ Digyorkshire.com Exhibition of the Year 2009 for *A Gentle Nest of Artists*
- ✓ The first museum in the country to be recognised by the Quality in Study Support Recognition Scheme 2009

Gressenhall Farm & Workhouse

- ✓ Sandford Award for Heritage Education 2012
- ✓ Suffolk Punch horses - Best Ploughing Team and Best Working Pair 2009
- ✓ Gressenhall Mardlers – East of England regional winners of the 2009 Marsh Volunteering Award for Museum Learning
- ✓ Winner Arts & Business creative first-time sponsorship 2000

Ancient House

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

Time & Tide

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

Strangers Hall

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

Cromer Museum

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

Lynn Museum

- ✓ CPRE Norfolk Award 2010
- ✓ Woodmanstone Art Conservation Award 2010

Bridewell Museum

- ✓ Norwich Society Community Award for the renovation of the building 2011
- ✓ Finalist LABC East Anglia Best Community Building Award 2013

Summary of NMAS museums and services

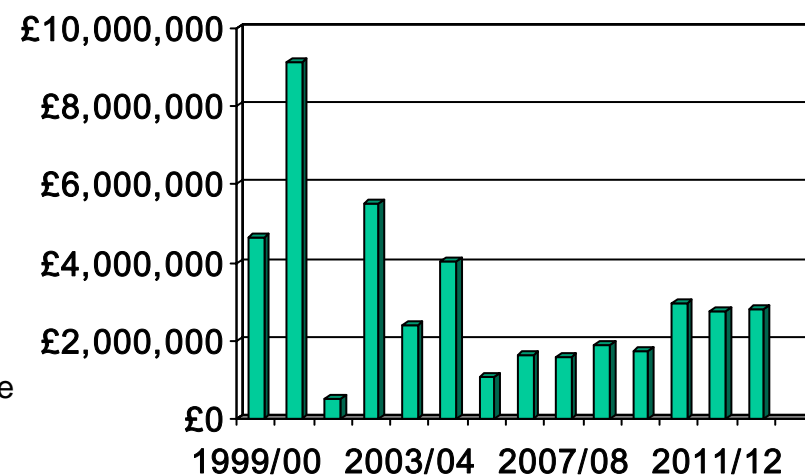
Cromer	Cromer Museum	Local social history and geology housed in a row of fisherman's cottages
Dereham	Gressenhall Farm & Workhouse	Farming and rural history, housed in a former workhouse with working period farm
Great Yarmouth	Elizabethan House Museum	Tudor house interpreting domestic history from 16th to 19th century. Managed by NMAS on behalf of the National Trust
	Time & Tide	History of Great Yarmouth housed in a converted fish curing works
	Tolhouse	13th century building for collecting tolls, later the town gaol
King's Lynn	Lynn Museum of West Norfolk Life	Local archaeology including “Seahenge”, local history, social history and natural history
	Bridewell Museum	The museum celebrates the story of the city and its people. Its galleries explore a range of themes including the city's rich textile heritage, the story of the Bridewell, life in Norwich from 1900 to the present day and Norwich's rich industrious past.
	Norwich Castle Museum & Art Gallery	Norman castle containing countywide archaeology and material culture of the Bronze Age, Iron Age, Roman, Saxon, medieval and post-medieval periods. British fine and decorative art from 16th century to the present day, notably the Norwich School of artists, British ceramic teapots, Lowestoft porcelain and Norwich silver. Countywide and world-wide natural history material. The Royal Norfolk Regiment collection is now displayed in Norwich Castle
	Norwich Castle Study Centre	Norwich Castle reserve collections, available for public access. Now includes costume and textiles, and the Regimental reference collection
	Strangers' Hall	14th century merchant's house with room settings from Tudor times to the 19th century.
Thetford	Ancient House Museum	Tudor house telling the story of Thetford through the lives of people who lived in or were connected with the house and the locality.



Fund raising

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

- 2001 Refurbishment of Norwich Castle
- 2004 Creation of Time & Tide Museum in Great Yarmouth
- 2006 Refurbishment and conservation of Thetford Ancient House Museum
- 2006 Refurbishment and extension of Cromer Museum
- 2007 Creation of adventure play area at Gressenhall Farm & Workhouse
- 2007 Redisplay of period rooms in Strangers Hall, Norwich
- 2008 Refurbishment of the Lynn Museum and creation of Seahenge Gallery
- 2008 Creation of Arts of Living decorative arts gallery in Norwich Castle
- 2009 Redisplay of Norwich Castle's natural history galleries
- 2010 Prison Stories – new display in Norwich Castle keep
- 2011 Creation of Women's Land Army Gallery at Gressenhall Farm & Workhouse
- 2012 Refurbishment of the Bridewell Museum
- 2013 Redisplay of the Royal Norfolk Regimental Museum



Standards

NMAS services are evaluated against national standards:



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



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

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



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

Review of performance in 2012-13

1 Delivering the NCC's transformation programme NCC Strategic Ambition Norfolk Ambition Key Theme ACE goals	Deliver budget savings as set out in the County Council Plan A vibrant, strong and sustainable economy Economically thriving Museums are sustainable, resilient and innovative The leadership and workforce in museums and libraries are diverse and highly skilled
Key Activity	Key Task under the activity
Meet agreed savings targets	<ul style="list-style-type: none"> Savings for 2012-13 delivered. Savings for 2013-14 identified.
Enhance NMAS' commercial activities to generate more income	<ul style="list-style-type: none"> Museum retail achieved a net surplus of £14k while museum catering achieved a gross surplus of £30k. Commercial Manager appointed to maximise income generation Museums Pass membership has increased to just over 3,900 households New ticketing and retail system procurement underway to support income generation, enable data capture and provide accountability New guidelines on external hire of museum spaces for events and meetings produced.
Demonstrate that NMAS is delivering a high quality service through the achievement of sector standards and an improvement programme, thereby maintaining eligibility for external sources of funding	<ul style="list-style-type: none"> Accreditation re-application undertaken and achieved for Cromer, Lynn and Ancient House museums ACE business plan being delivered to time and to budget Norwich Castle and Gressenhall both received Sandford Awards for heritage education.

<p>Deliver efficiencies by reducing NMAS' CO₂ footprint by managing museums and sites in a more sustainable and environmentally friendly way, using traditional methods as well as new technology</p>	<ul style="list-style-type: none"> • Display lighting replaced with LED light fittings at Gressenhall, Bridewell, Norwich Castle, Time & Tide resulting in 25% reduction in energy usage • Recycling undertaken at all sites. • Redundant display and shop units reused in the Bridewell redisplay, and the new retail spaces at Gressenhall and the Elizabethan House Museum. • Mailing list recipients have been encouraged to channel shift to e-newsletters. • Installed Video Conferencing equipment at Norwich Castle Study Centre, Gressenhall Farm & Workhouse and Time & Tide. This is enabling effective communication across the county while reducing staff time and CO₂ emissions. • Gressenhall continued to be operated as an exemplar of sustainability with on-site recycling facilities, composting facilities developed with visitor interpretation, activities relating to sustainability included in event day programme, a bio-mass boiler installed and interpreted to reduce reliance on oil-fired heating system
<p>Review NMAS collections and accommodation with the aim of reducing the number of buildings in use and making the most effective use of space</p>	<ul style="list-style-type: none"> ▪ Vacated Carrow House costume & textiles study centre and relocated collections, following rationalisation, to Norwich Castle Study Centre. ▪ Initiated rationalisation and improved accessibility of the Superstores at Gressenhall with the rationalisation of larger agricultural equipment. Installed 12 containers to house non-sensitive material prior to rationalisation. ▪ Awarded grant by the Esmée Fairbairn Foundation to undertake rationalisation and improved accessibility of the Superstores. ▪ Relocation of fine art collections from Great Yarmouth Library basement to more environmentally secure locations including the Time and Tide and Elizabethan House museums
<p>Deliver a Learning and Development Plan that supports and equips staff and managers to deliver the Service Plan</p>	<ul style="list-style-type: none"> ▪ Staff L&D plan delivered satisfactorily. • GY visitor services team completed their world host training. This was supported by the London 2012 Olympics and affords the GY visitor service team World Host Status. • NMAS has originated the nationally recognised Teaching Museum initiative which supports the CPD of staff and the raising of professional standards for the sector.
<p>Maintain a programme of communication and engagement of teams and individuals to raise awareness of the NMAS vision, service plan, goals and top level messages re 'direction of travel'</p>	<ul style="list-style-type: none"> ▪ Annual workshops held for all staff to discuss key strategic issues. ▪ Monthly Staff Newsletters produced with enhanced production values to celebrate success around the service and inform staff about key service issues. ▪ Weekly Area Manager team bulletins introduced ▪ Completion and circulation of annual Curator Report. ▪ Regular all staff Area team meetings to discuss current developments and share ideas

2 Achieving excellence NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Deliver high quality, accessible cultural services An inspirational place with a clear sense of identity Creative Excellence is thriving and celebrated in museums and libraries
Key Activity	Key Task under the activity
Improve understanding of our cultural heritage through targeted acquisition, scholarship, research and publication	<ul style="list-style-type: none"> ▪ Significant museum objects have been acquired in line with the NMAS Acquisitions and Disposals policy notably archaeological material has been collected, interpreted and displayed through the HLF-funded <i>Collecting Cultures</i> programme. ▪ Reviewed Gressenhall's gardening collections as part of the Museums Association <i>Effective Collections</i> Monument Fellowship programme and identified new ways in which they could be used. ▪ Reviewed and assessed 123 Treasure cases (a national record). ▪ Published the international Norman Connections 'Castles' conference.
Increase access, understanding and enjoyment of museum collections through inspirational programming	<ul style="list-style-type: none"> ▪ Countywide exhibitions programme delivered including: <ul style="list-style-type: none"> ○ Cecil Beaton photographs of the Royal Family at Norwich Castle. ○ Building an Education: Norfolk's Rural Schools 1800-1950' at Gressenhall ○ Royal Gifts from the collections ▪ Each museum has delivered a wide range of events, particularly during the school holidays. <i>Days with a Difference</i> events at Gressenhall received an average of 700 visitors for each event. ▪ Out of hours events included free admission <i>Night at the Museum</i> in Cromer, Norwich, Great Yarmouth and Gressenhall with a total of 4,000 visitors.
Maintain high standards of display and interpretation through the refurbishment and development of museums	<ul style="list-style-type: none"> ▪ Supported BKL&WN to submit an HLF application to develop museum interpretation and improved public access to the Town Hall complex. ▪ Re-opened the Bridewell Museum, Norwich, with improved interpretation and access following a major capital project. ▪ Undertook a redisplay of the Norwich School galleries with improved interpretation, brighter decoration and more accessible doors. ▪ Redisplayed the Early History gallery at Time & Tide, and added a display on natural history. ▪ Refreshed permanent galleries at the Lynn Museum to include objects relocated from the Town House Museum, improvements in labelling, and rotation of costume and textiles items.

<p>Work with national and regional partners to increase knowledge of collections and deliver vibrant museum programmes</p>	<p>National and international partnerships:</p> <ul style="list-style-type: none"> ▪ Evaluation of the Great British Art Debate partnership exhibitions and events programme with Tate, Museums Sheffield, and Tyne & Wear Museums & Archives, showed that the project was successful in generating debate and attracted a good proportion of new visitors to Norwich Castle. ▪ Loan of Titian painting <i>Diana and Actaeon</i> from the National Galleries (London and Scotland) at Norwich Castle ▪ Held an international conference on Norman Castle as part of the EU-funded Norman Connections project. ▪ Achieved initial key loans from the British Museum of medieval objects for new and developing Keep displays. <p>Collaboration on national programmes:</p> <ul style="list-style-type: none"> ▪ Supported National Science Week with a programme of activities in the Norwich Museums ▪ Delivered Festival of British Archaeology events at the end of July, including Archaeology Days at the Lynn Museum and Gressenhall. Cromer, Time and Tide <p>Supporting the regional museum sector:</p> <ul style="list-style-type: none"> ▪ Delivered SHARE programme of training events and information funded by ACE wef from August 2012 and since then we have reached 88 museums (16 in Norfolk) and 351 staff (111 staff in Norfolk Museums) through the training calendar. ▪ The second annual SHARE conference was held on 19 November at Christchurch Mansion in Ipswich, attracting 100 delegates from museums across the East. • Supported Museums East of England, the forum for larger museum services, to deliver partnership programmes. • Worked with the National Maritime Museum and the MHE Steering Group to augment the Maritime East network. • NMAS is supporting the Greater Fens Museums Partnership and leads on the delivery of the HLF-funded Fenland Lives and Land, an innovative three-year project starting in 2012. The project will deliver five exhibitions being co-produced by the museums of the Greater Fens Museum Partnership and a wide variety of community groups from across the Fens, from craft guilds to youth groups. These exhibitions, each of which will spend the last phase of the project touring around the Fens, will explore the changing relationship between Fenland people (both past and present) and the unique and vulnerable landscape that has shaped their lives. ▪ Supported Subject Specialist Network funding for the Rural Museums Network to support a training and development programme linked to Rural Museums East ▪ Contributed to the Norfolk American Connections events programme celebrating 400 years of links between Norfolk and North America. ▪ Supported the successful bid of the Writers Centre in Norwich for UNESCO City of Literature status and developed a plan for collaborative working.
<p>Develop online resources to improve public access to services and information</p>	<ul style="list-style-type: none"> ▪ Greater Fens Museums Partnership website developed to promote partnership projects and sites ▪ Social media staff working group set up and social media strategy agreed resulting in increased social media activity relating to all museum sites. Teaching Museum trainee appointed with specialism in digital services.

3 Health inequalities NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Promote opportunities for people to be independent and active within their community Aspirational people with high levels of achievement Healthy and well More people experience and are inspired by museums and libraries
Key Activity	Key Task under the activity
Develop services that meet the needs of people suffering from inequalities in health and well-being, particularly those living in areas of greatest deprivation in the county.	<ul style="list-style-type: none"> ▪ Consulted people with disabilities through the standing Access Consultative Group in Norwich, which also provides advice to countywide sites. ▪ Developed partnership with GY MIND to provide clients with opportunities to participate in museums activities at Time & Tide. ▪ Delivered themed handling sessions for people with visual impairment at Norwich Castle Study Centre. ▪ Developed additional material for the audio guides at Great Yarmouth and Cromer museums to enhance access to displays and collections for visually impaired visitors. Develop in consultation with the NMAS Access Advisory Group and Great Yarmouth Visually Impaired Group. ▪ Develop partnership programmes with MAP at Norwich Castle and Time and Tide ▪ Delivered a five month programme with users of the Hamlet Centre culminating in a sculpture, an exhibition and a museum trail on the theme of <i>Olympic Metals: Gold, silver and bronze</i>.
Develop services for older people that place value on their experiences and increase social engagement	<ul style="list-style-type: none"> ▪ Older People's Days held at GFW (21 Sept 2012) and Time & Tide, and Ancient House Museum (25 Sept 2012) ▪ Provided Autumn/ Winter talks programme at Time and Tide that engages with older people and responds to visitor feedback • Continued to support the successful 'Knit and Knatter' programme at the Ancient House Museum.
Maintain and improve facilities and buildings to enhance public access to services & collections and comply with the DDA	<ul style="list-style-type: none"> • Physical access to the Bridewell Museum improved as part of a major re-development programme with a new accessible entrance and level access around the museum. • Additional toilets installed in the new entrance area at GFW. • New easily understandable warning signs installed along the river walk at GFW. • New fencing installed at Gressenhall Farm to ensure appropriate separation of public and animals. • New vehicle exit created from the overflow car park at GFW to reduce congestion thereby increasing visitor safety and reducing mud. • New entrance at Lynn Museum, with improved reception and shop layout
Encourage volunteering among older people and vulnerable adults thereby supporting mental and physical wellbeing, and reducing isolation.	<ul style="list-style-type: none"> ▪ Continued to work in partnership with organisations to provide work placements for local disabled people at Norwich Castle Study Centre and Thetford Ancient House Museum ▪ Continued to involve older people in voluntary activities. The Great Yarmouth Stitchers produced a magnificent Tudor outfit, the latest garment in a series of costumes which includes an Edwardian bathing outfit for use at Cromer museum and several Victorian working garments. ▪ Continue to host work groups of adults with learning disabilities on Gressenhall Farm

Provide opportunities for people to increase their levels of physical activity while enjoying the cultural heritage	<ul style="list-style-type: none"> ▪ The adventure playground at Gressenhall Farm and Workhouse is regularly assessed and several pieces of equipment have been replaced. ▪ Cromer Museum has delivered a range of guided walks in and around Cromer relating to Cromer history, local archaeology and geology.
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4 Supporting the economy NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Promote the economic well being of Norfolk by supporting major sport and cultural events A vibrant, strong and sustainable economy Economically thriving Museums and libraries are sustainable, resilient and innovative
Key Activity	Key Task under the activity
Work with the Norfolk & Norwich Festival to deliver excellent cultural outcomes	<ul style="list-style-type: none"> ▪ Norwich Castle hosted <i>Battle of the Eyes presents: Planet of the Jackanapes</i> as part of the N&N Festival in May 2012 ▪ Liaison with NNF as the ACE Bridge organisation is ongoing.
Support locality regeneration by acting as a focus for community consultation, sense of place and celebration of identity	<ul style="list-style-type: none"> ▪ Heritage Open Days held at all sites with a record number of 5,875 visitors. ▪ Led and supported heritage partnerships in King's Lynn, Thetford, Norwich and Great Yarmouth:
Support independent museums in Norfolk to deliver effective tourism, leisure and learning services	<ul style="list-style-type: none"> • Promoted the revised Accreditation scheme to independent museums in Norfolk; assisted 8 independent museums to successfully reapply for Accreditation; encouraged eligible non-Accredited museums to apply for Accreditation in 2013 • 12 members of NMAS staff acted as Museum Mentors, with others contributing to the SHARE advisory and training scheme • Supported and trained independent museums in Norfolk to develop and deliver family learning activities with families and young children • Supported Museums Norfolk (the network of Norfolk's independent museums) to become the authoritative representative body of the wider museums sector in Norfolk, and to create a sustainable business plan • Supported the promotion and marketing of independent museums in Norfolk to residents and visitors, including a rebranded Museums Norfolk website • Supported greater access to Norfolk's heritage through loans to independent museums and heritage organisations in the county such as Swaffham Museum

5 Community development NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Provide services that listen to and reflect the needs and expectations of local communities An inspirational place with a clear sense of identity Inclusive and diverse More people experience and are inspired by museums and libraries
Key Activity	Key Task under the activity
Develop the roles of Lynn Museum, Thetford Ancient House Museum, Time & Tide, Cromer Museum and Bridewell Museum as Community Museums with a clear remit to engage with and reflect the identity and needs of the communities they serve.	<ul style="list-style-type: none"> ▪ Great Yarmouth Museums continued the Community Curators' and Volunteers' Forum including training opportunities and roles in collections care, exhibitions and technical support. ▪ Delivered community focused and representative temporary exhibition and events programme at all the museums, notably <i>Hard Times</i> at the Lynn Museum, and <i>Mapping the Town – a Bird's Eye View of Thetford</i> at the Ancient House
Develop services for the increasing European, black and ethnic minority populations (BME) living and working in Norfolk, so that they are encouraged to take up local services and feel less socially isolated.	<ul style="list-style-type: none"> ▪ Undertook an oral history project in Great Yarmouth to record experiences of members of BME communities moving to the area from other countries, resulting in a temporary exhibition <i>You are Here – the World in Great Yarmouth</i> at Time & Tide ▪ Hosted several visits at the Ancient House through the Anglo Sikh Heritage Trail.
Provide high quality services that meet the needs of our audience by undertaking audience research, and building consultation and evaluation into everything we do.	<ul style="list-style-type: none"> ▪ Carried out customer satisfaction survey amongst Museums Pass members, which has informed the development of a revised Museum Membership Scheme offering greater engagement and involvement in museum activities. ▪ Evaluated the Muddy Museum Café, a pilot scheme for young children, parents, grandparents and carers at Gressenhall. ▪ Evaluated the Summer Challenge programme at Gressenhall, a partnership between NMAS and Wayland Academy. ▪ Supported the consultation for a Borough Council HLF in King's Lynn
Develop and extend audiences through an effective communications strategy	<ul style="list-style-type: none"> • Increased the use of e-marketing through e-newsletters and e-postcards. • Initiated a new social media strategy and increased the use of social media to enhance communication with the public. • Provided open access to the Norwich Castle galleries for local artists through the Open Art Show, which saw nearly 800 artists' work submitted and over 320 artists selected for exhibition

6 Preserving cultural heritage NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Manage and protect Norfolk's natural and cultural assets, heritage and facilities An inspirational place with a clear sense of identity Environmentally responsible Excellence is thriving and celebrated in museums and libraries
Key Activity	Key Task under the activity
Look after Norfolk's historic collections by ensuring that they are housed in appropriate conditions and are protected from damage, especially water incursion and pest infestation.	<ul style="list-style-type: none"> Major refurbishment undertaken of Norwich Castle Study Centre in the Shirehall to repair the roof, improve water drainage, and decorate throughout. New storage facility created for costume and textiles in the Shirehall to provide enhanced collections care and improved access. Great Yarmouth art collections transferred from basement storage, which was a potential flood risk. Initiated programme to review collections in the Superstores, undertake rationalisation programme, improve documentation and collections care, and make collections publicly accessible. Additional funding awarded by the Esmée Fairbairn Foundation. Undertook a thorough review of museum security throughout the service and introduced improved systems and procedures as necessary.
Protect historic museum buildings through a refurbishment and maintenance programme so that they continue to provide enjoyment and suitable conditions for delivery of high quality museum services	<ul style="list-style-type: none"> Major building renovation and roofing work undertaken for Village Row at Gressenhall, plus decoration throughout. Historic courtroom in the Shirehall, Norwich, renovated to enable crime and punishment re-enactments, and to create a unique venue for museum events and external hire.
Raise awareness of environmental issues and climate change through interpretation of museum sites and collections	<ul style="list-style-type: none"> Gressenhall Farm was managed using traditional techniques, such as heavy horses for ploughing, maintaining rare breed farm animals, mixed arable farming, wild flower meadows and woodlands. Provided accessible and transferable information to the public through interpretation of site environmental sustainability projects including green build, biomass boiler, low-energy lighting, composting etc. Gressenhall hosted the Norfolk Master Gardeners programme. The pilot programme was launched nationally in September 2010. At the end of year two, 62 active volunteers have supported 334 people on their 'grow your own' journey. Almost 50% of these people are under 16. Master Gardeners have been out and about at 18 events across the county during summer 2012, engaging with almost 1000 people.

7 Learning for young people NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Support good learning and educational outcomes for young people Aspirational people with high levels of achievement Knowledgeable and skilled Every child and young person has the opportunity to experience the richness of museums and libraries
Deliver a comprehensive service for schools to support the delivery of the National Curriculum, improve children's attainment, and contribute to enabling children to receive 5 hours of culture each week.	<ul style="list-style-type: none"> • Tbc children visited in pre-booked school groups. • New team of Learning Assistants created for the Norwich museums to provide a more effective service to schools and develop family learning events in the holidays. • Sandford Award for Heritage Education received by Norwich Castle and Gressenhall • Ancient House undertook research with teachers for the Representing Re-Formation Project. As part of the exploration of the Howard tombs and their origins we will be creating a mobile app and accompanying teachers' resources. • Summer Challenge programmes for local schools at Gressenhall and Cromer to ease the transfer of pupils from junior to secondary school.
Provide learning support for young people	<ul style="list-style-type: none"> • Youth Forums have been created in Norwich, Great Yarmouth and Kings Lynn with the support of 4 new Youth Engagement Officers • Creative arts courses have been delivered at Norwich Castle, Ancient House Museum and Time & Tide in partnership with YOT for young offenders and YISP. • Participated in <i>Take Over Day</i>, a national initiative which sees museums, galleries and historic homes invite children and young people in and give them a meaningful role, at Time & Tide on 23 November • Weekly after-school club set up at Time & Tide in partnership with a local school. • Time & Tide launched the Great Yarmouth Youth Arts Network. The network aims to become a thriving forum for innovative & high quality arts & cultural activities and will provide a showcase for the creative talents of local young people.
Provide resources for early years events	<ul style="list-style-type: none"> • Under 5's programmes have been delivered at Thetford and the Lynn Museum • A monthly <i>Mini Explorers Club</i> was held at the Lynn Museum, targeted at under 5's, their carers and families. • Delivered 6 sessions of Muddy Museum café, a pilot programme for children aged from 18 months to 5 years and their carers at Gressenhall. Developed in partnership with Children's Services. 12 children attended each session. • New exploratory garden created for early years in Gressenhall's Learning Centre garden.
Develop programmes for Looked After Children (LAC) and their foster families	<ul style="list-style-type: none"> • Free entry provided to NMAS museums for looked after children and their foster families. Special events were also held for LAC, foster carers and their families at Norwich Castle and Gressenhall, Great Yarmouth, including a summer school for LAC at Norwich Castle
Develop Cultural Olympiad programmes with young people	<ul style="list-style-type: none"> • Norwich Youth Forum delivered a public event called <i>"Skin: Dissecting Beauty"</i> July 2012 Norwich Castle • Young people's consultative group established at Norwich Castle to inform service development. • Supported the development and delivery of the county-wide <i>Norfolk's American Connections</i> project

8 Lifelong learning NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Promote and deliver opportunities for learning throughout life through cultural activities Aspirational people with high levels of achievement Knowledgeable and skilled More people experience and are inspired by museums and libraries
Key Activity	Key Task under the activity
Develop NMAS as a teaching museum to equip people to work in the heritage sector	<ul style="list-style-type: none"> Recruited 12 trainees as part of the HLF-funded Skills for the Future project at Gressenhall to develop programme of accredited work-based training in traditional skills for broad range of participants incl second careerers and young people. Secured additional funding from the HLF to extend this programme. Recruited 8 museum trainees to launch the Teaching Museum project.
Provide opportunities for volunteers to engage with museums for learning and social interaction	<ul style="list-style-type: none"> NMAS Volunteer Policy and code of practice produced to support our 250 volunteers contributing over 22,000 hours a year. Support subject specialist volunteers ('Research Associates') at Norwich Castle Study Centre <p>(see also Aim 3)</p>
Develop family learning opportunities in museums and through outreach to improve skills, knowledge and enjoyment	<ul style="list-style-type: none"> Family orientated hand-on activities integrated into displays at the refurbished Bridewell Museum, and new displays in the Early History Galleries at Time and Tide Delivered events programme targeted at families delivered at all museums in each school holiday. Provided monthly Saturday children's activities in Norwich and Thetford for museum club

NMAS 3 year objectives

1 Delivering the NCC's transformation programme
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goals

Deliver budget savings as set out in the County Council Plan

A vibrant, strong and sustainable economy

Economically thriving

Museums are sustainable, resilient and innovative

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

 = priority for 2013

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Meet agreed savings targets	Deliver savings for 2013-14 Identify required savings for 2013-16	HoM	Targets met		2013-16
Enhance NMAS' commercial activities to generate more income	Explore options for increased trading, income generation and tax efficiencies (including enhanced Membership scheme – see Aim 5)	MC	Business plan	ACE	2013-16
	Monitor catering business plan closely, streamline staffing arrangements and maximise sales.	MC	Gross profit	Earned income	Ongoing
	Install and bed down the new ticketing and retail system to provide appropriate management information, support income generation, enable data capture and provide accountability	MC	New system delivering good management information	Core	2013-14
	Promote museum spaces for external hire for events and meetings	AMOs	Income generated	Core	Ongoing

Demonstrate that NMAS is delivering a high quality service through the achievement of sector standards and an improvement programme, thereby maintaining eligibility for external sources of funding	Maintain Full Accreditation for all NMAS museums	AMOs	Accreditation	Core staff time	2013-14
	Deliver agreed business plan as ACE Major Partner Museum	JW	ACE Pls	£4m	2012-15
Deliver efficiencies by reducing NMAS' CO₂ footprint by managing museums and sites in a more sustainable and environmentally friendly way, using traditional methods as well as new technology	<p>Reduce energy usage and carbon emission in museums:</p> <ul style="list-style-type: none"> • Explore recycling opportunities at all sites. • Reuse display materials wherever possible. • Reduce number of temporary exhibitions requiring strict environmental conditions at Norwich Castle and negotiate for less strict conditions with lenders. • Encourage all museum users to opt for e-newsletters. • Seek low energy alternative to air handling system at Norwich Castle • Make active use of Video Conferencing as an alternative to lengthy travel to meetings around the county and further afield. 	AMOs	Reduced CO ₂ through carbon calculator	Core staff time ACE NCC CERF	2013-14
	<p>Continue to operate Gressenhall as an exemplar of sustainability:</p> <ul style="list-style-type: none"> ▪ Maintain on-site recycling facilities ▪ Develop composting facilities and provide interpretation to visitors ▪ Use event days to create links to NCC Environment and Waste department and Master Composters programme. ▪ Act as Norfolk base for the Master Gardener programme ▪ Manage and interpret a bio-mass boiler to reduce reliance on oil-fired heating system ▪ Develop a gardening strategy that informs and inspires members of the public and supports volunteering opportunities. 	RH	Reduced CO ₂ Increase in recycling collections	Core staff time ACE NCC CERF	2013-14

Provide appropriate learning and development opportunities for staff to enable them to deliver the Service Plan	<ul style="list-style-type: none"> ▪ Develop a L&D Plan to support the delivery of the service's strategic plan ▪ Identify L&D needs during staff appraisals ▪ Develop an induction and training plan for volunteers ▪ Ensure new managers and newly promoted managers receive appropriate induction and training ▪ Support staff on the NCC Impact Leadership Programme ▪ Provide training for Teaching Museum supervisors and mentors to enable them to support the Museum Trainees ▪ Deliver a structured training programme for Teaching Museum Trainees ▪ Offer opportunities for staff to participate in the Teaching Museum training sessions. ▪ Support the delivery of the SHARE training programme. ▪ Encourage staff to take advantage of the SHARE training opportunities around the region. 	Managers	Plan in place	£20k ACE	Ongoing
Maintain a programme of communication and engagement of teams and individuals to raise awareness of the NMAS vision, service plan, goals and top level messages re 'direction of travel'	Hold annual series of Staff Workshops for all staff Hold regular Area team meetings	SMT	Nos attending Feedback	Core staff time	Ongoing
	Produce monthly Staff Newsletter and In Focus to improve communication, share information and celebrate success around the service	EM MC	Staff feedback	Core staff time	Ongoing

2 Achieving excellence
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal

Deliver high quality, accessible cultural services
An inspirational place with a clear sense of identity
Creative
Excellence is thriving and celebrated in museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Improve understanding of our cultural heritage through targeted acquisition, scholarship, research and publication	Refine procedures for managing acquisitions to ensure a sustainable rate of collecting	JE	Material acquired and spare storage capacity	Core staff time	July 2013 onwards
	Acquire significant museum objects in line with the NMAS Acquisitions and Disposals policy	Curators	Material acquired	External grants	Ongoing
	Collect, interpret and display significant archaeological material through the Collecting Cultures programme.	TP	Material acquired	HLF £200k	2009-14
	Participate in the Museums Association <i>Effective Collections</i> project to promote knowledge of and access to ethnographic collections at Time and Tide and partner museums. Working in partnership with Saffron Walden, Wisbech, Bishops Stortford and Hertford Museums.	JS	Support for development of learning resources, exhibition and website.	Core staff time Subject to external funding bid (tbc)	2011-13
	Support the Portable Antiquities Scheme by providing access points at all museums for finders to bring their items for identification.	AMOs	No. objects identified and recorded No. Treasure cases	Core staff time	Ongoing
	Gressenhall Farm & Workhouse to develop a role as the foremost rural life museum in the East of England through supporting the Rural Museums East partnership and active engagement with the national Rural Museums Subject Specialist Network	RH	Membership of UK rural museum network	Core staff time	2013-16
	Develop the Costume and Textile Department as a centre for excellence on costumes and textiles in the East of England.	RBT, ET	No of enquiries	ACE	2013

Increase access, understanding and enjoyment of museum collections through inspirational programming	<ul style="list-style-type: none"> ▪ Deliver an exhibition programme throughout the county focussing on the needs of the community and the strengths of museum collections. ▪ Secure loans of relevant objects from a variety of organisations to enhance exhibitions ▪ Develop and deliver a range of special events, including out of normal museum opening times, to provide a different museum experience and attract a wider audience. 	AMOs	No of visitors	EAAF £20k ACE External funds Core staff time	2013-16
	Support loans to local, regional, national and international museums galleries and projects from museums across the service	FF	Number of organisations supported Number of objects loaned	Core staff time	Ongoing
Maintain high standards of display and interpretation through the refurbishment and development of museums	Work with BKL&WN to develop museum interpretation and improved public access to the King's Lynn Town Hall complex through a major HLF capital project.	RH	Grant awarded	HLF	2012-15
	Develop a project to significantly improve the interpretation of the workhouse and rural life collections at Gressenhall including development and submission of a major external funding bid	RH	Project initiated	HLF/Wolfson	2012-15
	Improve the interpretation of Norwich Castle Keep through a phased programme of display enhancements and changes, including a new medieval gallery in partnership with the British Museum	JD, ET	Further funding secured and improvements in place	£250k In place, DCS/Wolfson, HLF Collecting Cultures. EU bid	2009-13
	Create a permanent display of the Royal Norfolk Regiment in Norwich Castle.	RK	Display installed	DCMS/Wolfson United Charities HLF Armed Forces Covenant	2013
	Refresh existing galleries and develop new displays at Time & Tide: <ul style="list-style-type: none"> ▪ Living memory themes, including health and education in 20th century gallery. ▪ Re-display of the seaside gallery ▪ Create new chemist display in Rows gallery 	JS	Displays in place	ACE	2013
	Develop an interpretation and events programme for the renovated Courtroom in the Shirehall.	RK	Programme in place	ACE	2013-16

	Develop Norwich Castle Study Centre as an accessible venue for research and learning. Develop an activity programme in conjunction with Norwich Castle.	JD	No of users	Core	2013-16
	Work in partnership with Library and Adult Education services to develop more effective visitor services and improve access and engagement with museum collections through the development of Great Yarmouth Central Library and the Tolhouse.	JS	Partnership delivery in place	Core funding Grants to be sought	2013-16
Work with national and regional partners to increase knowledge of collections and deliver vibrant museum programmes	Deliver ACE Major Grant funded improvement programme	HoM, JW		ACE £4m	2012-15
	Deliver the SHARE scheme throughout the east of England	SF	No of museums benefitting	ACE	2012-15
	Deliver a series of world class exhibitions at Norwich Castle in partnership with national and international museums.	RK	Ambitious Exhibitions Programme	ACE, EAAF, partner and corporate sponsors.	2013-16
	Work with the Writers Centre in Norwich and other partners to deliver a programme under the banner of UNESCO City of Literature.	RK/CM	Programme in place	Core staff	2013-16
	Collaborate on national programmes: <ul style="list-style-type: none"> National Science Week - programme of activities in the Norwich Museums during March Museums at Night in May A Festival of British Archaeology - July throughout the service Heritage Open Days – mid September throughout the service 	AMOs	No of activities No of visitors	Core Staff Time ACE events budget	2013-14
	Lead and participate in museum and specialist networks: <ul style="list-style-type: none"> Support Museums East of England, the forum for larger museum services, to deliver partnership programmes. Work with the National Maritime Museum and the MHE Steering Group to augment the Maritime East network. Lead on development of Cultural Education partnership pilot at Great Yarmouth with NNF and NLIS. Support the Greater Fens Museums Partnership and lead on the delivery of the HLF-funded project <i>Fenland Lives & Land</i> Support Rural Museums East and the Rural Museums Network SSN 	JW JS JS RH RH			

Develop online resources to improve public access to services and information	<ul style="list-style-type: none"> ▪ Maritime Heritage East Website (East of England Maritime Portal) , ▪ Our Town Community Archive website at Great Yarmouth. ▪ Greater Fens Museums Partnership website ▪ Develop e-learning resources for teachers and pupils ▪ Develop NMAS website ▪ Develop new online access to NMAS collections ▪ Develop access to on-line collections as part of the Esmee Fairbairn project focussed on reserve collections 	JS	Website content and hits		2012-13
		KS		ACE	2012-15
	Develop and implement a social media strategy	SJ			
		MC	Increased users	ACE	2012-15

3 Health inequalities NCC Strategic Ambition Norfolk Ambition Key Theme ACE goal	Promote opportunities for people to be independent and active within their community Aspirational people with high levels of achievement Healthy and well More people experience and are inspired by museums and libraries
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Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Maintain and improve facilities and buildings to enhance public access to services & collections and comply with the DDA	Work with NPS to develop acceptable design for an event space/toilet block near the adventure playground at Gressenhall	RH	New facilities in place	NCC capital works External	2013
	Improve ambience of the Norwich Castle introductory area	RK	Improved facilities	Core budget	2013
Develop services that meet the needs of people suffering from inequalities in health and well-being, particularly those living in areas of greatest deprivation in the county.	Through temporary exhibition programme in 2013 develop partnership with GY MIND to provide clients with opportunities to participate in museums activities at Time & Tide.	JS	Regular participation	ACE & core staff time	2013
	Promote services for visually and hearing impaired visitors to Norwich Castle, Great Yarmouth and the Lynn Museum (audio guides, and assisted visits).	RB/RK/JS	Visitor satisfaction	Core staff time	Ongoing
	Develop partnership programmes with MAP at Norwich Castle and Time and Tide	KS	Nos of programmes and participants	ACE and core staff time HLF (tbc)	2012-14
	Develop partnership programmes with the Hamlet Centre	KS	Nos of programmes and participants	ACE and core staff time	2012-14
Develop services for older people that place value on their experiences and increase social engagement	Continue programme of reminiscence collection by extending work with older people through the 'Great Yarmouth Voices' Community Archive project. Specific programme of recording to be completed on the 60 th anniversary of East coast floods in 2013	JS	No. of recordings	Curator, Learning Manager working with volunteers	2011-13
	Deliver older people's events at GFW and Time & Tide	RH , JS	No. of attendees	Core staff time / ACE	2012-15

	Build on success of Cromer 'Mardle at the Museum' events to develop outreach reminiscence sessions at day care centres and care homes	JS	No. of events; no. of attendees	Core staff time	2011-13
Promote equality in the provision and use of services	<ul style="list-style-type: none"> Review and update the Equalities Plan with staff and consultative groups Consult people with disabilities through the standing Access Consultative Group in Norwich. Provide advice to countywide sites. Consider the equalities impacts for all major projects and service developments Improve staff awareness of the needs of disabled and disadvantaged people through an ongoing training and development programme 	ET	Increased use of services by disabled people	Core staff time	Ongoing
Encourage volunteering among older people and vulnerable adults thereby supporting mental and physical wellbeing, and reducing isolation.	Continue to work in partnership with organisations to provide work placements for local disabled people at Norwich Castle Study Centre and Thetford Ancient House Museum	RB, RBT OB	No of volunteers	Core staff time	Ongoing
	Continue to involve older people in voluntary activities. Develop range of volunteering opportunities and support volunteer development at Gressenhall, Norwich Castle and Great Yarmouth.	KS RH	No of older volunteers No of vulnerable adults	Core staff time ACE	2012-15
	Continue to deliver and promote the Knit and Knatter sessions at Ancient House Museum.	OB	Regular programme	Core staff time	Ongoing
Provide opportunities for people to increase their levels of physical activity while enjoying the cultural heritage	<p>Maintain and renew where necessary the adventure playground at Gressenhall Farm and Workhouse to encourage strenuous play.</p> <p>Develop activities around the 50 acre site to encourage walking for health and enjoyment.</p>	RH	No of events	Core budget Buildings Maintenance Fund	ongoing

4 Supporting the economy
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal

Promote the economic well being of Norfolk by supporting major sport and cultural events.
A vibrant, strong and sustainable economy
Economically thriving
Museums and libraries are sustainable, resilient and innovative

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Support Norfolk's economy and locality regeneration	Deliver vibrant museums and museum programmes that will be popular with residents and tourists alike.	HoM	No of visitors	Core budget ACE	Ongoing
	Support Heritage Open Days by providing free access and special events in NMAS museums	AMOs	No of sites open No of visitors	Core budget	Ongoing
	Lead and develop heritage partnerships and joint marketing for King's Lynn, Thetford, Norwich and Great Yarmouth:	AMOs NCC Marketing Team	No of visitors	Core budget ACE	2012-15
Work with the Norfolk & Norwich Festival to deliver excellent cultural outcomes	Provide venues for NNF events	RK	Joint initiatives Action Plan	NNF, ACE	2012-15
	Provide a direct means of access to museums throughout the East of England for NNF as the ACE Bridge Organisation (successor to Creative Partnerships).	KS/CM			

**5 Community development
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal**

**Provide services that listen to and reflect the needs and expectations of local communities
An inspirational place with a clear sense of identity
Inclusive and diverse
More people experience and are inspired by museums and libraries**

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Develop and extend audiences through an effective communications strategy	Develop the Museums Pass concept into a Museum Membership Scheme, which will engage and involve members in museum developments and activities.	MC	No of members	Core budget	2013-16
	<ul style="list-style-type: none"> Augment the NMAS website with high quality content. Increase the use of social media (see Aim 2) 	MC	No of hits	Core budget ACE	2012-15
	<ul style="list-style-type: none"> Liaise with the Central Communications Team to deliver the annual NMAS marketing strategy involving site, event and partnership leaflets and news management. Promote and develop use of e-marketing through e-newsletters and e-postcards. Regularly review all NMAS information materials to ensure full accessibility according to Norfolk County Council Accessibility guidelines 	CW	No of visitors	Core budget ACE	2012-13
Develop the roles of Lynn Museum, Thetford Ancient House Museum, Time & Tide, Cromer Museum and Bridewell Museum as Community Museums with a clear remit to engage with and reflect the identity and needs of the communities they serve.	At Great Yarmouth Museums continue Community Curators' and Volunteers' Forum including training opportunities and roles in collections care, exhibitions and technical support.	JS	Quarterly meetings and forward plan	Core staff time	2011 - 13
	Deliver community focused and representative temporary exhibition and events programme at all the museums	AMOs	No of attendees	ACE	2012-15
Develop services for the increasing European, black and ethnic minority populations (BME) living and working in Norfolk, so that they are encouraged to take up local services and feel less socially isolated.	Develop EAL/ESOL programmes for adults, including refugees, using museums and their collections as inspiration for learning, in partnership with other adult learning providers if appropriate.	KS	No of learners	Core staff time & external funding	2011-14
	Provide welcome group visits for booked BME groups linked to language schools to T&T.	JS	No. of participants	ACE & Core Staff time	2011-13

	Participate in Black History Month in October	RB, JS, OB	No of events	Core staff time	Ongoing
Provide high quality services that meet the needs of our audience by undertaking audience research, and building consultation and evaluation into everything we do.	Understand the needs of our customers by undertaking visitor research throughout the county to help improve services and inform future service priorities.	AB	Amount of feedback acted upon	ACE £10k Core	Ongoing
	Evaluate all school visits with teachers and a proportion of visits with pupils	CM, JP, CS	Annual report	Core budget	Ongoing

6 Preserving cultural heritage
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal

Manage and protect Norfolk's natural and cultural assets, heritage and facilities
An inspirational place with a clear sense of identity
Environmentally responsible
Excellence is thriving and celebrated in museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Look after Norfolk's historic collections by ensuring that they are housed in appropriate conditions and are protected from theft and damage, especially water incursion and pest infestation.	Implement the NMAS Security Policy, ensuring that collections have undergone a risk assessment and that appropriate measures have been put in place to protect them.	HoM	Policy requirements met	Core budget	Ongoing
	Undertake regular spot-check audits of randomly selected objects from collections every six months	Area Managers & JE	Audits undertaken regularly		
	Undertake a review of Great Yarmouth's costume & social history collections. Rationalise where appropriate and transfer to improved storage conditions.	JS	Collections rehoused	Core staff	2013-14
	Review collections in the Superstores, undertake rationalisation programme, improve documentation and collections care, and make collections publicly accessible	JE	No of items rationalised Stores publicly accessible	ACE Core budget Esmee Fairbairn Foundation	2012-15
	Implement conservation plans for each museum site.	M-YL	Plans in place	Core staff	Ongoing
	Work with NPS to ensure a buildings maintenance programme that provides appropriate environmental conditions for collections.	Area Managers, PICs	Building improvements	Buildings Maintenance Fund	Ongoing
	Implement documentation plans for each museum site to contribute to maintaining Accredited status of all NMAS museums	Area Managers and JE	Documentation plans completed, in use and actions undertaken by site curators	Core budget	2013-14

	Maintain an up to date collections management database, ensuring all staff and volunteers working with collections are trained in its use and the standard of recording continues to increase	SJ	Number of staff and volunteers trained Number of records available for public access	Core budget	Ongoing
Protect historic museum buildings through a refurbishment and maintenance programme so that they continue to provide enjoyment and suitable conditions for delivery of high quality museum services	Work with NPS and Norwich City Council to ensure a high standard of security and fire safety in the Norwich museums, including safe egress for disabled people to all our sites.	RK	Safety standards met	NCC capital funds	Ongoing
	Maintain a countywide buildings maintenance programme in liaison with NPS and subject to NCC and District core funding.	AMOs	Programme maintained	NCC Districts	Ongoing
Raise awareness of environmental issues and climate change through interpretation of museum sites and collections	Building on the success of the Go Green events at Gressenhall, Incorporate sustainability activities on relevant event days to raise awareness of environmental issues.	RH	No of visitors	Core staff time ACE events budget	ongoing
	Manage Gressenhall Farm using traditional techniques, such as heavy horses for ploughing, maintaining rare breed farm animals, mixed arable farming, wild flower meadows and woodlands. Provide accessible and transferable information to the public through interpretation of site environmental sustainability projects including green build, biomass boiler, low-energy lighting, composting etc.	RH	Interpretation provided	ACE & NCC	Ongoing

7 Learning for young people
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal

Support good learning and educational outcomes for young people
Aspirational people with high levels of achievement
Knowledgeable and skilled
Every child and young person has the opportunity to experience the richness of museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Deliver a comprehensive service for schools to support the delivery of the National Curriculum, improve children's attainment, and contribute to enabling children to receive 5 hours of culture each week.	Deliver a museums and schools programme in Great Yarmouth in partnership with the National Maritime Museum.	JS	No of pupils	ACE £180k	2012-15
	Deliver a countywide schools programme to include: <ul style="list-style-type: none"> • Training and support for ITE students in partnership with ITE • Training and Support for teachers and others in the children's workforce • Extended services learning programmes • Developing best practice Living History events • Workshops and events for schools • Developing provision for gifted and talented groups • Offer travel grants where the cost of travel is a barrier to the take-up of services • Museum club at Time and Tide for GY primary academy • Heritage schools programme at Great Yarmouth 	KS	Teachers' satisfaction levels 35,730 schoolchildren visit NMAS sites	Core staff budget ACE Schools funding	Ongoing
Increase the numbers of young people engaged with the museums service	Develop and support museum Youth Forums throughout the county (already in place in Norwich and King's Lynn)	AMOs	Nos young people participating	Core staff time ACE	2012-15
	Recruit young people for Eastern & Western Area volunteer teams to support work with oral history, reminiscence and public events.	JS RH	Volunteers recruited & regularly supporting activities	ACE & Core Staff	2011-13
	Arts Awards developed in partnership with NNF	KS	Nos young people obtaining awards	Core staff time ACE	2012-15

Provide learning support for young people	Develop opportunities for 14-19 year olds including: <ul style="list-style-type: none"> • Programmes with young people who are NEET (not in employment, education or training) in partnership with other learning providers. • Up to 10 placements p.a. for year 10 and 11 students • History Club programme at Ancient House Museum 	KS	No of NEET participants	Core staff time ACE	2012-15
	<ul style="list-style-type: none"> • Deliver creative arts courses at Norwich Castle, Ancient House Museum and Time & Tide in partnership with YOT for young offenders and YISP 	KS	Min 2 courses p.a. for groups of young people	YOT and ACE	2012-15
Provide resources for early years events	Programmes to include: <ul style="list-style-type: none"> • INSET for early years practitioners at Norwich Castle • Events and activities at museum sites • Early years boxes/ideas sheets for independent use at Thetford, Norwich Castle and Cromer • Under 5's programmes at King's Lynn and Thetford • 'Snap' dragon trail for under fives at Bridewell • Early years programming at Gressenhall • Art & Play exhibition at Great Yarmouth • Early Years regional conference at Time and Tide 	AMOs	Targets met	Core staff time s	2012-15
Develop programmes for Looked After Children (LAC) and their foster families	Develop support for looked after children: <ul style="list-style-type: none"> • Provide free entry to NMAS museums for looked after children and their foster families • Consult with young people who are in care about what provision they would like • Deliver events for LAC, foster carers and their families at Norwich Castle and Gressenhall, Great Yarmouth • Deliver Summer school for LAC at the Castle • Programmes with young people in care at Norwich Castle • Participate in the Care to Work scheme 	KS, CW,	No of LAC benefiting	Core budget & ACE	2012-15

8 Lifelong learning
NCC Strategic Ambition
Norfolk Ambition Key Theme
ACE goal

Promote and deliver opportunities for learning throughout life through cultural activities
Aspirational people with high levels of achievement
Knowledgeable and skilled
More people experience and are inspired by museums and libraries

Key Activity	Key Task under the activity	Who will report on this	Measure (processes & inputs)	Budget*	Timescale
Develop NMAS as a teaching museum to equip people to work in the heritage sector	Deliver the Skills for the Future project at Gressenhall to develop programme of accredited work-based training in traditional skills for broad range of participants incl second careerers and young people	RH	Training Plan delivered	HLF & ACE £700k	2011-14
	Deliver a Museum Trainee Programme for 8 paid interns a year to undertake a structured learning programme across all the museum disciplines.	HoM	No of trainees	ACE	2012-15
Support people to improve their skills and knowledge so that they are inspired to do new things and take a more active and creative part in society	Develop EAL/ESOL/ /Numeracy/Skills for life programmes for adults that use museums and their collections as inspiration for learning, in partnership with other adult learning providers if appropriate, eg ESOL and Skills for Life courses at Time & Tide in conjunction with GY College and Priory Learning Centre.	JS	Explore potential new partners in 2011-12 and report	Core budget and other learning providers Partnership funding for staff at T&T	2012-13
	Develop a programme of work experience placements at Time & Tide for job seekers focusing on the development of customer care and admin skills. Deliver in partnership with YMCA Training and GY Job Centre.	JS	Rolling placement programme established.	ACE & Core staff time.	2011-13

Provide opportunities for volunteers to engage with museums for learning and social interaction	<ul style="list-style-type: none"> ▪ Develop NMAS Volunteer Policy and code of practice ▪ Recruit, train, induct, support new volunteers to Gressenhall and King's Lynn ▪ Develop costumed interpreters at Ancient House ▪ Maintain volunteer room stewards and gardeners at Strangers Hall ▪ Support specialist subject volunteers at Norwich Castle Study Centre ▪ Recruit and train peer tutors to work with extended services activities ▪ Hold annual Volunteer event ▪ Develop volunteer programme at The Bridewell 	RH, OB, RK, JD KS	No of peer tutors trained Attendees at conference	ACE & core budget	2010-13
Develop family learning opportunities in museums and through outreach to improve skills, knowledge and enjoyment	Include family orientated hand-on activities in each new gallery and exhibition: <ul style="list-style-type: none"> ▪ Norwich Castle Keep ▪ Norwich Castle RNRM displays ▪ Seaside Holidays Gallery, Time and Tide 	Area Managers	Evaluation	External project funds	2013-15
	Deliver a countywide events programme targeted at families in each school holiday	Area Managers	Monthly visitor figures	Core staff time	Ongoing
	Provide monthly Saturday children's activities in Norwich and Thetford for museum club	KS / OB	Min 9 sessions p.a. in each venue	Core staff time ACE for LAC	Ongoing

Report to Norfolk Joint Museums & Archaeology Committee

26 April 2013

Item No ____

Major Partner Museum Funding from Arts Council England for Norfolk Museums & Archaeology Service

Report by the Acting Head of Museums & Archaeology

Summary

NMAS successfully bid to Arts Council England (ACE) to become one of the country's Major Partner Museums. NMAS has been awarded £3,895,000 over the three year period 2012-15. This report outlines how this important investment is being used and provides an update on the progress made during the first year of the programme.

Recommendation

That members:

- Note and comment on this report
- Identify any aspects of the programme where they would like to receive more detailed reports at a future meeting.

1. Background

- 1.1 NMAS is one of only 16 Major Partner Museums in England, receiving substantial revenue funding from Arts Council England in order to achieve ACE's vision for museums. This vision is embedded in five goals:

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

- 1.2 NMAS has an agreed activity plan with ACE to deliver against these five goals. This report outlines how this important investment is being used and highlights some of the activity underway in 2012/13.

2. Goal 1: Excellence

- 2.1 Almost a quarter of the Major Partner Museum grant is committed to delivering against the Excellence goal. The investment is targeted at

supporting the temporary exhibition programme, particularly the high profile programme of exhibitions at Norwich Castle. The funding is also enabling improvements to be made to the permanent galleries in all of the NMAS museums through revenue funding and through building capacity in the display team with funding for 3.5 full time equivalent posts.

- 2.1.1 An example of the high quality exhibitions that are generated by the museum service as a result of the ACE grant is the forthcoming *Wonder of Birds*. This multi-disciplinary exhibition to be held at Norwich Castle will showcase NMAS' extensive ornithological collections alongside the significant collections of bird related imagery within the decorative arts, fine art and costume collections.

3. Goal 2: Audiences

3.1 Events Programme

- 3.1.1 ACE investment of £60,000 per year is enabling NMAS to deliver an extensive programme of special events across the service to attract a wider audience. For example over 2,500 visitors attended the annual Apple Day on 21st October 2012 at Gressenhall.

- 3.1.2 The new relationship with ACE brings opportunities to develop partnership working with other cultural institutions in Norfolk and beyond. Collaboration with the Norfolk and Norwich Festival and Writers Centre Norwich on joint events has the potential to create a stronger cultural offer for the people of Norfolk.

3.2 Volunteering

- 3.2.1 The museum service is seeking to increase the number of volunteers and diversify the volunteer profile to include more young people. NMAS also encourages volunteering among older people and vulnerable adults, thereby supporting mental and physical wellbeing and reducing isolation. New structures and training are being developed to ensure that volunteers feel well managed and valued, and that the support given to the museums is of reciprocal benefit.

3.3 Adult Learning

- 3.3.1 The improved facilities at Norwich Castle Study Centre, including the refurbished courtroom, are enabling the Service to improve its adult learning offer. The ACE funded Adult Learning Officer is working closely with colleagues in Adult Education. The aim is to see the Study Centre facilities used by more people, whether as part of community groups or as individual researchers with local learning providers.

3.4 Bridewell Museum

- 3.4.1 Since the museum reopened in July it has welcomed over 12,000 visitors and welcomed the first school groups back since the refurbishment. ACE funding supports the post of Community History Curator who manages the museum and collections and plans exhibitions and events in partnership with local community groups to reach non-traditional museum visitors.

4. Goal 3: Resilience

4.1 Commercial Activities

- 4.1.1 ACE funding is enabling NMAS to develop the service's commercial opportunities. This includes the creation of the new senior management position of Commercial Manager. Mark Clancy joined the service in December. His remit is to boost investment in the museum cafes, shops and spaces for commercial hire in order to maximise earned income. He is also exploring the potential of new income streams such as licensing, online sales and weddings.

4.2 Courtroom Redevelopment

- 4.2.1 Restoration of the Victorian courtroom in the Shirehall is nearing completion. The refurbishment has been funded by NCC's building maintenance fund. ACE funding will provide the resources required to offer mock trials, school sessions, lectures, debates, youth justice projects, conferences and potentially even weddings.

4.3 Digital Developments

- 4.3.1 The museum service is improving its digital presence by increasing online access to collections and developing the museums' engagement with audiences through the effective use of social media. This area of development will also support the aims to expand the commercial activities to make the service more resilient.
- 4.3.2 Social media champions have been identified in each museum and have taken responsibility for posting information, images and comments on social media platforms. This has already generated interest from new audiences and is promoting the museums further afield. For example Time & Tide Museum has acquired a new acquisition through social media. The museum was offered a painting from Dutch artist Bert Otto who contacted the museum through facebook having been inspired by a visit to the museum and a conversation with the museum's social media champion on the Time & Tide facebook page.

4.4 Collections Rationalisation

- 4.4.1 The service-wide collections rationalisation programme will reduce the proportion of collections in storage. As well as saving money, rationalisation will improve the public's access to collections. This year the programme has focused on enhancing the facilities at Norwich Castle Study Centre and is seeking to make the Gressenhall Superstores publicly accessible.

5. Goal 4: Leadership and Diversity

5.1 Teaching Museum

- 5.1.1 A Key strand of the ACE activity plan for 2012-15 is to pilot and refine a working model for NMAS to establish itself as a 'Teaching Museum', following in the footsteps of teaching hospitals and more recently teaching schools. As a teaching organisation, NMAS will take a leadership role in the vocational

training of new recruits and support for the professional development of existing museum staff. It will seek to address challenges around entry level routes to the sector and support continuing professional development.

- 5.1.2 NMAS has created eight paid starter posts called Museum Trainees aimed at people looking to start a career in museums. The aim is to broaden entry routes into the museums sector and so diversify the workforce. The posts are 12 month fixed term contracts which will provide a 'stepping stone' into the museum profession with on-the-ground experience of museum work supported by training, development opportunities and mentoring. The trainees will develop skills and experiences which should make them attractive to future employers.
- 5.1.3 When the posts were advertised 800 people registered their interest in applying for one of the eight posts. They were invited to two briefing days after which 400 applications were received and 60 candidates were shortlisted to take part in assessment days. These days included an interview, presentations and a group exercise which assessed a wider range of competencies, after which eight successful candidates were offered a post and started in January 2013.
- 5.1.4 The traineeships for this year are focused in the following areas; social history (x2), archaeology, learning, natural history, stored collections (x2) and digital services. The trainees spend approximately 4 days a week working at their trainee post and 1 day a week participating in a development programme. They are directed and supported by a workplace supervisor and also have a mentor from the senior management team.

6. Goal 5: Children and Young People

6.1 Schools Programme

- 6.1.1 The ACE grant contributes £112,000 per year to the delivery of the museums' award winning schools programme across the County. This investment supports 3.5 full time equivalent posts within the learning team. It enables the team to deliver a comprehensive service for schools that supports the National Curriculum, improves children's attainment levels and provides access to a wide range of cross-curricular activities. The museum service currently engages with 85% of Norfolk schools.
- 6.1.2 The learning team provide training and support for trainee teachers in partnership with Initial Teacher Training providers to embed museum visits into the lesson planning of the teaching workforce of the future and to equip teachers with the skills and confidence to teach in museums.
- 6.1.3 In November the Cabinet Member for Cultural Services, Customer Service and Communications accompanied staff from both Gressenhall Farm and Workhouse and Norwich Castle to the presentation of Sandford Awards for Heritage Education by the Duchess of Marlborough at a ceremony at Blenheim Palace in Oxfordshire. This was an excellent opportunity to show that NMAS' schools work is recognised nationally as being excellent.

6.2 Youth Engagement

- 6.2.1 ACE has a particular interest in developing the young people's creative skills participation in cultural activities. NMAS is investing £382,000 of the Major Partner Museum grant is committed to work with this audience. Three youth engagement officers have been appointed to build more active participation through youth fora, museum clubs and youth volunteering opportunities in order to give young people aged 16-24 a greater voice in the museums' programming. There is an emphasis on supporting vulnerable young people, for example by developing programmes with young people who are not in education, employment or training (NEET).

7 Resource Implications

The major partner award for NMAS is:

2012/13 Year 1	£1,330,000
2013/14 Year 2	£1,282,500
2014/15 Year 3	£1,282,500

All planned programmes are fully costed and the funding secured. ACE pays the grant in 12 equal monthly instalments each year.

8 Equality Impact Assessment (EqIA)

The Arts Council's funding will enable NMAS to add value to its services with a focus on diversity, equality and community cohesion. As a Major Partner Museum it aims to ensure that activities are accessible to diverse groups in Norfolk with a particular focus on children and young people. All policies, practices and procedures undergo equality impact assessment. These assessments help the service focus on meeting the needs of customers in relation to age, gender, race, religion and belief and sexual orientation.

9 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.

10 S17 Crime and Disorder Act

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

11 Conclusion

Building on its good reputation and track record of leadership and innovation, NMAS has put together an ambitious three-year programme funded by the Arts Council which will enable the service to build on its successes to date and increase its future resilience.

12 Recommendation:

That members:

- Note and comment on this report;
- Identity any aspects of the programme where they would like to receive more detailed reports at a future meeting.

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

Development Strategy for Norfolk Museums & Archaeology Service

Report by the Acting Head of Museums & Archaeology

Summary

This paper presents the 2013 update on NMAS's current plans for the development of museum services and capital projects.

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

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

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

Recommendation

That members:

- Note and comment on the report;
- Agree that officers should seek to implement the proposed Development Strategy.
- Approve the submission of funding bids relating to the proposed project at Gressenhall Farm & Workhouse including a Round 1 Heritage Grant application to the Heritage Lottery Fund.

1. Background

1.1 Funding Partnerships

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

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

1.2 Arts Council Funding

A significant proportion of NMAS's service developments have been funded from the Renaissance programme since its inception in 2004. Renaissance is now administered by Arts Council England.

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

1.3. Building on Experience

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

2. Recently Completed Developments

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

A range of site improvement works are underway at Gressenhall aimed at developing the offer, and supporting repeat and new visits. These works have included a programme of repair and renewal in the popular woodland adventure playground, which has seen a range of enhancements to other equipment and general refurbishment works.

To support commercial activity and income generation, a new ticketing point and shop have been developed in an existing building at the centre of the site. The former shop had seen disappointing spend per head figures due to its peripheral location, particularly on event days when overflow parking is utilised. The majority of the display units from the original shop were recycled in the new one. The former shop building now provides a visitor orientation point and much-needed additional toilet facilities. Further improvements to both shop and ticketing areas are planned for 2013.

Budget: £110,00

2.2 Bridewell: a Museum for Norwich

The Bridewell Museum re-opened in July 2012 after a complete refurbishment and redisplay telling the story of Norwich people and their City. The museum

has been received very positively and visitor numbers are on track to exceed targets. The Bridewell has already won the Norwich Society Community Award for the renovation of the building in 2011, and is a finalist in the LABC East Anglia Best Community Building Award for 2013.

Funding

£998,453 Heritage Lottery Fund.

£224,000 NCC capital funding

£76,000 Norwich City Council

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

£25,000 Friends of Norwich Museums

£20,000 NCC Building Maintenance Fund

£25,000 Trusts and revenue funds

Total Project Budget: £1,403,453

2.3 Norwich School Cotman and Colman Art Galleries, Norwich Castle

As part of the *Great British Art Debate* project the Norwich School galleries have been refurbished following public consultation. The galleries have been re-hung and new interpretive material including film and audio have been introduced.

2.4 Costume & Textiles Study Collections

The Costume and Textile collections and study services, formerly accommodated at Carrow House, have been successfully moved to Norwich Castle's Study Centre in the Shirehall. New improved storage systems have been installed notably for the storage of large rolled textiles (such as quilts) so that they are more easily handled and therefore more accessible, but also less prone to damage while in store. There is a new fully accessible study room available to all the curatorial departments for the use of public activities. The room is used by individual researchers, group sessions, study centre events, training and collections work.

3. Current Developments

3.1 Skills for the Future project at Gressenhall Farm & Workhouse

Gressenhall Farm & Workhouse and the Museum of East Anglian Life (Stowmarket) were originally awarded £617,000 funding through the Heritage Lottery Fund's *Skills for the Future* programme to deliver a four-year project. This was the largest award from this national programme. In 2012 additional funding of £522,000 was secured from the Heritage Lottery Fund to extend this project to 2015.

This project provides opportunities for young people and adults from different backgrounds to develop skills and knowledge in a specific area of traditional skills. In a number of cases this has led to trainees securing employment in

the heritage, historic environment and traditional farming sectors. All trainees are being tracked once they complete their training programme.

Trainees are employed as members of staff for the duration of their placement. Where possible, learning is tied to accredited qualifications delivered in partnership with a number of accrediting bodies including Easton College, the Royal Horticultural Society and the British (horse) Driving Society. For young people there are also opportunities for progression including movement from short-term traineeships onto full apprenticeships.

The project aims to equip people with the skills and practical knowledge to develop a new career in the heritage or traditional skills sector. We are working with a range of heritage partners including the National Trust, Norfolk Wildlife Trust and the Hawk & Owl Trust to provide a broad range of experience.

Gressenhall is offering a number of formal apprenticeships in such areas as farming, environmental management and horticulture in partnership with Easton College and other providers. We are also offering 6-12 month traineeships targeted at both young people and second careers. There is also a programme of 3 month traditional skills “taster” courses running at the Museum of East Anglian Life.

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

A further funding application for £356,000 has recently been submitted to the Heritage Lottery Fund as part of a new round of Skills for the Future funding. If successful, this project would see Gressenhall working in partnership with the Prince's Trust, Wildlife Trust, National Trust and Hawk & Owl Trust to deliver apprenticeships in heritage landscape & environmental management.

Budget: HLF £1,139,000
Timescale: 2012-15

3.2 Display Developments at Time and Tide, Great Yarmouth

Since February the early history gallery at Time and Tide has been subject to a dramatic transformation. Following visitor feedback and museum staff evaluation, improvements include a significant reduction in the number of text panels and the addition of more interactivity and ‘hands-on’ displays. The Romans section of the gallery has been enlarged to cater for the demand from local schools. The new display includes the re-creation of a 4th century

Anglo-Roman villa complete with a lively mural. The kitchen area offers an insight into the Roman diet with roasted dormouse and oysters.

Phase 1 included a new display featuring a Norfolk cabinet of curiosities, inspired by the collection of Daniel Boulter, an 18th century collector at Great Yarmouth. The display is drawn from the museum's own natural history and ethnographic collections.

A second phase of re-display work is planned in 2013-14, including a dedicated reminiscence gallery with new displays looking at the history of health, leisure, and education in the Borough.

Budget: £35,000

Timescale: Phase 1 was completed by Easter 2012

Phase 2 to be completed Autumn 2013

3.3 Royal Norfolk Regimental Museum: Increasing Public Profile

Work is well in hand to install the new displays for the Royal Norfolk Regiment Museums (RNRM) collections within Norwich Castle. Permanent displays on Norwich Castle's Rotunda Balcony will be completed in summer 2013. A touchscreen interactive timeline will be added to the cased displays in the autumn of 2013.

3.4 Norwich Castle Keep: Gateway to Medieval England

We are well underway with a major five year programme to transform the magnificent Norman Castle Keep:

PRISON STORIES

The basement of the Keep was re-displayed in 2010 with the support of Wolfson/DCMS funding to tell the story of Norwich Castle as a prison.

GATEWAY TO THE MEDIEVAL WORLD

The next phase of the Keep redevelopment project will be completed at the end of October 2013. Funded through the European Regional Development Fund (ERDF), the Heritage Lottery Fund's Collecting Cultures fund, and with Arts Council support, making a total budget of around £170,000, this phase includes the partial recreation of the Norman Chapel, kitchen and ceremonial entrance areas on the Keep balcony. There will also be a substantial object-rich display of medieval ecclesiastical treasures from NMAS collections with key loans from the British Museum. Our ERDF 'Norman Connections' partnership with Norman Castles across England and France enables us to interpret the Norman story of the Keep in an international context, with new interpretive displays on the Keep main floor, incorporating a 3D virtual reconstruction of the Norman Keep. Our arms and armour and Normans displays are being refreshed and reinterpreted, and interactive activities for families will be transformed with a major new throne area for dressing up and role play.

Longer term plans include creating an immersive 'castle' experience using projection and audio techniques which can work in tandem with museum and interactive displays and interpretation, together with consolidating the partnership with the British Museum to showcase medieval collections from the British Museum alongside our own collections.

3.5 Courtroom, Norwich Castle Study Centre

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

The historic courtroom has been renovated and will be publicly accessible for tours for museum visitors, schools, living history events, conferences and other activities.

4.0 Future projects

4.1 Reinterpretation of the Gressenhall Workhouse

An application is being prepared for a Round 1 Heritage Grant funding bid to the Heritage Lottery Fund. A pre-application form has been submitted and officers from the Heritage Lottery Fund have visited the site to discuss the outline proposals. Initial stakeholder meetings have taken place and an initial programme of public consultation is currently underway. The Friends of Gressenhall have already begun fundraising in support of this project.

The project will focus on dramatically improving both interpretation and collections access in the main Workhouse building at Gressenhall. This space currently houses limited interpretation of the Workhouse, alongside displays relating to the Norfolk rural life collections. The building also hosts a collections study gallery, archive, library and object stores. We want to integrate and interpret the key elements within this part of the site: the Workhouse building, the rural life collections and the archives. Drawing on newly revealed original sources and significant additions to the collections, we want to transform the quality and range of the real stories we tell about the inmates and staff of the workhouse, as well as the rural communities whose lives were connected with Gressenhall.

At this early stage, we expect the key elements of the project to include:

1. The Story of the Workhouse - new experience-based displays telling the real stories of the Union Workhouse, drawing on over 20 original accounts of inmates, staff and governors recently revealed by members of the Gressenhall volunteer research team in partnership with the National Archives at Kew and the Norfolk Record Office. We want to use these displays to challenge some of the misconceptions and stigma associated with the workhouse.

2. The rural setting of the Workhouse - innovative displays exploring the rural setting for the Workhouse and 18th and 19th century rural life in Norfolk, including links to Gressenhall's working farm. Drawing on significant collections such as the Ray Hubbard Norfolk horseman collection, we want to show the central role the Workhouse played in the life of rural Norfolk.

3. The story of Norfolk's Workhouses - interpretation exploring the history of the 22 workhouses across the county of Norfolk, a story not currently told.

4. The Beech House story - exploring the social role of workhouse sites through much of the 20th century and their relevance today in terms of approaches to the care of the old, the sick and the vulnerable.

5. Going deeper - using our significant reserve collections and archives to help visitors explore more about the history of the Workhouse, the rural life collections and archives, as well as discovering more about their own family history.

6. The Workhouse on-line Community - an on-line resource enabling people to share and update the stories of their own family members who are linked to Gressenhall.

5. Resource Implications

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

6. Equality Impact Assessment (EqIA)

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

7 Environmental Implications

NMAS is committed to reducing its carbon footprint, notably by:

- Promoting efficient records management.
- Recycling waste.
- Use of low energy lighting.
- Undertaking ethical rationalisation of collections to reduce the number of buildings occupied.
- Recycling equipment and exhibition fittings either within the service or through donation to other regional museums.
- Use of video conferencing to replace business meetings.

8 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.

9 S17 Crime and Disorder Act

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

10 Conclusion

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

11 Recommendation

That members:

- Note and comment on the report;
- Agree that officers should seek to implement the proposed Development Strategy.
- Approve the submission of funding bids relating to the proposed project at Gressenhall Farm & Workhouse including a Round 1 Heritage Grant application to the Heritage Lottery Fund.

Officer Contact

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NMAS Social History Review and Rationalisation Strategy

Report by the Acting Head of Museums & Archaeology

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 Social History Review and Rationalisation Strategy at Annex 1 sets out the approach to reviewing social history collections throughout the service.

Recommendation:

That members note and comment on the Social History Review and Rationalisation Strategy.

1 Resource Implications

Finance The proposed rationalisation strategy is fully funded to March 2015 through grant aid from the Esmée Fairbairn Foundation and Arts Council England.

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

2 Equality Impact Assessment (EqIA)

NMAS puts diversity, equality and community cohesion at the heart of service development and service delivery. The rationalisation strategy will improve access to collections for all customers.

3 Environmental Implications

NMAS is committed to reducing its carbon footprint, notably by:

- Promoting efficient records management.

- Recycling waste.
- Use of low energy lighting.
- Undertaking ethical rationalisation of collections to reduce the number of buildings occupied.
- Recycling equipment and exhibition fittings either within the service or through donation to other regional museums.
- Use of video conferencing to replace business meetings.

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 **S17 Crime and Disorder Act**

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

6 **Recommendation**

That members note and comment on the Social History Review and Rationalisation Strategy.

Officer Contact

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

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NMAS Social History Review and Rationalisation Strategy

DRAFT Version 3 Apr 2013

A. Introduction

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 social history collections, particularly the larger objects, 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 value or the intellectual integrity of the collections.

Many of the social history collections are stored at the large object stores at Gressenhall known as the 'Superstores'.

B. Outcomes

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

- improved storage conditions for the social history collections, through upgraded storage materials and a reduced volume of collections
- improved documentation of the collections
- improved public awareness of the collections and better access to them for researchers and the public

C. Objectives

There are four key objectives to this Strategy:

- to define the process for reviewing and rationalising the social history 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 social history across NMAS

D. The *Shine A Light* project

Shine A Light is an NMAS project funded by the Esmée Fairbairn Collections Fund from January 2013 until March 2014. The aims of *Shine A Light* are to improve access to collections at the Gressenhall Superstores through a process of reorganisation, documentation and interpretation. The layout and presentation of the stores is being improved, and key collections are being cleaned and made presentable. By the end of the project the Superstores will be opened to public tours for the first time, and details of collections within them will be available via the NMAS website. *Shine A Light* is being delivered by a dedicated project manager with a team of two Teaching Museum trainees plus volunteers.

The Collections Development Project is working closely with the project team to avoid duplication of effort and ensure that each project complements the other. *Shine A Light* contributes directly to the outcomes of the Collections Development Project.

E. Summary of social history collections and collecting policy

1. Strangers' Hall Museum

Strangers' Hall is one of the first museums of domestic life in the country, founded by Leonard Bolingbroke in 1900. The collections are tremendously rich and diverse, and reflect the way in which ordinary people have lived in their homes over the centuries. There are over 25,000 objects relating to the history of the home, with subject areas including furniture, lighting, laundry, food preparation, toys, games and books, home entertainment, health and child care. The collections are of local and national importance.

2. Bridewell Museum

The Bridewell collects material relating to Norwich trades and industries, comprising manufacturing, construction, transport and communication, wholesale and retail distribution, financial, business and professional services. The Bridewell was one of the first provincial museums to collect and record local trades and industries and industrial archaeology. Its collecting policy has recently changed to complement its 2012 redevelopment by including objects representing community history from the 20th century onwards. The collections are of local and national importance.

3. Great Yarmouth Museums

The collections of Great Yarmouth Museums comprise social history, archaeology, natural history, fine art and ethnography. The social history collections are representative of the life of the town of Great Yarmouth and include a body of material relating to the maritime history of Great Yarmouth which is of local and national importance; this contains extensive sub-collections of material such as ship models, paintings, maritime equipment, and equipment connected to the town's herring fishery. There is a fine collection of paintings of local people and topographical scenes. The majority of the ethnographic collections were acquired by the town's seafarers on their travels and thus are of local, regional, national and international significance.

4. Lynn Museum

The Lynn Museum, founded in the 1840s, is the second oldest museum in Norfolk, with approximately 50,000 objects relating to the social history, archaeology, fine art, geology and natural history of King's Lynn and West Norfolk. Particular highlights include the Bronze Age timber circle from Holme, nationally important collections of Medieval pilgrim badges, the Victorian fairground engineer Frederick Savage, Georgian and Victorian women's costume, and artwork and ethnography from Thomas Baines, the Victorian artist-explorer from Lynn. There are extensive local photography and ephemera collections, and artwork by notable local artists including Henry Baines, James Sillett and Walter Dexter.

5. Gressenhall Farm & Workhouse

Gressenhall Farm and Workhouse collects material relating to rural life in Norfolk and the history of the workhouse. The museum opened in 1976 and is home to over 50,000 objects that tell the story of life in rural communities across Norfolk in the past, covering trades and industry, construction, transport, communication, as well as civic, domestic and community life. The museum continues to collect artefacts from the site's past as a workhouse and care home. The museum is unique in combining an accessible workhouse, interpretation and collections about its history and place in the local community, and a working farm on the original site. The collections are of national and regional importance.

6. Cromer Museum

Cromer Museum's collections tell the story of a small fishing community and its transformation into a fashionable seaside resort. They include a crab boat and an internationally recognised collection of ganseys (fishermen's jerseys). The extensive photograph collection covers many areas, the daily life of the fisherman as well as the changing face of the town and its visitors. A recent addition has been a collection of over 2000 photographs by Olive Edis, a local photographer of world renown; it includes many portraits which are a unique record of early 20th century British society.

7. Ancient House Museum

The Ancient House Museum of Thetford Life was founded in 1924 by benefactor Prince Frederick Duleep Singh (1868-1926). The 7,000 objects in the collection relate to the archaeology and history of Thetford and the Brecks from prehistoric times to the expansion of the town in the 1960s and include social and industrial history, archaeology, natural history, fine art, photographs and ephemera. A significant collection is the 120 portraits in oil dating from the 16th to 19th centuries gifted to the museum by Prince Duleep Singh. Other important collections include Thetford Pulpware, local flint knapping, rabbit warrening, and coin hoards from the Thetford Treasure site.

8. Ecclesiastical collections

The ecclesiastical collections are those formerly displayed and stored at St Peter Hungate Museum, which was closed in 2000. The majority are now housed at the Superstores. They comprise an enormous range of sizes from small but highly valuable objects of silver and gold, up to a rood screen from Lessingham church. All objects in the collections all have a strong Norfolk provenance. Many objects are not owned by NMAS but are on loan from individual parishes.

9. Costume & textile collections

The NMAS costume and textile collections were originally part of the social history collections at Strangers' Hall Museum but are now housed at Shirehall. They include everyday and fashionable dress and accessories, with specialist collections of sports and leisure clothing, occupational, civic and religious dress. There are domestic and furnishing textiles such as bedcovers and samplers, and a fine selection of tools for both domestic and industrial textile production. NMAS holds the largest single collection of Norwich shawls along with a comparative collection of shawls from Europe and the Indian subcontinent. Norwich's history of textile manufacture is well represented with samples from the 18th century to the mid-20th century and a collection of pattern books for dress, furnishing samples and shawl designs. The collections are of local and national importance.

F. Collections within scope

The collections within the scope of this review are identified below. In some cases, where they are housed in the same store, it may make sense to also review archaeology, natural history and art collections at the same time; the process will be identical to that for social history collections unless otherwise indicated. The collections are listed in order of priority for the purposes of this review.

1. Norwich social history collections

A large proportion of the Norwich social history collections are stored in the Gressenhall Superstores and North Walsham store. These stores are over-capacity, increasing the risk of damage to the objects and severely limiting access by both staff and the public.

Those objects which fall outside the current social history collecting policy will be considered for rationalisation; this will include objects which have no or only a marginal relevance to the history and heritage of Norwich. Historically or culturally important items will be retained: this might include display and access at the Superstores as part of the *Shine A Light* project. The collections which will be reviewed and assessed will be drawn from the list below; the majority are likely to be mass-produced, with limited local connections. Many are bulky, with individual objects taking up a large amount of storage space, and have very limited possibilities for future display.

- Large industrial objects which were collected specifically for an industrial museum which was proposed but never built – there is little possibility of displaying these objects in the foreseeable future.
- Architectural salvage items, including fireplaces, chimney pots, window and door frames. A large quantity of material was collected from the 1960s to the 1980s as a result of demolition and redevelopment within Norwich. A majority is likely to be mass-produced with no strong local connections other than its Norwich provenance.
- Scientific apparatus and working models – particularly generic demonstration material with limited local connections.
- Office equipment – particularly generic office machines and material with limited local connections.
- Tools and trades objects – especially where these are not representative of important Norwich industries and are generic objects likely to be used across Britain or which are repeated elsewhere in NMAS collections.
- Bicycles, wheelchairs and prams.
- Domestic furniture including chairs, sofas, beds and wardrobes.
- Domestic appliances including mangles, cookers and refrigerators.
- Objects relating to household utilities, electricity, heating and sanitation.
- Objects which would be better served in specialist collections elsewhere.

2. Great Yarmouth museum collections

The basement stores at Great Yarmouth Library hold a significant proportion of the reserve collections of Great Yarmouth Museums, comprising fine art, costume and textiles, archaeology, natural history, social history and ethnography. The stores are below high water level and are ranked a serious risk on the NMAS risk register. It is essential to remove the collections from these stores to safer storage elsewhere within the Service.

Extensive work has recently taken place to review and rationalise the art collections and it is not proposed to revisit this area within the lifetime of the project. The art collections will be moved to temporary off-site storage in March 2014, removing them from immediate risk. They will be rehoused at the Superstores following completion of the *Shine A Light* project. The review and rationalisation process will focus on the following areas:

- Costume and textile collections – objects of local significance will transfer to Time & Tide Museum, with items of wider county significance transferring to the Costume & Textile stores at Castle Study Centre. The rest of the collection will be rationalised.
- Social history – this comprises the bulk of the collections in the Library basement stores. The review process will take into account similar objects and collections elsewhere in the Service to

minimise duplication of collections. Objects of local significance, which are not better represented elsewhere in the Service, will be retained for storage either at Time & Tide Museum or at the Superstores. Objects which fall outside these criteria will be rationalised.

- Archaeology, consisting mainly of items of architectural stonework. Materials from archaeological excavations will be dealt with under the NMAS Archaeology Review & Rationalisation Strategy (approved November 2012). English Heritage will be contacted as potential recipients of any discarded material which meets its own collecting policy.
- Natural history – particularly geological and cased bird specimens. Objects of local significance will transfer to Time & Tide Museum with items of wider significance transferring to the Norwich Castle Study Centre or Superstores. Objects of limited scientific interest or which are better represented elsewhere in the Service will be rationalised.

3. Lynn Museum

A limited number of Lynn Museum collections are stored in the museum itself, but the majority are housed at the Aickman's Yard store. Costume and textiles, toys and ceramic collections are stored at Lynn Town Hall in two attic rooms which have very limited access up steep stairs and poor environmental controls. Aickman's Yard has the potential to accommodate these collections but space is limited and more storage space needs to be created; to facilitate this the following collections will be reviewed and rationalised:

- A large collection of engineering drawings relating to Savage's engineering works, which would be better cared and made accessible for by the Norfolk Record Office.
- Costume & textile collections – especially those which have no local provenance or are repeated elsewhere in the Service.
- Ceramic collections – particularly those with no local provenance.
- Natural history collections, including those which are of limited scientific interest or are better represented elsewhere in the service.
- Archaeology collections – material from archaeological excavations will be dealt with under the NMAS Archaeology Review & Rationalisation Strategy.

4. Gressenhall Farm & Workhouse

The stores and external spaces at Gressenhall Farm & Workhouse contain a number of large rural social history objects which were brought into the collections during the 1970s at a time when museums nationally were actively collecting items in a relatively uncontrolled manner, without reference to an official collecting policy or quality control. As a result there are many examples of objects which are duplicated at other museums, or are of poor quality and would require large conservation resources to be of display standard. Many of the larger rural social history objects in store have little or no provenance and no known relevance to the rural history of Norfolk, and fall outside the current museum collecting policy. They occupy 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. By their nature, many of these objects have been stored in poor conditions before they were acquired by the Service and some show signs of woodworm which might threaten other collections.

The review and rationalisation process will focus on:

- Large agricultural equipment already duplicated in the collections, or in museums elsewhere
- Domestic furniture including chairs, sofas, beds and wardrobes
- Domestic appliances including mangles, cookers and refrigerators
- Objects relating to household utilities, electricity, heating and sanitation
- Objects which would be better served in specialist collections elsewhere

5. Ecclesiastical collections

There is very little probability of these objects being displayed in the future. It is proposed to review the collections and where possible to return loans to the parishes whence they came, provided

always that the appropriate levels of security and care can be assured. In view of the high level of cultural significance of these objects for Norfolk, it is unlikely that objects in the formal possession of NMAS will be disposed.

These collections were under the care of the Norwich Social History department but, following the closure, responsibility was transferred to the Archaeology department. Both curator teams will need to co-operate closely in the review.

6. Costume & textile collections

The costume and textile collections are part of the wider social history collections. They were subject to a recent (2011) review which was carried out to facilitate the transfer of the collections from Carrow House to the Castle Museum Study Centre at Shirehall. The new stores at Shirehall are much more efficient than Carrow House and there is a limited amount of expansion room, hence there is no immediate necessity for rationalisation. However, now that collections are more accessible the number of duplicate objects is more apparent.

Rationalisation will therefore concentrate on removing duplicate objects from the collections, leaving sufficient examples of similar types to enable these sensitive materials to be rotated when on display.

G. Collections out of scope

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

1. Strangers' Hall

Objects collected by Leonard Bolingbroke, the founder of Strangers' Hall Museum. The Bolingbroke collection is the core of the Strangers' Hall collections and includes furniture, furnishings and domestic objects which are important for the understanding of how social history and folk life collections evolved in the early years of the twentieth century. Other collections stored at Strangers Hall are stored efficiently on site and do not constitute a storage or collections management problem.

2. The Bridewell

The collections stored at the Bridewell Museum itself do not at present constitute a storage problem and are efficiently housed within well-organised stores. Work will therefore concentrate on the collections at North Walsham and the Superstores.

3. Norwich Civic collections

Within the Norwich social history collections there are groups of material related to the governance of the City of Norwich, such as sword rests and other civic regalia. These are an important part of the City's heritage and will not be reviewed as part of this project.

4. Great Yarmouth ethnographic and art collections

The ethnographic material at Great Yarmouth Museums is a unique reflection of the activities of mariners of the town who collected objects from many different cultures during their travels around the world. As such it has local as well as international importance and it not proposed to review these collections, although they will be moved to safer storage. The fine art collections have recently been rationalised and will not be reviewed in the lifetime of this project.

5. Royal Norfolk Regimental Museum

The collections of the Royal Norfolk Regimental Museum constitute a well-provenanced and well-defined set of objects which is highly representative of the museum's subject matter. They are housed within on-site storage which at present is not over capacity. The museum curator, staff and

volunteers are currently working on a redevelopment project which will see the collections displayed in Norwich Castle from July 2013, limiting their capacity to undertake any significant collections work in the short term.

6. Cromer Museum

The collections at Cromer Museum are mainly stored within the on-site museum stores and therefore do not pose an immediate problem for storage. A limited number of larger objects stored at North Walsham and the Superstores may fall within the remit of this project.

7. Ancient House Museum

The collections at the Ancient House Museum are mainly stored within the on-site museum stores and do not pose an immediate problem for storage. A limited number of paintings stored at the Superstores may fall within the remit of this project.

H. Schedule

1. Current funding schedule

The review process will operate until the end of March 2015 as per the limits of current ACE funding.

2. Contingency plan

In the event of the target or reviewing all collections not being met by March 2015 and if ACE funding does not continue beyond that date, the rationalisation of social history will continue to be an ongoing process which will be built into curatorial work plans and appraisal targets. There is, however, a serious risk that any future reductions in staffing would have a negative impact on this programme.

I. 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. The project aims to reduce the volume of social history collections in a structured way by re-organisation of stored material and controlled disposal.

2. Structured rationalisation of specified collections

Review and rationalisation will be undertaken by Social History curators.

Curators will be supported where required by external specialists with an in-depth understanding of specific aspects of the collections not possessed by in-house staff. Preference will be given to specialists who have a sound knowledge and understanding of the Norfolk and regional historical context; they will be recruited as freelance contractors via the normal NCC procurement procedures, and will follow a detailed project specification written specially for each material type.

3. Reorganisation and repacking of collections

In some cases it may be feasible to reduce the volume of collections by reorganising storage and repacking them more efficiently, for example using standard sized boxes which better fit existing shelving. This approach is generally preferable to disposal of objects and may be a valid approach within the project. Each case will be judged on its merit.

Repacking and reorganisation will not be used as a justification for retaining collections which do not meet current collecting policy.

4. Order of review

Within each collection under review, priority for rationalisation will be given to objects which:

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

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

Depending on the nature of individual collections and stores, it may be appropriate to organise the review process by size of object, completing each class of material before moving on to the next. This would start with the larger individual items, followed by packaged and wrapped items not in boxes, and concluding with boxed items. This process has been identified as the most efficient way of approaching the project because each item takes a similar amount of time to deal with, regardless of size. Larger items are therefore generally more cost-effective to rationalise. Rationalising objects in boxes may be a relatively inefficient activity as a partially emptied box still occupies the same volume and it may not be possible to fill it with other objects from elsewhere; furthermore the process of working through boxes of small objects is a very labour-intensive activity.

However, it must be understood that this process is defined by the order in which review and rationalisation takes place and does not discriminate against objects purely because of size; there will be many large but important items which should be retained because of their local or national significance. Ultimately all collections will be reviewed. Each object identified as a rationalisation candidate must be justified as such by its value to the NMAS collections as a whole.

5. Recording of information

The documentation of each object will be assessed, and where it is inadequate it will be improved. The description in the database entry will be checked against the object and improved if necessary. Other details, for example dimensions, will be updated where it aids the identification of the object. Photographs will be taken if there is no existing image or it is inadequate.

A pragmatic approach to recording rationalised items will be taken, recording additional information only if it is justifiable. Photography will not usually be studio or display standard, but must be at least adequate to allow the object to be clearly identified.

6. Review of Social History Acquisition and Disposal policies

All Social History Acquisition and Disposal Policies will need to be reviewed and updated to Collections Development Policies to conform with the latest ACE Accreditation standard. This work needs to be completed by April 2014 to meet the Accreditation submission deadlines.

J. Rationalisation process

1. Standard NMAS rationalisation process

The standard NMAS rationalisation process will apply. Curators will propose objects for rationalisation, which will be scrutinised by an internal Rationalisation Committee comprising curators, conservators and those with collections management responsibility. In many cases the material will be owned by a second party, usually a second-tier Council, and approval for disposal will be needed from both the relevant Area Museum Committee (or equivalent) and the Joint Museums & Archaeology Committee.

All reasonable attempts will be made to contact the donors or their heirs if the objects were donated within the last twenty years, in order to offer the return of objects and to inform them of the intended transfer.

All objects approved for rationalisation will be advertised in the Museums Journal for a minimum of two months to allow other museums to express an interest. Details will also be circulated to museums within the East of England via the local museum networks.

2. Methods of disposal

Preference will always be given to transfer free of charge to Accredited Museums, preferably within Norfolk or the east of England. Where this is not possible objects will be offered to other organisations which will keep them within the public domain and will treat them sensitively.

As a last resort objects may be sold at auction. 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. Objects which have deteriorated too far to be of interest to any organisation or individual will be disposed of discreetly.

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.

K. Risk management strategy

Initial Risk Register

Risk coding: 15+ High 10+ Medium Up to 9 Low

	Nature of Risk:	Result	Likelihood x impact 1-5	Total	How to reduce risk?	Current position/change in risk	Ownership
1	Costs of specialist contractors exceeds budget	Unable to complete examination of in-scope collections, leading to failure to achieve savings or reduced standards of collections care	5 x 4	20 High	Incorporate review stages in contracts with each specialist to monitor and assess progress. Work rates will be accelerated or the scope of review will be limited as required to bring the project in on budget.	Difficult to estimate how this will work until process has begun.	Project Manager
2	Loss of ACE funding after March 2015. ACE budgets are likely to be reduced and NMAS may find itself bidding for funding against a wider pool of arts and heritage organisations, leading to a reduced chance of a successful application	Massive reduction in staff capacity. Inability to continue the programme or develop it further.	3 x 5	15 High	Ensure that the objectives of the current project are met by March 2015. Seek short-term funding after that date to work on specific parts of the collections.	Unknown until ACE restructuring is completed and future funding budgets known (after next Comprehensive Spending Review)	NMAS SMT

	Nature of Risk:	Result	Likelihood x impact 1-5	Total	How to reduce risk?	Current position/change in risk	Ownership
3	Lack of staff capacity to support the project aims and processes	Targets for rationalisation not met, leading to failure to achieve savings or reduced standards of collections care	3 x 5	15 High	Set and communicate a clear project timetable. Communicate expectations of supporting staff. Project Manager and Chief Curator to monitor staff participation and address any issues that arise	Staff aware of need for the project and supportive, but heavy demands made on staff capacity by other projects within the Service	Chief Curator and Project Manager
4	Project budget inadequate	Unable to purchase adequate equipment or specialist external staff capacity, leaving to failure to achieve savings and reduced standards of collections care	4 x 3	12 Med	Source additional external funding, e.g. Designation Development Fund. Apply to NMAS reserves with formal business case.	Esmee Fairbairn funding awarded for improvements to Gressenhall Superstores. Other sources of funding under consideration	Project Manager
5	Negative public and academic perception of disposing of archaeological collections	Negative publicity. Loss of stakeholder and partner confidence. Possible loss of partner (ACE) funding. Loss of professional and public reputation. Loss of standing within NCC.	3 x 4	12 Med	Well defined strategy and processes with approved rationale. Use of recognised expert specialist contractors carefully supervised by NMAS staff.	There has been no negative comment on rationalisation of archaeological collections to date	Project Manager; Social History curators

	Nature of Risk:	Result	Likelihood x impact 1-5	Total	How to reduce risk?	Current position/change in risk	Ownership
6	Accidental discard of materials with cultural or scientific value	Negative publicity. Loss of stakeholder and partner confidence. Possible loss of partner (ACE) funding. Loss of professional and public reputation. Loss of standing within NCC.	3 x 4	12 Med	Careful consideration of each object by the internal NMAS Rationalisation Committee before any object proposed to JMAC for disposal. Cross-checking of all objects with catalogue records. Use of recognised expert specialist contractors carefully supervised by NMAS permanent staff. Recording of all discarded objects with digital backup.	Documentation system is robust and properly backed up.	Social History curators NMAS Rationalisation Committee
7	Physical injury to staff, volunteers and contractors as a result of moving collections	Personal injury. Damage to collections. Legal action against NCC.	2 x 4	8 Low	Create and implement risk assessments for all activities not covered by existing assessments.	Project Manager has been trained in creating risk assessments. Suitable assessments and controls already exist for many activities.	Project Manager
8	Illness or stress caused by lone working or working in extremes of temperature in unheated/un-insulated stores or containers	Personal ill health of contractors, staff or volunteers. Legal action against NCC.	2 x 4	8 Low	Create secure, warm working space within Gressenhall Superstores building. Create and implement risk assessments.	Project Manager has been trained in creating risk assessments. Suitable assessments and controls already exist for many activities.	Project Manager

