

## NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

**Date**

Friday  
22 June 2012

**Time**

2pm

**Place**

The Edwards Room  
County Hall  
Norwich

## Agenda



Two day science event, '**Science 'eggs-periments'**' at Time & Tide Museum

- 1     **To note Apologies and whether any Substitute Members have been Appointed**
- 2     **Election of Chairman** (PAGE     )
- 3     **Election of Vice-Chairman**
- 4     **To Receive the Minutes of the Previous Meeting held on 27 April 2012** (PAGE     )
- 5     **Members to Declare Any Interests**

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

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

15 minutes for questions from members of the public of which two clear working days notice have been given
- 8     **Political Representation on the Joint Museums and Archaeology Committee: Appointments to Accounts Approval and Urgent Business Sub-Committee** (PAGE     )

Report by Secretary of the Joint Committee
- 9     **Norfolk Museums and Archaeology Service-Integrated Performance and Finance and Risk Monitoring Report for 2011/12** (PAGE     )

Report by the Head of Museums and Archaeology
- 10    **Annual Internal Audit Report 2011-12** (PAGE     )

Report by Head of Finance

- 11 Museum Security** (PAGE )  
Report by Head of Museums and Archaeology
- 12 Annual Review of Visitor Performance** (PAGE )  
Report by Head of Museums and Archaeology
- 13 NMAS Documentation Policy** (PAGE )  
Report by Head of Museums and Archaeology
- 14 Historic Environment Service (ETD) Update**  
David Gurney, Historic Environment Manager, NCC Environment, Transport and Development, will present the Historic Environment Services Annual Review 2011-12, and update Members on recent developments in the historic environment sector.

Printed copies of the report will be available at the meeting, and also on request in paper or digital format.

**CHRIS WALTON**  
**Head of Democratic Services**

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

14 June 2012

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

**GROUP MEETING**

Conservative – 1.30 pm – Colman Room



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**Norfolk Joint Museums and Archaeology Committee**

**22 June 2012**

**Items No. 2 and 3**

**Membership of the Norfolk Joint Museums and Archaeology Committee  
2012/2013**

**Note by Secretary of the Joint Committee**

In connection with the election of Chairman and Vice-Chairman the membership of the Joint Committee is set out below

Members are reminded that the Chairman is elected from amongst the County Council's representatives and the Vice-Chairman from amongst the District Council's representatives.

**Norfolk County Council**

Mr M Carttiss  
Mr G R Jones  
Mr J Rogers  
Mr B Stone  
Mrs H Thompson  
Mrs J S Toms  
Mr J M Ward  
Mr J Wilby  
Mr A J Wright

**Breckland District Council**

Mr P J Duigan

**South Norfolk District Council**

Dr C Kemp

**North Norfolk District Council**

Mrs L Brettle

**Norwich City Council**

Mr D Bradford  
Mr G Gee  
Mr M Stonard

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

Mrs E Nockolds

**Broadland District Council**

Mr J W Bracey

**Great Yarmouth Borough Council**

Mrs K S Robinson-Payne

**Co-opted Members  
(Non-Voting)**

**Museums in Norfolk Group**

Mr D Wickerson

**Museum Friends**

Mr R Gurney



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# **NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE**

## **Minutes of the Meeting Held on 27 April 2012**

### **Present:**

#### **Norfolk County Council**

Mr G Jones  
Mrs J Leggett (Substitute for Mr M R H Carttiss)  
Mr J Rogers  
Mr B Stone  
Mrs H Thompson  
Miss J Toms  
Mr J Ward (Chairman)  
Mr M Wilby  
Mr A J Wright

#### **Breckland District Council**

Mr P Duigan

#### **Co-Opted Members**

#### **Museum Friends**

Mr J Knight

#### **Broadland District Council**

Mr J Bracey

#### **Norwich City Council**

Mr D Bradford

#### **North Norfolk District Council**

Mrs L Brettle

#### **South Norfolk Council**

Dr C Kemp

### **1 Apologies**

Apologies for absence were received from Mr M R H Carttiss, Mr B Coleman, Mr G Gee and Ms V Thomas.

### **2 Minutes**

The minutes of the previous meeting held on 13 January 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**

There were no public questions.

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

### **(a) Breckland**

The annexed report of the Breckland Area Museums Committee meeting held on 10 February 2012 was received and noted. In introducing the report, Mr Duigan referred to the success of the Skills for the Future project at Gressenhall where further trainees were being recruited to address a regional shortage of work based training opportunities in traditional skills such as Heritage Gardening and Heritage Landscape Management.

It was noted that the Friends of Gressenhall had produced a mobile “pop up” display kit to promote the museum at off site events which it was hoped could be used throughout the county.

### **(b) Great Yarmouth**

The annexed report by the Eastern Area Manager about the activities at the Great Yarmouth museums was received and noted.

It was pointed out that the total visitor figure at Time and Tide Museum for 2011/12 had exceeded the visitor target for the year by 12%. Great Yarmouth museums staff continued to increase the awareness of Time and Tide amongst local people and tourists in order to sustain and grow visitor numbers and effectively market the museum as a leading visitor centre.

### **(c) King's Lynn**

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 19 March 2012 was received and noted.

In introducing the report, Mrs E Nockolds referred to a varied programme of learning and outreach events for local schools and the development programme at the Lynn Museum to provide staff with improved skills in planning and delivering informal learning events. She also referred to how the King's Lynn museums continued to lead on the Greater Fens Museum Partnership and had been successful in obtaining an award from the Heritage Lottery Fund of £358,000 over the next three years for the next Fenland Partnership project entitled “Fenland Lives and Land”. Match funding for this project of £20,000 had also been obtained from the externally funded Renaissance in the Regions programme.

### **(d) North Norfolk**

The annexed report of the North Norfolk Area Museums Forum meeting held on 28 March 2012 was received and noted. In introducing the report, Mrs L Brettle referred to a suggestion that had been raised at the Forum of

developing a centralised leaflet swap shop between the museums that could be referred to by the Tourist Information Centres when they were seeking information to pass on to visitors.

**(e) Norwich**

The annexed report of the Norwich Area Museums Committee meeting held on 19 March 2012 was received and noted. In introducing the report, Mr D Bradford referred to the Royal Norfolk Regimental Museum displays that had been reinterpreted and relocated to exhibition cases on Norwich Castle's rotunda balcony where they were central to the visitor experience for the museum.

Members referred to how Norfolk had united in a show of strength of support for its Armed Forces personnel and their families by entering into an Armed Forces Community Covenant, pledging practical help for the county's military community. It was suggested that the NMAS should be involved in some way in ensuring that the needs of the Armed Forces were appropriately recognised through the Honour the Covenant campaign which would include a number of covenant projects being supported by the County Council and the District Councils. It was also suggested that material from the Royal Air Force and the Royal Navy could be represented in some way alongside material from the Royal Norfolk Regimental Museum collections.

(NB NMAS will be providing free entry for armed services personnel and their families to all its museums as part of the County Council's response to the Armed Forces Community Covenant.)

**7 To Receive the Report of the Meeting of the Norfolk Archaeological Services Advisory Committee held on 9 March 2012**

The annexed report of the meeting of the Norfolk Archaeological Services Advisory Committee held on 9 March 2012 was introduced by its Chairman, Mr P Duigan.

Mr P Duigan, Chairman of the Advisory Committee and Mr D Gurney, Historic Environment Manager at Norfolk County Council, spoke about how the Historic Environment Service would continue to support the District Councils and other stakeholders in archaeology should the Joint Committee agree to the recommendation contained in the report, to suspend the activities of the Norfolk Archaeological Services Advisory Committee following the transfer of the Historic Environment Service to the Department of Environment, Transport and Development.

Resolved –

That meetings of the Norfolk Archaeological Services Advisory Committee be suspended pending changes to reporting arrangements to be agreed between the County and District Councils in a revised agreement for the provision of a Joint Museums and Archaeology Service and that, in the meantime, liaison and joint working be continued by means of alternate six month reports being presented directly to the Joint Museums and Archaeology Committee by the Historic Environment Manager (Mr D Gurney) and the Chief Curator of the NMAS (Dr John



Davies) in his role as Keeper of Norwich Castle Archaeology Department.

## **8 Norfolk Museums and Archaeology Service – Integrated Performance and Finance Monitoring Report**

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

Members received a report that outlined the latest service performance, together with projected outturn for the 2011/12 revenue budget, the 2011/12 capital programme and forecasts of provisions and reserves at 29 February 2011.

The Joint Committee noted that the NMAS was on target to achieve a break even position at year end, the capital programme was continuing with some delays to programmes caused by planning permission and that performance indicators indicated that the service had slightly reduced audience participation compared with exceptional performance last year.

The Joint Committee noted that the NMAS Risk Register had been reviewed and updated and was included within the main body of the report. Mr Peter Woodward of Norfolk Audit Services agreed to distribute to Members of the Joint Committee the notes of a presentation from a conference about anti-fraud and corruption that had recently taken place at County Hall and to report back to the Joint Committee on any implications for Members of the Joint Committee that might arise from the introduction of the Localism Act.

It was pointed out that the Leader of Norfolk County Council had set up a Working Group of County Councillors under the Chairmanship of Mr George Nobbs to examine the challenges facing the future operation of the NMAS and the Working group was expected to come up with a report by the end of October 2012. The Working Group had recently held its first meeting and the proposed terms of reference for the Group were being presented by the Chairman of the Group to the Leader for approval.

The Head of Museums said that the review of security at the Castle Museum was being undertaken by the National Security Adviser for the Arts Council. The recommendations of the security review and the resulting action plan would be shared with Members of the Joint Museums and Archaeology Committee at its meeting in June 2012.

Resolved –

To adopt the anti-fraud strategy as attached within the main body of the report.

To note:

- Progress with performance and 2011/12 service plans
- Progress with the revenue budget, capital programme and reserves provisions outturn positions for 2011/12
- Progress with the NMAS risk register (with a note on any implications that might arise from the introduction of the Localism Act being presented to a future meeting of the Joint Committee).

## **9 Major Partner Museums Funding for the Norfolk Museums and Archaeology Service**

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

The Joint Committee received a detailed presentation from Mr Bill Seaman, Assistant Head of Museums and Archaeology, who explained the successful outcome of the bid by the NMAS to the Arts Council, England for the Service to become one of the country's Major Partner Museums.

The following main points arose from the presentation:

- The Major Partner Award for NMAS was:
  - 2012/13 Year 1 - £1,330,000
  - 2013/14 Year 2 - £1,282,500
  - 2014/15 Year 3 - £1,282,500
- The Major Partner Museum Activity Plan was attached as Appendix 1 to the report and Appendix 2 contained the key performance indicators which supported the funding agreement with Arts Council England.
- All planned programmes were fully costed and funding secured.

It was noted that the Activity Plan for 2012/15 included:

- The re-hanging of the Norwich School paintings.
- The exhibition Queen Elizabeth II by Cecil Beaton: A Diamond Jubilee celebration.
- Improved facilities at Norwich Castle Study Centre.
- Digital developments.
- The refurbishment and re-opening of the Bridewell.
- The refurbishment of the Courtroom in the Shirehall as a public space funded by NCC's building maintenance fund.
- NMAS plans to establish itself as a teaching museum in the east of England.
- Youth engagement.
- Adult learning.
- Services for older people.
- Services for schools.
- An international exhibition proposal Tea East and West: Its Magic and Meaning.

Members drew attention to the proposed international touring exhibition on the history of tea and tea-ware that would be based around the Tea-Ware Collections of Norwich Castle Museum and Art Gallery and those of the Capital Museum, Beijing. Fund partners and sponsorship were being sought. Members suggested that the exhibition could be used to promote the consumption of “Fair Trade” tea in Norwich, and make use of promotional films that had been produced in the past to increase the sale of tea.

Resolved –

That the Joint Committee ratify the Activity Plan and key performance indicators forming the funding agreement between Norfolk Museums and Archaeology Service and Arts Council England.

## **10 Development Strategy for Norfolk Museums and Archaeology Service**

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

The Joint Committee received a presentation from Mr Bill Seaman, Assistant Head of Museums and Archaeology, who provided the Committee with an update on completed and current projects for the development of NMAS museums and outlined future aspirations for the service and answered Members detailed questions as to what was included in the development plans.

Mr Bill Seaman explained how current developments included:

- Supporting audience and commercial development through site investment at Gressenhall Farm and Workhouse.
- Skills for the Future project at Gressenhall Farm and Workhouse.
- Display developments at Time and Tide, Great Yarmouth.
- Bridewell: A Museum for Norwich.
- Norwich School Cotman and Colman Art Galleries.
- Royal Norfolk Regimental Museum: Increasing Public Profile.
- Delivering Norwich Museums reserve and study collections and study services on one site.
- Norwich Castle Keep: Gateway to Medieval England.
- Phase I: New Prison displays – completed.
- Phase II: Developing a vision for Norwich Castle Keep – 2010/11.

Future projects included:

- Greater Fens Museum Partnership.

- Courtroom, Norwich Castle Study Centre.

The Joint Committee gave its full support to the development plans.

Resolved –

That officers of the NMAS should seek to implement the proposed development strategy for the NMAS.

## **11 NMAS Service Plan 2012-15**

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

The Joint Committee received a report that set out the key activities that were planned for the coming three years and underpinned the more detailed development programme which had been considered as the previous agenda item. The NMAS service plan was a working plan of the NMAS and fed into the annual Norfolk County Council plan.

Resolved –

That the Joint Committee approve the service plan for use with future grant and accreditation applications.

## **12 NMAS Collections Rationalisation**

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

The report detailed the NMAS ongoing collection rationalisation programme whereby collections were assessed on a regular basis and those that were not suitable for future display or study needs were found alternative homes.

It was noted that Annex 2 of the report set out the list of items which had been assessed as surplus to NMAS' requirements as being of poor quality, or of limited interest, or more relevant to another museum collection.

Resolved –

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

The meeting concluded at 4.15pm.

**Chairman**



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**NORFOLK COUNTY COUNCIL**

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

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

**Notes of a meeting of the above Committee held on  
Monday 11 June 2012 at 2.15 pm in the  
Committee Suite, King's Court, Chapel Street, King's Lynn**

**PRESENT:**

|                                |                                                                                   |
|--------------------------------|-----------------------------------------------------------------------------------|
| Councillor Mrs E A Nockolds    | - Borough Council of King's Lynn & West Norfolk                                   |
| Councillor G McGuiness         | - Borough Council of King's Lynn & West Norfolk                                   |
| Wendy Vincent                  | - Democratic Services Officer, Borough Council<br>of King's Lynn and West Norfolk |
| County Councillor B Long       | - Norfolk County Council                                                          |
| County Councillor R Rockcliffe | - Norfolk County Council                                                          |
| County Councillor A J Wright   | - Norfolk County Council                                                          |
| Oliver Bone                    | - Norfolk Museums and Archaeology Service                                         |

The Chairman, Councillor Mrs Nockolds welcomed Oliver Bone, Curator at the Lynn Museum to the meeting.

**1     APPOINTMENT OF CHAIRMAN**

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

**2     APPOINTMENT OF VICE-CHAIRMAN**

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

**3     APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors M Back, A Tyler and Dr Robin Hanley.

**4     MINUTES**

The notes of the meeting held on 19 March 2012 were agreed as a correct record.

**5     MATTERS ARISING**

The Chairman, Councillor Mrs Nockolds informed the Committee that the purchase of the Roman Pendant had received good media coverage.

**6     DECLARATIONS OF INTEREST**

There were none.

## **7      REPORT OF WESTERN AREA MANAGER**

### **King's Lynn Museums Report – March to February 2012**

The Curator presented the report which provided Members with information on King's Lynn Museums for the period March to May 2012 as set out below:

#### **(i)      Temporary exhibitions and events at Lynn Museum**

The Lynn Museum charging period runs from April to September. The free admission period runs from October to March. The Museum is open all year from Tuesday to Saturday from 10 am to 5pm.

The current temporary exhibition at Lynn Museum is on *Hard Times: Poverty in King's Lynn in the early 20<sup>th</sup> century*, which is on show at the Lynn Museum from 31 March 2012 to 19 January 2013. An A5 marketing flyer had been produced for this exhibition, with copies issued to Lynn residents via the *Citizen* free newspaper. There had been excellent media coverage of the exhibition. County Councillor A Wright attended the opening event.

The temporary exhibition *Re-home* ran at the Lynn Museum until the 10 March 2012. This partnership project with the King's Lynn Arts Centre Trust saw staff from Lynn Museum working with colleagues from the Arts Centre and Freebridge Community Housing to develop exhibitions across three sites in Lynn.

A small display of Royal gifts had been created in the reception area at Lynn Museum to mark the Diamond Jubilee celebrations. The family event *Gifts Fit for a Queen* took place on 6 June, with participants given the chance to create their own royal gifts, inspired by the real thing.

A programme of occasional illustrated talks was taking place at Lynn Museums on Wednesday afternoons. The next scheduled talk was *Norfolk Workhouses* on 13 June. This would be presented by Steve Pope, the lead member of the Gressenhall Workhouse volunteer research team.

A programme of family events took place at Lynn Museum which involved the Museum Learning Assistants participating in their delivery. Future events included: *Archaeology Day* on 21 July when professional archaeologists would be meeting members of the public and would look at how Seahenge was conserved. Seahenge now formed part of the A Level Archaeological Curriculum, and a recent visit from the 6<sup>th</sup> Form at Dunstable had taken place. *Ancient Egypt* on 31 July, *Monster Mammoths and Deadly Dinosaurs* on 9 August and *In Sickness and Health* on 16 August.

#### **(ii)      Other Museum Developments**

NMAS was continuing to support colleagues from the Borough Council with the development of a proposal and funding bid for a major project aimed at improving access to the Town Hall. NMAS had been assisting

with the consultation stage for this project, which included the establishment of an inclusive Consultative Forum. It was anticipated that a Round 1 Bid would be submitted by the end of 2012. NMAS would also be helping organise a family open day in the Town Hall on the afternoon of Saturday 21 July.

NMAS was continuing to provide curatorial advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia. An example of the cards containing the information was circulated for the Committee to view. NMAS staff recently supported an extensive programme of revaluation for Town Hall collections.

The planning applications relating to the proposed modest alterations to the front glazed elevation of the Lynn Museum had now been approved and works tendered. Building works would take place in October 2012, following the end of the summer season and at the time when the museum moved into the free admission period.

Two television film crews had visited the Lynn Museum in recent months. BBC4 had been filming in the Seahenge Gallery for a programme on wood, whilst ITV had filmed the Sedgeford Hoard for a series exploring Treasure finds.

The large “Lumiwall” lightbox which formed a key part of the Seahenge display at Lynn Museum was being fitted with an energy-efficient LED lighting system on 11 June 2012. This followed maintenance issues with the previous fluorescent tube based system.

### **(iii) Friends of King’s Lynn Museums**

The Friends of King’s Lynn Museums had appointed a new Secretary and were continuing to offer a varied programme for members including lunchtime talks, trips and an annual lecture. The Friends continued to support the afternoon talks programme offered at the Lynn Museum in 2012.

The Friends continued to support a long-term conservation programme for parts of the fine art collections and had recently provided funds to support the latest stage of this project. A painting conserved with Friends funding was featured in the current *Hard Times* exhibition at Lynn Museum.

It was noted that the Friends were providing assistance to fund the purchase of a gold Anglo-Saxon pendant (a copy of which was tabled).

### **(iv) Partnership Projects**

King’s Lynn Museums continued to lead the Greater Fens Museums Partnership. The development and delivery of the Heritage Lottery Fund-funded partnership project *Fenland Lives and Land* was now underway, with £358,000 awarded to the project over the next three years.

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

**(v) Learning and Outreach**

The Learning Officer had been supporting the county-wide *Norfolk's American Connections* community exhibition project, which formed part of the Cultural Olympiad. The children had been exploring the following American connections: Thomas Paine, Lincoln Family, 19<sup>th</sup> Century Migration and the 'Friendly Invasion'. Pupils researched the topic using documents, objects and drama. They also analysed text and graphic panels in the museum and used the techniques they identified to create their own draft texts. The Learning Officer had also been working with Whitefriars Primary School Year 2 class on this project. These children spent three mornings at Lynn Museum exploring the life of Captain Vancouver, followed up by two days working at school. A touring pop-up exhibition would be visiting various venues in Norfolk over a period of 6 months. A copy of the draft programme was circulated and the Committee was invited to comment and suggest any amendments.

County Councillor Rockcliffe informed the Curator that a local firm in Setch manufactured temporary pop up exhibition panels and undertook to forward details.

The Learning Officer recently established a Tuesday afternoon History Club, which met after school for six weeks at Lynn Museum.

An event was being organised at the Lynn Museum to celebrate the Olympic Torch passing through the Town on 4 July 2012.

County Councillor Rockcliffe asked if cross-border links, such as the Harley Davison at Littleport had been considered for inclusion in exhibition projects. The Curator explained that the Harley Davison connection could possibly be linked into exhibitions.

In response to questions on the size of the print run and distribution, the Curator undertook to ascertain the information requested and circulate to the Committee.

The Chairman, Councillor Mrs Nockolds explained that there was a significant distribution which included Tourist Information Centres, Libraries, Railway Stations, etc.



Recruitment was currently underway for a Youth Engagement Officer, funded as part of the successful NMAS to Arts Council England for Major Grant funding over the next three years. There would be a continued focus on developing programmes for young people including those categorised as NEET. Stuart Hall was continuing to support the meetings and the work of the King's Lynn Museums Youth Forum pending this appointment.

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

The Museums Learning Assistants at the Lynn Museum were continuing to support the delivery of informal learning programmes at Lynn Museum. The Museum Learning Assistants team had also supported a range of other learning events at the Lynn Museum including sessions for under 5's.

The Learning Officer had been liaising with BBC to ensure that relevant Lynn Museum events and activities were included in the publicity surrounding the *Great British Story* series.

A Social Media Strategy was being developed for the Museums Services which was one way to improve communication with a range of audiences.

In response to questions from the Chairman, Councillor Mrs Nockolds on the success of the Front of House Museums Assistants participating in the delivery of activities, the Curator advised that this had proved a beneficial initiative. Training programmes and a visit to Ely Museum to observe learning activities in practice had taken place.

County Councillor Long enquired if the Museums Service could expand the art guide (tabled) to include all the art collections on display within the Town Hall. The Chairman, Councillor Mrs Nockolds commented that previously there was a leaflet available, but the provision of a guide would be included as part of the Heritage Lottery Fund Bid. The Curator commented that this was a good point to raise and explained that to provide the information for the paintings displayed in the foyer next to the Registrar's Office had been the priority, but agreed that information was required for the remainder of the art collections.

The Chairman, Councillor Mrs Nockolds commented that she was please to learn that more visitors had come to view the Seahenge display and that it would now receive further promotion through the A level Archaeology Curriculum. The Curator explained that the A Level Examination Board published a newsletter and Seahenge could be included.

In response to questions and comments from County Councillor Long on the Lumiwall Lightbox being fitted with an energy-efficient LED lighting system, the Curator advised that this would reduce the maintenance costs and different ranges of warmth were available in order to achieve a consistent colour temperature. The works were being completed later that day.

The Chairman, Councillor Mrs Nockolds asked if the local schools had been involved with the Norfolk's American Connections community exhibition project. In response, the Curator explained that all Museum activities were promoted to local schools. There were many opportunities for schools to view plans and screens located in libraries, which showed images of American GI's.

County Councillor Wright explained that his property was located near Sculthorpe Airbase and previously had been converted into flats. He had regularly corresponded with a Texan family for a number of years and had photographs from that era. The Chairman, Councillor Mrs Nockolds suggested that this information should be forwarded to the Curator for recording purposes and potential use in future projects.

The Chairman, Councillor Mrs Nockolds commented that the Committee had not benefitted from a Youth Representative recently and suggested that once the Youth Engagement Officer was appointed and in post, contact be made to advise on how to recruit a Youth Representative onto the Committee.

County Councillor Rockcliffe enquired if there was any scope to link to the Youth Advisory Board to assist in recruiting a Youth Representative. The Chairman, Councillor Mrs Nockolds undertook to liaise with the relevant Borough Council officers.

**(vi) Visitor numbers**

The Curator reported the visitor numbers for the Lynn Museum as set out at Appendix 1.

The Chairman, Councillor Mrs Nockolds commented that it was pleasing to note excellent visitor numbers at the end of 2011 and the beginning of 2012. The Curator informed the Committee that the year 2011/2012 had been up on numbers from the previous year.

**8 (a) Green Quay Six Monthly Activity Report for period ended 31 March 2012**

The Chairman, Councillor Mrs Nockolds informed the Committee that the Green Quay had played an important part during the Hanseatic celebrations and had hosted a dining event. A pirate's afternoon had also been organised and was fully booked.

**AGREED:** A report would be received at the next meeting.

**(b) True's Yard Museum Six-Monthly Activity Report for period ended 31 March 2012**

The Chairman, Councillor Mrs Nockolds advised that Green Quay and True's Yard Museum had worked well together to produce the Maritime Trail.

**AGREED:** A report would be received at the next meeting.

**9 DATE OF NEXT MEETING**

The next meeting would be held on Monday 12 November at 2.15 pm in the Heritage Room, Town Hall.

**The Meeting closed at 3.01 pm**

## APPENDIX 1

### Lynn Museum Visitor Figures to end of May 2012

|             |         | April  | May | June | July  | August | September | October | November | December | January | February | March | Year to Date | TOTAL  |
|-------------|---------|--------|-----|------|-------|--------|-----------|---------|----------|----------|---------|----------|-------|--------------|--------|
| Lynn Museum | 2010/11 | Closed | 91  | 936  | 1,127 | 1,826  | 1,570     | 2,038   | 1,612    | 982      | 1,256   | 2,401    | 1,376 | 91           | 15,215 |
|             | 2011/12 | 1,090  | 665 | 801  | 1,103 | 1,784  | 1,486     | 2,312   | 1,675    | 1,486    | 1,541   | 1,669    | 1,600 | 1,755        | 17,212 |
|             | 2012/13 | 1,155  | 757 |      |       |        |           |         |          |          |         |          |       | 1,912        | 1,912  |

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## **BRECKLAND COUNCIL**

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

## **BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Friday, 15 June 2012 at 2.00 pm in  
Gressenhall Farm & Workhouse Museum**

### **PRESENT**

Mr P.J. Duigan (Chairman)  
Mr P R W Darby  
Mr R.G. Kybird

Mrs P.A. Spencer  
Mr M Brindle  
Mr M.A. Kiddle-Morris (Vice-Chairman)

### **Also Present**

Mr R Key

- Co-optee

### **In Attendance**

Mr Oliver Bone

- Curator of the Ancient House, Museum of  
Thetford Life

Dr Robin Hanley

- Western Area Manager

### **Action By**

### **10/12CHAIRMAN**

Mr P Duigan was elected as Chairman for the forthcoming year.

### **11/12VICE-CHAIRMAN**

Mr M Kiddle-Morris was elected as Vice-Chairman for the forthcoming year.

### **12/12MINUTES**

The minutes of the meeting held on 10 February 2012 were agreed as a correct record.

### **13/12APOLOGIES**

Apologies were received from Cllr J Bracey, Cllr C Jordan, Mr D Blackburn, Ms C Walters, and Ms V Trevelyan.

### **14/12CHAIRMAN'S ANNOUNCEMENTS**

None.

### **15/12URGENT BUSINESS**

None.

### **16/12DECLARATION OF INTEREST**

None.

**Action By**

**17/12 ANCIENT HOUSE MUSEUM OF THETFORD LIFE**

Mr Oliver Bone presented the report which covered the period from February to May 2012.

A new exhibition opened at Ancient House called 'Mapping the Town', which told the story of Thetford using old maps, archaeological finds and handmade maps. Some featured local wildlife, local treasures and pubs and inns.

The exhibition was opened by Cllr Barry Stone, Norfolk County Council's Cabinet Member with responsibility for museums, and Neil Ackroyd, Director of Data collection from Ordnance Survey.

The previous exhibition on World War Two had seen an oral history recording of memories of the area which was available to read at the Wise Archive Website on:

<http://www.wisearchive.co.uk/projects/thetford/252/>

During April, a window display was created by Dan Morgan, a volunteer for the Matthew Project. The piece explored layers of Thetford history and positive, encouraging comments were received on the social media network, Facebook.

The Museum had been well visited by schools during 2011-2012 financial year, and welcomed 2400 pupils which had been a record for the museum.

Work continued as part of the Norfolk American connections project with the museums' learning officer working with schools on the production of a touring exhibition which would be seen at libraries, museums and other venues around Norfolk later in the year.

The museum club for younger children which met monthly was still a success and going very well.

The museum welcomed a visit from Satinder Sartaaaj during April.

Ancient House staff had been assisting in research into a new book about Sophia Duleep Singh, daughter of the Maharajah and a leading suffragette.

A textile partnership between Ancient House and Gressenhall had been formed. Fleece from a Gressenhall sheep had been prepared, and then spun and knitted into a hat and gloves by members of the Ancient House Knit and Knatter group.

A team of volunteers and friends of the museum continued to provide generous support to the museum. The talks programme by joint Friends and Museum staff had been a success.

The visitor numbers were circulated at the meeting, and members were informed that Ancient House museum was doing well with numbers increased from the previous year.

**Action By**

Cllr Brindle said that the film produced by the Young People was a great success and passed on his congratulations to the Museum for interacting with the children who found it very beneficial and informative.

The Chairman asked if the figures of school children were just of those in Norfolk, or included Suffolk. Mr Bone informed the Committee that whilst he did not have an exact breakdown of figures, he could report that the numbers were mainly Norfolk, but that some were from villages in Suffolk, and they had received visits from Essex.

The Chairman thanked Mr Bone for his report.

**18/12 GRESSENHALL FARM & WORKHOUSE**

Mr Robin Hanley presented the report which covered the period from March to May 2012.

The Museum opened for the 2012 season on the 11 March. Most of the activities had been dominated by the weather which had not been the best of seasons so far. This had impacted on the number of visitors the museum had seen, however the staff and visitors continued to deliver.

The Spring Fair took place on Monday 9 April and featured a number of Easter-themed activities, including ploughing displays by the Suffolk punches. Unfortunately the event was badly affected by the weather with heavy rain throughout the day which impacted on visitor numbers.

'How does your Garden Grow' event ran on 6 May which included a networking event organised by the Norfolk Master Gardeners. The event was also impacted by the weather which saw a low number in attendance.

The Norfolk History Fair took place on Sunday 3 June. This had a Diamond Jubilee theme and included a range of displays and activities. The numbers were very disappointing as the weather affected the turnout.

Gressenhall would be hosting an event for Breckland District Council called 'Festival on the Farm' on Sunday 29 July. There would be a host of activities based around arts, sports and the environment. Breckland would be hiring the facilities of Gressenhall and it had been a pleasure working with the Officers at Breckland.

A Fathers Day event was being held on Sunday 17 June. This had been successful in the past and a range of activities would be available including vintage vehicles.

Other Days with a Difference had been organised such as Food Glorious Food and an Archaeology day.

Throughout the school holidays there would be additional marketing

**Action By**

spend available in promoting the site. Mr Hanley said that it could be a difficult year if the weather continued to be changeable.

The Rediscover Gressenhall event did not see the success it would have liked. There was a 17 percent take-up on visitors using the vouchers. It was likely the very poor weather in April suppressed take-up of the voucher scheme and would therefore be repeated towards the end of the year or beginning of 2013.

Gressenhall hosted a Night in the Museum evening which was a pre-booked, pre-paid event and was fully booked. 90 participants attended the fun evening.

Gressenhall marked the Diamond Jubilee with a range of activities and displays during the June half term. The planting of two commemorative beech trees were planted at the site, which saw good media coverage.

Gressenhall supported the Breckland Film Festival with a screening of the Railway Children in the workhouse cinema.

The National Monument Fellowship programme had recently come to an end. This had been a successful project and staff were very pleased with how knowledge had been shared across the site.

Changes had been made to the site, and the key project was the move of the shop. The former shop had been transformed into much needed toilets with visitors now entering through a new entrance and a new shop. This was functioning much better. All of the shop fittings were recycled from the former shop displays.

Gressenhall was working on an improved social media presence launching pages on Twitter and Facebook. This was proving very successful as an easy means to raise awareness. A Skills for the Future trainee was responsible for moving the social media content forward.

Following recent planning permission, a new exit route had been created from the field which was used for occasional parking on event days.

Various works had been carried out over the site during winter months, including the re-roofing and re-decoration of Village Row, and re-carpeting of key public areas.

Further improvements had been completed using external funding from the Renaissance Building Resilience programme. Works included installation of paving outside the garden café to increase the number of covers on busy days.

Mr Hanley attended the AGM of the Gressenhall Parish Council providing an update of site activity.

130 friends and volunteers continued to support a range of activities



**Action By**

across the site. They would hold their AGM on 21 June.

School visits to Gressenhall had increased by almost 1000 at the end of 2011, based on the previous year. Feedback from teachers continued to be extremely good with 80% rating their visit as excellent. Work will continue to market the school programme with the learning team sending out their programme shortly.

The Muddy Museum Café was working very well offering a creative programme for pre-school children and their carers. The café builds on a successful Children's Service initiative to develop literacy and parenting skills.

The Skills for the future project was established at Gressenhall with trainees working alongside staff and volunteers, learning a range of traditional skills.

Additional funding had been awarded to the museum by the Heritage Lottery Fund to extend this project which would mean a further 15 training places being available at Gressenhall.

The Committee were informed that visitor figures were down by 4,500 based on 2011 figures.

Mr Key asked if training was earmarked for specific youngsters. Mr Hanley informed the Committee that the museum operated an open recruitment process which gave a diverse pool of trainees.

Mr Kybird suggested that the Museum may be able to work with the Food Research Centre based in Norwich, for the Food Glorious Food Day.

Mark Kiddle-Morris thanked Mr Hanley for attending the Parish Meetings and said that it was important links were maintained with the community.

The Chairman asked if the learning team looked ahead when setting the programme of activity. Mr Hanley confirmed that local and national events were taken into account when setting the programme, for instance the Olympics, Euro 2012 and the Diamond Jubilee.

The Chairman thanked Mr Hanley for his report.

**19/12 SKILLS FOR THE FUTURE PROJECT**

Mr Hanley introduced Sally Ackroyd, Project Officer Skills for the Future Programme.

Ms Ackroyd informed the committee that the Skills for the Future programme had been running for a year and was shared between Gressenhall and the Museum of East Anglian Life. There were currently 10 trainees in post, learning a range of skills on all aspects of the museum.

Partnerships had formed with external stakeholders making the

**Action By**

training a success, and also encouraged the trainees to extend their networking. An example was given whereby a trainee worked with the National Trust 1-day per week to learn skills from professional gardeners.

The training that was learnt was then shared with employees and volunteers at Gressenhall.

The trainee posts were structured giving a combination of part or full-time posts over a short or long term period. This provided a balance and was reflected with the current age ranges (approximately between 17 to 50) on the programme.

Members of the Committee were shown a short film on how the Skills for the Future programme worked at Gressenhall during first 6 months.

**20/12NEXT MEETING**

The next meeting to be confirmed.

Following the meeting members were invited on a tour of the farm.

The meeting closed at 3.35 pm

CHAIRMAN

**Political Representation on the Joint Museums and Archaeology  
Committee**

**Appointments to Accounts Approval and Urgent Business Sub-  
Committee**

Report by Secretary of the Joint Committee

Summary

This report sets out the political representation on the Joint Committee, and asks for appointments to be made to the Accounts Approval and Urgent Business Sub-Committee.

- 1 The current position regarding the political representation on the Joint Committee is as follows:

(a) Conservative Group

The following Members are associated with the Conservative Group on the Joint Museums and Archaeology Committee:

| <u>Name</u>    | <u>Council</u>                                |
|----------------|-----------------------------------------------|
| Mr J W Bracey  | Broadland District Council                    |
| Mrs L Brettle  | North Norfolk District Council                |
| Mr P J Duigan  | Breckland District Council                    |
| Dr C Kemp      | South Norfolk Council                         |
| Mrs E Nockolds | King's Lynn & West Norfolk Borough<br>Council |
| Mr M Carttiss  | Norfolk County Council                        |
| Mr J Rogers    | Norfolk County Council                        |
| Mr B Stone     | Norfolk County Council                        |
| Mrs H Thompson | Norfolk County Council                        |
| Mr J M Ward    | Norfolk County Council                        |
| Mr J Wilby     | Norfolk County Council                        |
| Mr A J Wright  | Norfolk County Council                        |

(b) Labour

The following Members are associated with the Labour Group on the Joint Museums and Archaeology Committee:

| <u>Name</u>           | <u>Council</u>                 |
|-----------------------|--------------------------------|
| Mr D Bradford         | Norwich City Council           |
| Mr M Stonard          | Norwich City Council           |
| Ms K S Robinson-Payne | Great Yarmouth Borough Council |

(c) Liberal Democrats

The following Member is associated with the Liberal Democrats on the Joint Museums and Archaeology Committee:

| <u>Name</u>  | <u>Council</u>         |
|--------------|------------------------|
| Mr G R Jones | Norfolk County Council |

(d) Green

The following Members are associated with the Green Party on the Joint Museums and Archaeology Committee:

| <u>Name</u> | <u>Council</u>         |
|-------------|------------------------|
| Mr G Gee    | Norwich City Council   |
| Ms J S Toms | Norfolk County Council |

- 2 The political composition of the Joint Committee has therefore been calculated as:

|                  | <u>Seats</u> |
|------------------|--------------|
| Conservative     | 12           |
| Green            | 2            |
| Labour           | 3            |
| Liberal Democrat | 1            |
|                  | <hr/>        |
| Total            | 18           |

- 3 The Joint Committee are asked to appoint Members of the Joint Committee for the ensuing year to the Sub-Committee and Outside Body listed below:
- 4 Norfolk Joint Museums and Archaeology Accounts Approval and Urgent Business Sub-Committee (7 Members)

## 5 Recommendations

- (i) That the political composition of the Accounts Approval and Urgent Business Sub-Committee be:

|                   |   |
|-------------------|---|
| Conservative      | 4 |
| Labour            | 1 |
| Liberal Democrats | 1 |
| Green             | 1 |

- (ii) Nominations be given by the Group Leaders for the 7 seats on the Sub-Committee.
- (iii) Nominations be given by the Group Leaders for a single substitute Member representing each Group, drawn from the membership of the Joint Committee.

The representatives for 2011/12 were:

Mr D Bradford  
Mr P Duigan  
Mr P Hardy  
Ms J Toms  
Mr J Ward  
Mr J Wilby



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

**A report by the Head of Museums and Archaeology**

**Executive Summary**

This report provides performance against Norfolk Museums and Archaeology Service (NMAS) service plans and budget out-turns based on information at 31 March 2012. Section 1 covers service performance information in the context of delivering service plans. Section 2 covers progress with the NMAS revenue budget, reserves and provisions and the capital programme.

The main issues for consideration by this Committee are:

- Progress with NMAS Revenue budgets and Reserves and Provisions indicates that the service achieved a break-even position at the year-end. The capital programme under spent by £0.029m in 2011/12 as set out in Appendix A1. The budget for the Bridewell Museum project was adjusted to allow completion of accounts in 2012/13.
- Performance indicators for the NMAS indicate that visitor numbers reduced by 7.6% during 2011/12 when compared to 2010/11 which had been an exceptional year. 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 2011/12 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2011/12

**1. Performance against Service Plans**

**1.1 Performance Summary**

- 1.1.1 In the period April 2011 to March 2012 museum visits were 352,038 compared with 380,834 in the previous year. The closure of both the Royal Norfolk Regimental and Town House museum during 2011-12 has had a negative impact on the above figure. Visits in organised school groups were 43,353

compared to 43,515 in the previous year. Visitor figures over Easter were buoyant, although inclement weather put rather a damper on Gressenhall's Spring Fair event day.

## **1.2 Museums and Archaeology Service (NMAS)**

- 1.2.1 The refurbishment and redisplay of the Bridewell Museum, Norwich, is progressing well. The museum is due to re-open to the public on 3rd July 2012, following a series of launch events for members and stakeholders.
- 1.2.2 Work on improving commercial performance of the museums service is progressing well. In 2011-12 museum shops achieved a profit margin of 40% and delivered an 8% surplus (£0.015m), as well as contributing £0.027m towards front-of-house staffing costs that would otherwise have been a charge on core budgets.

Catering is budgeted to make a small deficit of £0.002m after major reforms following the withdrawal of NCS in 2007 leaving an annual deficit of around £0.060m. Catering now contributes £0.035m to overheads while also encouraging visits by providing a positive experience for visitors.

Staff are working on a commercial development plan. Areas of potential income generation are being developed, such as sales of NMAS publications on Amazon, and the licensing of museum images for the production of unique merchandise, such as high quality cushions and scarves by a local designer working with the Norwich textiles pattern books. The first examples of this range will be available in museum shops over the summer.

Staff are consulting other museum services to learn from their experience and identify the most profitable areas to explore. Funding is available through the Arts Council Renaissance programme to employ additional commercial skills to assist with this process.

- 1.2.3 A major programme of buildings maintenance and redecoration funded by the Buildings Maintenance Fund is underway at Norwich Castle Study Centre, including re-roofing of the whole building and restoration of the historic courtroom.
- 1.2.4 The new entrance and shop at Gressenhall Farm and Workhouse was operational for the start of the new season despite delays in planning permission. This provides a more convenient and attractive entrance for visitors, and will hopefully boost the shop's commercial performance. A programme of redecoration and maintenance funding through the Buildings Maintenance Fund has provided a welcome refresh of public spaces.

## **1.3 Conclusion**

- 1.3.1 Our conclusion is that the year got off to a good start and has successfully delivered the 2011/12 service plan which continues to benefit the people of Norfolk. We look forward to further developing these services further within the framework of the Community Services Department during 2012/13.

## 2. Budget Monitoring 2011/12

### 2.1 Revenue Budget

2.1.1 Based on the position at the end of March 2012, the NMAS achieved a break-even revenue budget outturn.

2.1.2 Taking into account the reduction in visitor numbers there was a reduction in admissions income of £0.048m. This has been covered from other service budgets principally staffing vacancies and reduced utility costs.

2.1.3 Revenue Budget Changes during 2011/12 - changes totalling £0.445m to the budget are noted for 2011/12:

- -£0.040m transfer for business support
- -£0.031m return of pay inflation budget
- -£0.088 transfer of support services budget.
- +£0.047 increased Building Maintenance Fund
- -£0.094 capital charges adjustments
- -£0.010 transfer of budget for managed print service
- +£0.661 Capital charges adjustments

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

| Service            | Approved budget<br>£m | Outturn<br>£m | +Over/-Under<br>spend<br>£m | +Over/Under<br>spend as % of<br>budget | Variance<br>since last<br>report<br>£m |
|--------------------|-----------------------|---------------|-----------------------------|----------------------------------------|----------------------------------------|
| Museums<br>Service | 4.719                 | 4.719         | 0.000                       | 0.00%                                  | 0                                      |
| <b>NMAS Total</b>  | <b>4.719</b>          | <b>4.719</b>  | <b>0.000</b>                | <b>0.00%</b>                           | <b>0</b>                               |

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



## 2.3 Reserves and Provisions

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

- The income reserve is maintained to enable the service to effectively manage resources during periods of unfavourable weather conditions that can impact upon visitor numbers.
- The ICT reserve has been used to fund collections maintenance.
- The Museums Repairs and Renewals Reserve increased by £0.125m to fund replacement equipment for the playground, farm, superstore, shops and cafe. In addition transition funds have been set aside for the Renaissance in the Regions project transfer from Museums, Libraries & Archives to Arts Council. The playground, which has an estimated 5 to 6 year estimated life, was funded from the £8.5m European Objective 2 programme that finished in 2007/08. The Adventure Playground is a major attraction for families and has contributed to the increase in visitors from 56,000 to 75,000 per year.
- The Unspent Grants and Contributions Reserve shows project balances at year end that have been included in Creditor balances in prior years. They are now being shown separately in a reserve under International Financial Reporting Standard rules as no conditions attach to these types of funding, although restrictions may apply.

| Reserves and Provisions 2011/12                | Balances at 01Apr11 | Outturn at 31Mar12 | Change |
|------------------------------------------------|---------------------|--------------------|--------|
|                                                | £M                  | £M                 | £M     |
| <b>Norfolk Museums and Archaeology Service</b> |                     |                    |        |
| Museums Income Reserve                         | 0.079               | 0.079              | 0.000  |
| ICT Reserve                                    | 0.009               | 0.000              | -0.009 |
| Museums Repairs and Renewals Reserve           | 0.209               | 0.334              | 0.125  |
| Unspent Grants and Contributions Reserve       | 0.386               | 0.555              | 0.169  |
| Service Total                                  | 0.683               | 0.968              | 0.285  |

## 3. Resource implications

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

## **4. Other Implications**

- 4.1 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

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

- 5.1 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.

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

- 6.1 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.

## **7. Conclusion**

- 7.1 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.

## **8. Recommendation or Action Required**

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

## Officer Contacts

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

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## Capital Programme 2011/12 – Museums and Archaeology Service

| Scheme or programme of work             | Approved<br>2011/12<br>capital budget<br>£m | 2011/12<br>capital<br>outturn<br>£m | Change<br>since the<br>previous<br>report | Reasons                                                                                     |
|-----------------------------------------|---------------------------------------------|-------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>Schemes in Progress</b>              |                                             |                                     |                                           |                                                                                             |
| Bridewell Museum Development            | 0.384                                       | 0.383                               | -0.001                                    | £0.443 reprofiled to 12/13                                                                  |
| Castle/Gressenhall/Time & Tide catering | 0.001                                       | 0.001                               | 0.000                                     | Cafe equipment project complete                                                             |
| Castle Fire and Security Improvements   | 0.019                                       | 0.019                               | 0.000                                     | £0.017 profiled to 12/13                                                                    |
| Gressenhall Eco Building                | 0.005                                       | 0.004                               | -0.001                                    | £139k moved to 12/13 due to advised planning delays                                         |
| Seahenge                                | 0.02                                        | 0.001                               | -0.001                                    | Ongoing works for Lynn Museum entrance £0.033 moved to 12/13                                |
| Gressenhall Biomass Boiler CERF *       | 0.155                                       | 0.140                               | -0.015                                    | Works now complete but ongoing snagging issues £0.015 slippage                              |
| Castle LED CERF                         | 0.035                                       | 0.035                               | 0.000                                     | Additional costs funded by CERF and project complete                                        |
| Time & Tide LED ** CERF                 | 0.001                                       | 0.001                               | 0.000                                     | Complete                                                                                    |
| Bridewell LED CERF                      | 0.000                                       | 0.000                               | 0.000                                     | Complete with £372 underspend                                                               |
| GFWH Wind & Solar CERF                  | 0.000                                       | 0.000                               | 0.000                                     | £0.017 moved to 12/13 due to advised planning delays                                        |
| Lynn Museum LED CERF                    | 0.014                                       | 0.014                               | 0.000                                     | Complete                                                                                    |
| Prior Years Corporate Minor Works       | 0.054                                       | 0.043                               | -0.011                                    | All projects are currently due to complete in 11/12. Slippage of £8k relates to Gressenhall |
| <b>Schemes in Progress - Total</b>      | <b>0.670</b>                                | <b>0.641</b>                        | <b>-0.029</b>                             |                                                                                             |

Continued:

| <b>2011/12 New Starts</b>                |              |              |               |                                                                                                                                                                                         |
|------------------------------------------|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corporate Minor Works 2011/12            | 0.008        | 0.008        | 0.000         | Projects mainly complete in 11/12.                                                                                                                                                      |
| Gressenhall Shop Relocation              | 0.075        | 0.075        | 0.000         | Complete apart from planning approval for final design of new door. £0.025 is available in 12/13 for completion with an additional £0.020 contribution from Renaissance in the Regions. |
| Great Yarmouth Museums Office Relocation | 0.009        | 0.009        | 0.000         | Complete                                                                                                                                                                                |
| Museum Stock System                      | 0.000        | 0.000        | 0.000         | System Review in progress and £0.100 has been reprofiled to 12/13                                                                                                                       |
|                                          |              |              |               |                                                                                                                                                                                         |
| <b>New Starts - Total</b>                | <b>0.092</b> | <b>0.092</b> | <b>0.000</b>  |                                                                                                                                                                                         |
| <b>Total Capital Programme</b>           | <b>0.762</b> | <b>0.733</b> | <b>-0.029</b> |                                                                                                                                                                                         |

\* CERF is the Carbon Energy Reduction Fund. \*\* LED Light Emitting Diode

### Funding of the NMAS Capital Programme

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

- The feasibility element of the Bridewell Museum project was funded from NMAS. The indicative capital programme is £1.577m 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.
- Catering improvements were funded from a mix of Corporate Minor Works and internal service funding.
- 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 rescoping and is now not scheduled to properly start until 2012/13. 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.
- 10/11 CERF funding is for energy reduction projects at Gressenhall, Castle, Lynn, Time & Tide and Bridewell Museums for LED lighting, biomass boiler at Gressenhall and wind and solar power at Gressenhall.
- Gressenhall Shop Relocation, Great Yarmouth Museum Relocation and the Museum Stock System projects have been funded from revenue.

## **Annual Internal Audit Report 2011-12**

### **Report by Head of Finance**

This report introduces the Annual Internal Audit Report which summarises the internal audit work carried out in 2011-12, provides assurance that financial, non-financial controls and risk management arrangements exist and are effective and provides details of the relevant sections of the Councils 2012-13 internal audit plan.

#### **Recommendation**

The Committee is requested to consider:

- the Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report for 2011-12 and the key message, based on an analysis of the audit work carried out and reports issued, NAS can assure Committee that, the adequacy and effectiveness of internal control including the arrangements for risk management during 2011-12 was “acceptable” and therefore considered sound,
- that the system of internal audit, including the arrangements for risk management, were adequate and effective during 2011-12 for the purpose of the latest regulations,
- that arrangements for anti-fraud and corruption are adequate and have been reviewed; and
- the content of the 2012-13 audit plan for the Norfolk Joint Museums and Archaeology Committee set out in the Annual Internal Audit Report.

## **1 Introduction**

- 1.1 Since April 2010 the functions of the Norfolk Joint Museums and Archaeology Committee are largely delivered through the Community Services Department. The Norfolk County Council Audit Committee includes that department’s work.

- 1.2 Norfolk Audit Services (NAS) is responsible for internal audit of the Norfolk Joint Museums and Archaeology Service (NMAAS). Its role is to provide assurance that there is evidence of compliance with Norfolk County Council Financial Regulations and departmental rules and procedures. Where such compliance does not exist, NAS makes recommendations to ensure that proper controls are in place. Some audits carried out are based on the perceived risk to the NMAAS as assessed using the NAS risk model, corporate and departmental risk registers and others are requested by the Head of Service.
- 1.3 This report introduces the Annual Internal Audit Report which summarises the internal audit work carried out in 2011-12 and effectiveness of the systems of internal audit, provides assurance that financial, non-financial controls and risk management arrangements exist and are effective and provides details of the relevant sections of the 2012-13 Internal Audit Plan.

## **2 Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report**

- 2.1 The Annual Internal Audit Report appears at Appendix A. The key message included in the report is that the adequacy and effectiveness of the system of internal control including the arrangements of the management of risk within the NMAAS is “acceptable” and is therefore considered sound.
- 2.2 The Report also comments briefly on the adequacy and effectiveness of the arrangements for anti-fraud and corruption.
- 2.3 The Annual Internal Audit Plan for 2012-13 was approved by the NCC Audit Committee in April 2012 and did not include any audits directly relevant to the NJMAC. Assurance will be obtained from the audit work undertaken on corporate systems on which the NJMAC rely, such as Finance, HR and ICT.
- 2.4 Norfolk Audit Services continues to be compliant with the CIPFA Code of Practice 2006.

## **3 Ongoing Maintenance of Internal Controls**

- 3.1 The ongoing maintenance of controls rests with the Chief Officer who will monitor the controls and ensure that policies, procedures and documents are kept up to date.
- 3.2 Where action is required from internal audit reports an action plan is agreed with the Chief Officer.

## **4 The Difference We Are Making**

- 4.1 Audit findings lead to agreed actions to address any identified weaknesses in the system of internal control including the

arrangements for the management of risk. This demonstrates the Council's good Use of Resources and Value for Money and thus supports the Council's Plan and its Strategic Ambitions.

- 4.2 Sufficient corporate audits have been completed to inform the opinion detailed in paragraph 11 below.

## **5 Other implications**

- 5.1 There are no implications with respect to the Equality Impact Statement with respect to this report and there are no other implications.

## **6 Section 17 Crime and Disorder Act**

- 6.1 Under section 17 of the Crime and Disorder Act the Council has a statutory general duty to take account of the crime and disorder implications of all of its work down to a local level, and do all that it reasonably can to prevent crime and disorder in Norfolk.
- 6.2 NAS work is planned in order to cover the higher risk areas including where weaknesses in controls might increase the risk of theft, fraud or corruption. An action plan is agreed for any weaknesses that are identified during audits. Audits help to prevent, detect and investigate possible fraud.
- 6.3 NAS work continues to evolve to cover all areas of risk as well as traditional financial audit.

## **7 Responsibilities in relation to fraud**

- 7.1 The NMAC has adopted the Norfolk County Council Anti Fraud and Corruption Strategy. Norfolk Audit Services risk based audit planning includes work that will help prevent, detect, investigate and prosecute fraud risks. Based upon the work carried out this financial year, the internal controls and risk management relating to fraud are considered to be adequate and effective for the NMAC. Additional information can be found at section 7 of the attached report.
- 7.2 Chief Officers and the Council's Audit Committee have responsibility for reviewing the Anti-Fraud and Corruption arrangements. The Audit Committee oversees Chief Officers' arrangements for identifying and responding to the risks of fraud and the establishment of internal control. After consideration of the risks including those from the economic downturn, the Anti Fraud and Corruption planning and resources in general for the Council and specifically for NMAC were considered sufficient for the financial year 2011-12. The responsibilities in relation to fraud are set out in part 7 of the attached report.



- 7.3 Awareness and understanding of the Anti-Fraud and Corruption Strategy and associated documents by members, staff and those we do business with is being promoted and is a key measure for their success and was reported to a meeting of the Audit Committee in 2011-12. The Norfolk Joint Museums & Archaeology Committee adopted the Council's updated Anti Fraud and Corruption Strategy at their meeting in April 2012.
- 7.4 Norfolk County Council will again be participating in the Audit Commissions bi-annual NFI data matching exercise, which take place during 2012-13, with data being extracted in October 2012 and matches being received in January 2013.
- 7.5 The Council's Anti-Fraud and Corruption strategy continues to be developed and promoted to embed a strong anti-fraud and corruption culture within the Council, including the NMAS.

## **8 Risk Management**

- 8.1 This report has fully taken into account any relevant issues arising from the NMAS policy and strategy for risk management.

## **9 Alternative Options**

- 9.1 There are no alternative options for the Norfolk Joint Museums and Archaeology Committee to consider.

## **10 Conclusion**

- 10.1 My opinion is that the adequacy and effectiveness of the system of internal control including the arrangements for the management of risk within the Norfolk Joint Museums and Archaeology Committee is 'acceptable' and is therefore considered sound. My opinion is based upon the results of audit work specifically related to the NMAS and other corporate internal audit work carried out by NAS including the corporate significance of reports.
- 10.2 The 2012-13 audit plan, including work with respect to the NMAS was agreed by the Norfolk County Council Audit Committee in April 2012.

## 11 Recommendation

11.1 The Committee is requested to consider:

- the Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report for 2011/12 and the key message:

based on an analysis of the audit work carried out and reports issued, the Chief Internal Auditor can assure Committee that, the adequacy and effectiveness of the system of internal control including the arrangements for the management of risk during 2011-12 was “acceptable” and therefore considered sound,

- that the systems of internal audit were adequate and effective during 2011-12 for the purpose of the latest regulations,
- that arrangements for anti fraud and corruption are adequate and have been reviewed and
- the content of the 2012-13 Audit Plan for NJMAC set out in the Annual Internal Audit Report.

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**Appendix A**

**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
2010-11**

| <b>Section</b> | <b>Contents</b>                                      |
|----------------|------------------------------------------------------|
| 1              | Introduction                                         |
| 2              | Audit Opinion Explanation                            |
| 3              | Key Messages                                         |
| 4              | Museums and Archaeology Internal Audit Work          |
| 5              | 2012-13 Audit Plan                                   |
| 6              | Review of effectiveness of systems of internal audit |
| 7              | Responsibilities in relation to fraud                |
| 8              | Acknowledgement                                      |

**Appendix A**

**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
2010-11**

## **1. Introduction**

- 1.1. Since April 2010 the functions of the Norfolk Joint Museums and Archaeology Committee are largely delivered through the Norfolk Joint Museums and Archaeology Service (NMAS) of the Community Services Department and Norfolk County Council (NCC) Audit Committee covers that department's work.
- 1.2. Norfolk Audit Services (NAS) produces an annual report for the Norfolk Joint Museums and Archaeology Committee. This Annual Internal Audit Report details the overall opinion on the system of internal control including the arrangements for the management of risk and details the level of audit coverage for the year.
- 1.3. This report details the audit work carried out and the opinion given to audits from April 2011 to March 2012.
- 1.4. Internal Audit's role is to ensure that there is evidence of compliance with both NCC's and the NMAS' objectives, rules and procedures. Where such compliance does not exist, internal audit makes recommendations to ensure that proper controls are in place. Some audits carried out are based on the perceived risk as assessed using the internal audit risk model and risk registers whilst others are requested by the Head of Service.
- 1.5. The approach that NAS takes to its role is set out in its Internal Audit Terms of Reference, Code of Ethics and Strategy. These are regularly reviewed as part of the Norfolk Audit Services quality strategy.
- 1.6. The Internal Audit Team, as part of the system of internal audit has provided an effective, efficient and economic function during the year, supporting the Audit Committee, the Norfolk Museums and Archaeology Committee, Chief Officers and the service.

## **2 Audit Opinion Explanation**

- 2.1 As part of the overall good governance framework reporting, the Chief Internal Auditor provides an annual opinion on the adequacy and effectiveness of the system of internal control including the arrangements for the management of risk. This informs the reporting of the Annual Governance Statement which accompanies the Annual Statement of Accounts of the Committee.

**Appendix A**

**Norfolk Joint Museums and Archaeology Committee  
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2.2 The NAS overall audit opinion is based on work undertaken during the year. Each report has one of two possible grades, which are explained in the table below:

| <b>Opinion</b>                       | <b>Assessment of internal control</b>                                      | <b>Action required from the recipient – as agreed with the auditors</b> |
|--------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Acceptable                           | Few or no weaknesses, mostly insignificant                                 | Remedial action required within six months                              |
| Key issues that need to be addressed | A number of weaknesses, mostly significant or one or more major weaknesses | Remedial action required immediately or within six months               |

### **3 Key messages**

3.1 The key messages from the year are:

- Based on an analysis of the audit work carried out and reports issued, NAS can assure the Norfolk Joint Museums and Archaeology Committee that the adequacy and effectiveness of the system of internal control including the arrangement for the management of risk for the Norfolk Museums and Archaeology Service during 2011-12 was “acceptable” and therefore considered sound. Sufficient audits were performed to support my opinion.
- NJMAC system of internal audit was adequate and effective during 2011-12 for the purposes of the latest regulations.
- Norfolk Audit Services procedures are subject to continuous review,
- Anti Fraud and corruption arrangements are adequate and have been reviewed; and
- NAS has received overall positive feedback on audits during the year ended 31 March 2012.

3.2 The work of NAS continues to evolve to cover all areas of the Norfolk Joint Museums and Archaeology Committee. Some audits are carried out based on the perceived risk to the Norfolk Joint Museums and Archaeology Committee as assessed using the NAS risk model, the corporate and departmental risk registers whilst others are requested by the Head of Norfolk Museums & Archaeology Service.

Two reviews were undertaken at the request of the Director of Community Services and the Head of Museums and in agreement with

**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
2010-11**

the Head of Finance. The work was in addition to the Annual Internal Audit Plan agreed with the Audit Committee in April 2011 for the NMAS during 2011-12. Details can be found at 4.1 of this report.

3.3 Other significant points to note are that:

- The NMAS has adopted the Norfolk County Council Anti Fraud and Corruption Strategy, refreshed during 2011-12
- The Risk Register is reviewed by the Norfolk Joint Museums & Archaeology Committee as part of the regular Finance and Performance Report.
- The NMAS supports the key themes of the Norfolk Ambitions sustainable community strategy to ensure that sustainability issues are adequately addressed. The economic impact is considered as part of the NMAS Risk register. NJMAC also receives reports on NMAS admissions annually, which reviews visitor numbers which, in turn impacts on income generation. Income generation is also considered as part of the regular finance reports.

## **4 Museums and Archaeology Service Internal Audit Work**

- 4.1 Two reviews, which related directly to the work of the NMAS, were started in late 2011-12 at the request of Director of Community Services and the Head of Museums and in agreement with the Head of Finance. The work was in addition to the Annual Internal Audit Plan agreed with the Audit Committee in April 2011. One review looked at the reporting of incidents and the audit opinion was that the controls, as set out in the Local Member Protocol are Acceptable but can be strengthened. The second review looked at Security Procedures and the audit opinion was that there were key issues to be addressed and an action plan to address these was drawn up and agreed with the Head of NMAS. Follow up work will be undertaken with respect to this audit during 2012-13.
- 4.2 A follow up audit of Museums Income Control was undertaken and adequate action had been taken on all findings.
- 4.3 The above, together with the other work performed on the Council's Corporate systems provides a reasonable basis to draw a representative opinion as on a risk assessed basis a sufficient amount of work has been completed.

**Appendix A**

**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
2010-11**

## **5 2012-13 Audit Plan**

- 5.1 The Annual Internal Audit Plan approved by the Audit Committee on 26 April 2012 does not include any audits directly relevant to the NJMAC on a risk assessed basis. The inclusion of this service within the Community Services Department means that the risks associated with this service become much less significant when compared to other risks in the department as a whole. Follow up work will be undertaken during 2012-13 with respect to the Security Procedures audit which was reported in 2011-12.
- 5.2 Additional assurance will be gained from other audit work on corporate systems such as Finance, HR and ICT. Also assurance can be obtained for NMAS when auditing corporate systems by including transactions from NMAS in samples selected for testing.

## **6 Review of effectiveness of systems of internal audit**

- 6.1 The Accounts and Audit (England) Regulations 2011 require the effectiveness of its systems of internal audit to be reviewed annually. There is currently no guidance or good practice available for meeting this requirement. Informal advice from CIPFA and discussions with other local authorities provided various options for reviewing the effectiveness of the system of internal audit.
- 6.2 NMAS relies upon the NCC corporate arrangements for its system of internal audit. Details of the review of these arrangements are contained within the NCC Annual Internal Audit Report. The conclusion in that report was that the Council's system of internal audit during 2011-12 was adequate and effective in accordance with the requirements of the Accounts and Audit (England) Regulations 2011.

## **7 Responsibilities in relation to fraud**

- 7.1 The NMAS has adopted the Norfolk County Council Anti Fraud and Corruption Strategy. Norfolk Audit Services risk based audit planning includes work that will help prevent, detect, investigate and prosecute fraud risks. Based upon the work carried out this financial year, the internal controls and risk management relating to fraud are considered to be adequate and effective for the NMAS.
- 7.2 During the year internal audit have reviewed the internal controls and risk management of the Council's main financial systems. Those systems cover the transactions, balances and assets of this Committee. That work and the assurance it provides helps this Committee to reasonably assess the risk that the financial statements are not materially misstated due to fraud.

**Appendix A**

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- 7.3 Internal Audit has planned and delivered audits during the year which include reasonable measures to detect fraud and to give assurance on internal controls that would prevent it. Reports on the audit findings clearly set out those findings which increase the risk of fraud and whose responsibility it is to ensure that recommendations are completed.
- 7.4 The Council has an Anti Fraud and Corruption Strategy which covers the scope of this Committee. The Strategy has been applied where appropriate throughout the year and any significant fraud investigations have been reported where they have been completed. There have been no frauds investigated for the services covered by this Committee. The Committee are therefore aware of the process for identifying and responding to the risks of fraud generally and of the specific risks of misstatement in the financial statements when they are asked to approve those Annual Financial Statements at the end of the year.
- 7.5 Actual fraud cases that have been fully investigated would be reported to the Council's Audit Committee. The Chairman would be informed of any significant fraud which had implications for this Committee. There have been no such cases during the last year. The Committee is therefore aware of the arrangements in place for Chief Officers to report about fraud to the Committee. The Committee would therefore have knowledge of actual or suspected fraud and the actions that Chief Officers are taking to address it if it were required.
- 7.6 The Anti Fraud and Corruption Strategy, Whistle blowing Strategy, Money Laundering Policy and the Standards of Conduct are promoted through staff newsletters and on the Council's Intranet site as well as through training for non financial managers. The Committee is aware of the arrangements Chief Officers have in place for communicating with employees, members, partners and stakeholders regarding ethical governance and standards of conduct and behaviour.
- 7.7 The Council's Audit Committee has responsibility for reviewing the Anti Fraud and Corruption arrangements. The Audit Committee approved the 2011-12 edition of the Anti Fraud and Corruption Strategy in January 2012. This Committee receives this Annual Internal Audit reports, Risk Management reports and other reports from the Audit Commission giving assurance on the adequacy and effectiveness of risk management and internal control, Anti fraud and corruption ensures and of the governance and value for money arrangements. These assurances support the Council's Annual Governance Statement that the Council's Audit Committee considers and approves. This Committee therefore oversees management arrangements for identifying and responding to the risks of fraud and the establishment of internal control.



**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
2010-11**

**8 Acknowledgement**

- 8.1 I would like to thank all the managers and staff of the NMAS for their co-operation and assistance during the year

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## **Museum security**

Report by the Head of NMAS

### **Summary**

Following an attempted theft of a Rhino horn and the actual theft of Nelson memorabilia from Norwich Castle Museum & Art Gallery in February 2012, two audits have been undertaken to review security at Norwich Castle.

The significant conclusions and recommendations of both reviews are summarised at Annex 1, which also identifies actions to address weaknesses.

Until this year it should be noted that NMAS had an exemplary record with regard to museum security, and the Arts Council Museum Security Adviser still considers that Norwich Castle security systems are suitable to receive loans from national museums.

The Police investigation into the theft of the Nelson memorabilia is ongoing.

### **Recommendation:**

That members note and comment on the report.

## **1 Resource Implications**

**Finance**      The financial implications of substantial additional security improvements are being costed.

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

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

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

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

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

While encouraging visitors to experience NMAS museums in the most accessible way, NMAS has substantial and sophisticated security systems and procedures in place to safeguard the collections. The two incidents in February 2012 have identified weaknesses in our procedures which are being addressed as a matter of urgency.

## **5 Action Required**

That members note and comment on the report.

## **Officer Contact**

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

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01603 493620  
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## NMAS Security Review

### Summary of recommendations and action plan

#### Background

- 1 Following an attempted theft of a Rhino horn (20 February 2012) and the actual theft of Nelson memorabilia from the Norwich Castle Museum & Art Gallery (discovered 25 February 2012) it was agreed during a meeting held on the 7 March with the Director of Community Services, Assistant Head of Museums, Assistant Director of Community Services (Cultural Services & Head of Libraries & Information), Finance Exchequer Service's Manager, Chief Internal Auditor and Audit Client Manager for Community Services that a two part Norwich Castle Museum security review would be undertaken.
- 2 An independent specialist review of Norwich Castle security would be undertaken by David Young from Consort Securities Limited, commissioned by the Arts Council England's National Security Adviser. The brief for this review which commenced on 8 March 2012 was as follows:
  - To undertake an overview of security standards at the Castle
  - To examine operational security procedures at the Castle
  - To benchmark Norwich Castle's security standards against other museums nationally
  - To produce a report on the above which makes prioritised recommendations for improvement with an outline of associated costs and benefits.
- 3 In addition to the above brief it was agreed that NAS would undertake two separate audits which would supplement the above review:
  - How the Castle's existing security procedures were documented and applied (with a particular focus on key controls)
  - Establishing and considering a timeline on the decision making process from the reporting of the incident discovered on the 25 February 2012 to full media disclosure on the 5 March 2012, with specific regard to Member Briefing procedures.
- 4 Both the internal and particularly the external review contain detailed information that might compromise the security of the museum collections. The significant conclusions and recommendations of both reviews have, therefore, been summarised below, which also identifies actions to address weaknesses.
- 5 Until this year it should be noted that NMAS had an exemplary record with regard to museum security, and the Arts Council Museum Security Adviser still considers that Norwich Castle security systems are suitable to receive loans from national museums. 2012 has been characterised by a spate of museum thefts throughout England, but particularly at the Fitzwilliam Museum, Cambridge, with the theft of Chinese jade valued at £18m, and Stockwood Discovery Centre, Luton, with the theft of the medieval Wenlock Jug, valued at £750k.
- 6 The audit review of the timeline and decision making process was deemed to be **Acceptable**. However, it was recommended that guidance on informing members of incidents in a timely way be developed and disseminated to staff to complement the existing Elected Member Protocol. The following statement was agreed by the Head of Museums and the Head of Democratic Services and disseminated to all NCC staff through the Norfolk Manager in May 2012:

The spirit of the NCC **Local Member Protocol** is that county councillors will be kept informed of key developments in their division and in particular that there should be 'no surprises'. This includes issues or proposals which they should be aware of, and incidents or emergencies affecting the delivery of services and which have a clear public interest. If you are unsure of whether or not to alert a local member, the advice would be to err on the side of caution and let them know. By taking this approach, we hope to improve communication and ensure that local members have the information they need to do their job.

And remember, if you are dealing with a local member issue which you think is likely to lead to media interest, consider contacting the [corporate media team](#) before the media contacts them.

## Summary of Recommendations from the Internal Audit review of procedures and the external review of systems at Norwich Castle

*NB The external and internal reviews were specifically concerned with security at Norwich Castle. However, the action plan relates to the whole of NMAS.*

|    | Issue                                                                                                                                                                                                                                                                               | Action                                                                                                                                                                                                                                                             | Timescale                                      |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 1. | <b>Policies and Procedures</b><br><br>Staff may not be aware of the correct security procedures to adhere to, which may contribute to a weakening of controls and potential increased risk of the loss of artefacts.                                                                | SMT will review, consolidate and improve if necessary all security procedures to ensure that they are comprehensive and consistently applied across the service.<br><br>An overarching procedural standard document will be produced to inform all relevant staff. | By the end July 2012<br><br>By the end of 2012 |
| 2. | <b>Control of Keys and Access Cards</b><br><br>Controls around keys and access swipe cards are inadequate.<br><br>Increase the number of locations where access is controlled. Consideration could be given to using intelligent door furniture to minimise installation and costs. | A Key Policy and action plan has been produced covering all points raised in the reviews.<br><br>An audit of all keys has already been undertaken.                                                                                                                 | Implementation by the end of August 2012       |
| 3. | <b>Safe Keeping and Control over Exhibits</b><br><br>Appropriate authorisation of the disposal, movement, relocation and removal of items is not always evidenced. Staff should be                                                                                                  | Timely recoding of object movements will be flagged up in the next round of annual appraisals with relevant staff.                                                                                                                                                 | By the end of June 2012                        |

|           |                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
|           | reminded of the importance of recording and maintaining accurate and up to date information regarding artefacts and their location on Modes.                     | <p>All disposals of museum collections are already authorised by JMAC and minuted accordingly.</p> <p>NMAS undertakes a rolling programme of reconciliation associated with major developments, eg moving Carrow House collections to Shirehall (16,000 objects), Bridewell redevelopment (30,000 objects). We will in addition introduce periodical spot audits of a random selection of items to check for compliance.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Starting September 2012 and ongoing |
| <b>4.</b> | <b>Risk Assessment of Exhibits</b>                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |
|           | Evidence to support that adequate security risk assessments have been undertaken on artefacts prior to being displayed is not always recorded.                   | <p>Risk assessments are already undertaken by allocating each museum object a ranking based on valuation, significance and appropriate level of access.</p> <p>Staff will be reminded that they need to confirm on Modes that this assessment has taken place.</p> <p>The need to monitor this process will be included in the review of all security procedures.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | By the end of 2012                  |
| <b>5.</b> | <b>Gallery security</b>                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                     |
|           | All display cases within public areas should be assessed against the prescribed standards when considering the risk associated to the exhibits within each case. | <p>A countywide evaluation of display cases has been undertaken. Resulting improvements include:</p> <ul style="list-style-type: none"> <li>• Improved locking systems to light compartments installed.</li> <li>• Trembler alarms have been installed in those cases and displays not already alarmed pending a permanent solution.</li> <li>• The standards for display cases are being reviewed. Meanwhile, objects considered to be at risk have been taken off display pending security improvements.</li> <li>• Additional CCTV coverage installed in key galleries in Norwich Castle.</li> <li>• A CCTV camera will be repositioned adjacent to Norwich Castle main entrance to capture head and shoulders images of each visitor.</li> <li>• Staff have been instructed to increase vigilance during the day and during lock down at the end of the day.</li> </ul> <p>A wish-list of security improvements, eg updating CCTV systems around the</p> | By end                              |

|    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                           |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|    | <p>Continue the process of glazing high-risk paintings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>service, extending the system of integrated case alarms, alarming pictures, is being developed for NCC consideration</p> <p>Ongoing, but work to large paintings will require considerable investment and lead-in time.</p>                                                                                                                                                                                                                                                                                                                                                | 2012                      |
| 6. | <p><b>Staff Patrol and Changeover</b></p> <p>The Norwich Museums Manager should ensure that records of staff changeover are recorded and retained. In addition, changes or additions made to the rota for patrolling the museums should be documented to show adequate evidence of sufficient cover.</p> <p>Staff patrolling the museum should be required to evidence the patrols they have undertaken during the day and this should be monitored.</p> <p>Consider the implications of developing volunteers to undertake invigilation duties</p> | <p>Invigilated areas in Norwich Castle are already covered by a formal tally system monitored by the Control Room which records who is where throughout the day. This provides evidence of adequate staff cover. The employment of a security guard with responsibility for patrolling in Norwich Castle is being costed for consideration.</p> <p>Area Managers will consider how patrolling can best be evidenced.</p> <p>Increased use of volunteers for invigilation purposes would need to refer to NCC's volunteer guidelines and be subject to union consultation.</p> | By the end of August 2012 |

**Report to Joint Museums & Archaeology Committee**  
**22 June 2012**  
**Item No. 12**

**Annual Review of Visitor Performance**

Report by the Head of Museums & Archaeology

**Summary**

- This report analyses the number of visits made by members of the public to the museums operated by the Norfolk Museums and Archaeology Service for the financial year 2011-12.
- Museum visits remain buoyant, despite the sombre economic climate. Over 350,000 visits were made to NMAS museums. Taking into account museum closures, this represents a 0.5% decrease compared to 2010-11, which was an exceptional year.
- 43,353 visits were made by school children in organised groups thereby matching the exceptional performance achieved in 2010-11.
- Attendance figures for 2011-12 are very positive. Investment over the past few years in developing high quality museums and services to meet the needs of a wide variety of people has been repaid in buoyant visitor figures with particular emphasis on the family audience and repeat visits. Lively events and a regular programme to refresh displays are necessary to maintain high levels of public interest.

**Action Required**

That members note and discuss this report.

**1 Background**

Museum visits remain buoyant, despite the sombre economic climate. Over 350,000 visits were made to NMAS museums. Taking into account museum closures, this represents a 0.5% decrease compared to 2010-11, which was an exceptional year.

This report sets out attendances for each museum and comments on any particular factors affecting attendance.

**2 Attendances for all museums operated by NMAS**

**2.1**

|           |         |
|-----------|---------|
| 2009-2010 | 359,064 |
| 2010-2011 | 380,363 |
| 2011-2012 | 352,038 |

Annex A sets out the monthly attendances for all sites.



The museum redevelopment programme continues to affect total visitor numbers for the service as museums or galleries are closed for refurbishment. Total numbers have been affected by the closure of the Town House, Kings Lynn, and the transfer of the Royal Norfolk Regimental collections from a separate museum to Norwich Castle. Although many more people will see the displays we cannot count them as separate visits, thereby technically losing up to 30,000 visits a year. There is no impact on admissions income as the majority of those visiting did so as part of their Norwich Castle ticket.

2.2 The proportion of annual attendances for the entire service were as follows:

|                                                                                                                                                | 2011-12                         | 2010-11 |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------|
| Norwich Castle & Norwich Castle Study Centre                                                                                                   | 48.5%                           | 46.5%   |
| Gressenhall Farm & Workhouse                                                                                                                   | 19.5%                           | 18.5%   |
| Time & Tide, Great Yarmouth                                                                                                                    | 8%                              | 8.5%    |
| Cromer Museum                                                                                                                                  | 6.2%                            | 6.5%    |
| Regimental Museum (including visitors exiting from Norwich Castle)<br><i>Closed during the year and displays transferred to Norwich Castle</i> | 3%                              | 5%      |
| Lynn Museum                                                                                                                                    | 5%                              | 4%      |
| Elizabethan House, Great Yarmouth                                                                                                              | 3.2%                            | 3.5%    |
| Strangers Hall, Norwich                                                                                                                        | 2.7%                            | 2.5%    |
| Ancient House, Thetford                                                                                                                        | 2.7%                            | 2%      |
| Tolhouse, Great Yarmouth                                                                                                                       | 1.2%                            | 1.5%    |
| Bridewell Museum, Norwich                                                                                                                      | <i>Closed for refurbishment</i> |         |

2.3 The experience of NMAF fits with the national picture as shown by the most recent *Taking Part* household survey which has been run by DCMS since 2005. The figures, which cover October 2010 to September 2011, show the highest levels of engagement with the arts and attendance at heritage sites, museums and galleries since the survey began.

- Between 2005/06 and 2011 the proportion of people visiting a museum or gallery in England in the last year significantly increased (from 42.3% to 47.1%);
- While people who live in rural areas are just as likely as people in urban areas to have visited a museum or gallery in the last year, there are variations by region;
- In 2011, Londoners (56.1%) had the highest levels of attendance, while those in the East Midlands (39.5%) had the lowest levels of attendance. Since 2005/06, the proportion of people visiting museums or galleries increased in all regions except for East Midlands and the South West;
- In the East of England the proportion of people visiting museums rose from 41.6% in 2007-08 to 49.1% in 2010-11;

### 3 Analysis of attendances to individual sites

#### 3.1 Gressenhall Farm & Workhouse

|           |        |
|-----------|--------|
| 2009-2010 | 73,011 |
| 2010-2011 | 69,155 |
| 2011-2012 | 68,469 |

Attendances remain high at Gressenhall, compared to attendances of around 45,000 prior to redevelopment of 2004-07. Attendances peaked in 2006-08 at

80,000 when the marketing budget was boosted by £30,000 a year as part of the EU-funded museum development programme.

Attendances at some event days in 2011 were high (e.g. Apple Day) but others disappointing due to poor weather on those days, and this has affected the total number of visits. The new “Days with a Difference”, which focus on regular aspects of the farming year, have proved successful without incurring the expenditure of the big event days.

### **3.2 Norwich Castle Museum & Art Gallery**

|           |         |
|-----------|---------|
| 2009-2010 | 157,136 |
| 2010-2011 | 175,430 |
| 2011-2012 | 168,908 |

Norwich Castle experienced a slight downturn in visitor numbers. This was not unexpected following an exceptionally successful performance in the previous year and the current financial climate. The lively events programme in January, February and March, together with the run-away success of the Titian on loan from the National Gallery, helped boost numbers during a traditionally quieter time of year.

### **3.3 Norwich Castle Study Centre, Shirehall**

|           |       |
|-----------|-------|
| 2009-2010 | 2,200 |
| 2010-2011 | 1,970 |
| 2011-2012 | 2,278 |

These figures now include visits to the costume and textiles study collections, which moved from Carrow House during the year. Access to the costume and textiles library was up and running by September 2011, but staff are still managing the implications of moving the actual collections and it is unlikely that full service will be resumed until September 2012. Nevertheless, the Shirehall has delivered a good public programme, and the changes to the main entrance have improved the attractiveness and approachability of this facility.

### **3.4 Strangers Hall, Norwich**

|           |        |
|-----------|--------|
| 2009-2010 | 11,088 |
| 2010-2011 | 9,569  |
| 2011-2012 | 9,669  |

Strangers Hall reverted to public opening on two days a week in 2012 to accommodate the Bridewell re-opening. Schools and group visits can be booked on two further days.

### **3.5 Royal Norfolk Regimental Museum, Norwich**

|           |                                |
|-----------|--------------------------------|
| 2009-2010 | 3,858 (+14,709 via the Castle) |
| 2010-2011 | 3,937 (+14,310 via the Castle) |
| 2011-2012 | 2,345 (+8,092 via the Castle)  |

The Regimental Museum closed from September 2011 and a temporary display was installed on the Rotunda at the heart of the Castle. This relocation will encourage more people to see the displays as part of their visit, but they will no longer be counted separately. Users of the Regimental Study Centre will continue to be recorded. The temporary displays will be replaced in late 2012/early 2013 with a more extensive permanent display, which will tell the stories of soldiers serving in the Royal Norfolk Regiment during peace time and those serving the Empire, and during the First World War, Second War and the years of National Service. It will also tell the stories of women and children on the campaign trail, which can often be forgotten. Grant aid for the new displays has been awarded by the DCMS/Wolfson Trust and the Heritage Lottery Fund.

### 3.6 **Tolhouse Museum, Great Yarmouth**

|           |       |
|-----------|-------|
| 2009-2010 | 5,227 |
| 2010-2011 | 5,170 |
| 2011-2012 | 4,198 |

The role of the Tolhouse is being reviewed following the development of the adjacent Great Yarmouth Community Library. Officers are looking at the potential of more joint programming and enabling more community use of the museum building.

### 3.7 **Elizabethan House, Great Yarmouth**

|           |        |
|-----------|--------|
| 2009-2010 | 10,842 |
| 2010-2011 | 12,727 |
| 2011-2012 | 11,022 |

Another very positive year for the Elizabethan House thanks, in particular, to the events run by enthusiastic volunteers.

### 3.8 **Time & Tide: The Museum of Great Yarmouth Life**

|           |        |
|-----------|--------|
| 2009-2010 | 28,955 |
| 2010-2011 | 31,155 |
| 2011-2012 | 28,524 |

Time & Tide has performed well maintaining visitor numbers due to a lively exhibition and events programme. The café, now run by a local caterer, is providing a high quality contribution to the public offer.

### 3.9 **Lynn Museum**

|           |        |
|-----------|--------|
| 2009-2010 | 10,520 |
| 2010-2011 | 15,215 |
| 2011-2012 | 17,212 |

Visitor numbers have increased despite a hiatus in service while necessary maintenance works were undertaken to the main entrance. School visits have transferred to the Lynn Museum from the Town House.

### 3.10 **Cromer Museum**

|           |        |
|-----------|--------|
| 2009-2010 | 20,815 |
| 2010-2011 | 25,156 |
| 2011-2012 | 21,724 |

Visitor numbers have dropped compared to 2010-11, which was an exceptional year all round, but are encouragingly higher than the previous year.

### 3.11 **Ancient House Museum, Thetford**

|           |       |
|-----------|-------|
| 2009-2010 | 9,940 |
| 2010-2011 | 8,355 |
| 2011-2012 | 9,597 |

The Ancient House has been successful in integrating its activities into Thetford's overall cultural programme. As the site is so small the museum is very dependent on the temporary exhibition programme to generate repeat visits.

## 4 **Schools**

|           |        |
|-----------|--------|
| 2009-2010 | 41,225 |
| 2010-2011 | 43,481 |
| 2011-2012 | 43,353 |

Following the successful 'Open Door' pilot project in 2007-08 the County Council maintained its contribution of £46k to enable free admission to all NMAS museums for pre-booked school groups.

Visits have been sustained at a record high level. 2011-12 proved to be another very successful year, going against the national trend where many museums have seen a decrease in school attendances due to the increasing cost of covering for teacher absence and the high cost of travel.

## 5 **Annual Museum Pass**

The total number of households holding a Museum Pass has increased steadily from 2008-09 and reached 4,000 by the end of 2011-12.

Museum Pass holders account for approximately 20% of visits to Gressenhall Farm and Workhouse and 13% of visits to Norwich Castle. Income from Museum Pass subscriptions accounts for approximately 20% of all income from attendances.

## 6 **Marketing Objectives**

- 6.1 1) To encourage people who are living or staying in Norfolk to visit, enjoy and be inspired by museums for the first time and subsequently visit again and again.
  - a) Marketing activities will be primarily focussed on;-

- i) people living in Norfolk as they have the most potential to make repeat visits to individual museums and to visit more than one NMAS museum.
    - ii) people visiting the county and people who live outside the county with a particular interest in museums and heritage.
  - b) Partnerships with other local authority, heritage and tourism organisations are exploited where they enable NMAS to increase the scale or attractiveness of the heritage offer or where they enable our museums to more effectively reach our target visitors.
- 2) To promote NMAS, Norfolk County and the District Councils as providers of high quality public services
  - 3) To generate the maximum level of earned income from admissions and retail to contribute to the running of the service.
  - 4) To generate earned income from the Museum Pass subscription scheme and to use the scheme to deliver a high level of repeat visits to NMAS sites
  - 5) To create a visitor profile that reflects that of the local population.
  - 6) To increase the number of schools and school children visiting NMAS sites as the start of a lifelong programme of learning associated with museums.
  - 7) To develop a programme of research across the county to:-
    - a) Create and evaluate the visitor profile
    - b) Evaluate how visitors use museums
    - c) Market more effectively to new and repeat visitors

6.2 Responsibility for marketing has now been transferred to the central NCC department of Customer Service and Communications.

The Marketing team work with the Area Museum teams to plan the marketing strategy. The area teams continually inform the marketing team about events and they work together on campaigns for promoting exhibitions. The Marketing Manager presents the strategy to Museum's Senior Management and reports back to them on a quarterly basis.

The Marketing team produce all the promotional leaflets, posters and banners, arrange advertising and print distribution and circulate all the direct mail and e-newsletters as well as arranging promotions with external partners and joint projects with NCC departments.

The recent success of the Titian display at Norwich Castle is testament to the productive working relationship with the central marketing team.

## 7 **Museums' Admissions Policy**

7.1 Admission charges form part of the budget agreed by the Joint Committee each year, and contribute towards the running costs of the museums.

Each year the admission prices for each museum are set by NMAS' Senior

Management Team under the authority of Norfolk County Council's Scheme of Delegated Powers to Officers. Areas of delegation include:

- Fixing, varying, deferring and waiving charges and similar payments;
- Varying opening times;
- Temporary closure of premises.

These charges are set within the framework of a charging policy, previously approved by the Joint Committee, as follows:

- 7.2
- a) Annual targets will be set for income generated through admission sales. Any pricing strategy will need to deliver at least the existing budget plus inflation.
  - b) The cost of top price admission tickets, Museums Pass and entry to events will be comparable to similar attractions in Norfolk and the region providing a similar quality experience.
  - c) The cost of top price tickets will rise broadly in line with inflation.
  - d) The cost of tickets will be rounded up or down to the nearest 10p to ensure a convenient and marketable price.
  - e) NMAS will offer a range of concessions that will balance the need to generate income against the responsibility to provide a high quality service to a wide and primarily local audience. Concessions will be offered for children (4-16 years), people aged 60 or over, people with disabilities, students, family groups and people on benefits.
  - f) Free entry for specific periods or for specific target audiences may be offered as part of an approved scheme to develop local audiences.
  - g) Free entry may be offered to members of approved membership schemes provided that there is direct benefit to NMAS or a reciprocal arrangement in place.

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

An EqIA has been undertaken relating to NMAS Audience Development. Actions to mitigate any potential disadvantage amongst particular audience groups include providing a wide range of concessions, free entry opportunities, and complimentary admission schemes for particular groups, such as looked-after children and their families, and participants in outreach schemes.

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

All NMAS service plans take account of the need to address the issues of social

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

## 11 **Conclusion**

Attendance figures for 2011-12 are encouragingly positive despite the negative economic climate. Investment over the past few years in developing high quality museums and services to meet the needs of a wide variety of people has been repaid in buoyant visitor figures with particular emphasis on the family audience and repeat visits. Lively events and a regular programme to refresh displays are necessary to maintain high levels of public interest.

## 12 **Action Required**

That members note and discuss this report.

### **Officer Contact**

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

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## NMAAS attendances 2011-12

|                                            | APR           | MAY           | JUN           | JUL           | AUG           | SEP           | OCT           | NOV           | DEC           | JAN           | FEB           | MAR           | TOTAL          |
|--------------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| <b>Norwich Castle</b>                      | 13,502        | 12,790        | 12,731        | 18,423        | 23,434        | 13,878        | 15,624        | 10,896        | 7,352         | 9,558         | 14,489        | 16,231        | <b>168,908</b> |
| <b>Norwich Castle Study Centre</b>         | 137           | 159           | 140           | 111           | 130           | 259           | 257           | 236           | 74            | 190           | 106           | 100           | <b>1,899</b>   |
| <b>Carrow House</b>                        | 47            | 75            | 107           | 100           | 50            | 0             | Closed        | Closed        | Closed        | Closed        | Closed        | closed        | <b>379</b>     |
| <b>Strangers Hall</b>                      | 903           | 668           | 918           | 1,013         | 1,286         | 842           | 1,076         | 884           | 750           | 0             | 418           | 911           | <b>9,669</b>   |
| <b>Royal Norfolk Regimental Museum</b>     | 311           | 226           | 319           | 262           | 391           | 836           | Closed        | Closed        | Closed        | Closed        | Closed        | closed        | <b>2,345</b>   |
| <b>Royal Norfolk Regimental via Castle</b> | 1,346         | 1,039         | 1,103         | 986           | 3,270         | 348           | Closed        | Closed        | Closed        | Closed        | Closed        | closed        | <b>8,092</b>   |
| <b>Tolhouse Museum</b>                     | 252           | 855           | 266           | 521           | 669           | 841           | 454           | 81            | 0             | 0             | 238           | 21            | <b>4,198</b>   |
| <b>Elizabethan Museum</b>                  | 771           | 1,540         | 894           | 1,522         | 1,784         | 1,788         | 981           | 270           | 588           | 358           | 276           | 250           | <b>11,022</b>  |
| <b>Time and Tide</b>                       | 1,789         | 2,817         | 3,889         | 4,209         | 3,484         | 2,169         | 3,150         | 1,617         | 909           | 1,050         | 1,815         | 1,626         | <b>28,524</b>  |
| <b>Lynn Museum</b>                         | 1,090         | 665           | 801           | 1,103         | 1,784         | 1,486         | 2,312         | 1,675         | 1,486         | 1,541         | 1,669         | 1,600         | <b>17,212</b>  |
| <b>Cromer Museum</b>                       | 1,836         | 1,906         | 2,459         | 2,884         | 3,364         | 1,990         | 1,809         | 854           | 541           | 823           | 2,016         | 1,242         | <b>21,724</b>  |
| <b>Ancient House Museum</b>                | 459           | 655           | 891           | 679           | 619           | 710           | 1,009         | 935           | 760           | 860           | 835           | 1,185         | <b>9,597</b>   |
| <b>Gressenhall Farm &amp; Workhouse</b>    | 10,224        | 7,114         | 7,792         | 8,931         | 12,484        | 5,306         | 8,353         | 1,343         | 1,626         | 0             | 1,863         | 3,433         | <b>68,469</b>  |
| <b>GRAND TOTAL</b>                         | <b>32,667</b> | <b>30,509</b> | <b>32,310</b> | <b>40,744</b> | <b>52,749</b> | <b>30,453</b> | <b>35,025</b> | <b>18,791</b> | <b>14,086</b> | <b>14,380</b> | <b>23,725</b> | <b>26,599</b> | <b>352,038</b> |



## **NMAS Documentation Policy**

Report by the Head of NMAS

### **Summary**

The UK Museum Accreditation Scheme sets nationally agreed standards for museums in the UK.

NMAS is currently preparing to renew its Accreditation status and is required to update existing policies and procedures.

This report presents the revised NMAS Documentation Policy for members' comments and approval.

### **Recommendation:**

That members:

1. Consider and comment on the Documentation Policy
2. Approve the Policy for inclusion in the NMAS Accreditation application.

## **1 Background**

- 1.1 The UK Museum Accreditation Scheme sets nationally agreed standards for museums in the UK. There are currently just under 1,800 museums participating in the scheme, demonstrating their commitment to managing collections effectively for the enjoyment and benefit of users.

The Scheme was established in 1988. Since then it has supported museums across the UK to focus on standards and identify areas for development. The scheme is regarded as one of the most innovative and effective developments in the museum sector. It has led the way in raising museum standards in the UK, and has been used as a model and source of inspiration for similar schemes overseas.

The scheme is administered by Arts Council England in partnership with CyMAL: Museum, Archives, Libraries Wales; Museums Galleries Scotland and the Northern Ireland Museum Council.

1.2 Accreditation enables museums and governing bodies to assess their current performance, and it supports them in planning and developing their services. It helps with:

- **Performance** - A quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.
- **Profile** - It raises awareness and understanding of museums, so building confidence and credibility both within the governing body and among the public.
- **People** - It helps museums to improve their focus on meeting users' needs and interests and developing their workforce.
- **Partnerships** - It helps museums to examine their services and to encourage joint working within and between organisations.
- **Planning** - It helps with forward planning by formalising procedures and policies.
- **Patronage** - It demonstrates that the museum has met a national standard, which strengthens applications for public and private funding and gives investors confidence in the organisation.

Accreditation has recently been developed to keep pace with the times, to help museums develop their resilience through effective forward planning, to balance aspects of collection management and to encourage all museums to be responsive to user needs and expectations.

NMAS is currently preparing to renew its Accreditation status and is required to update existing policies and procedures. This report presents the revised NMAS Documentation Policy for members' comments and approval.

## 2 **Resource Implications**

There are no resource implications.

## 3 **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.

Information captured by NMAS documentation procedures is used to identify collections or information of particular interest to diverse groups, and enables NMAS to represent a range of perspectives in its displays and interpretation.

#### **4 Any Other implications**

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

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

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

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

#### **6 Action Required**

That members:

1. Consider and comment on the Documentation Policy
2. Approve the Policy for inclusion in the NMAS Accreditation application.

### **Officer Contact**

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

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Norfolk Museums & Archaeology Service



# Documentation Policy

## 2012

Approved by Joint Museums Committee      22/06/2012

Date for review no later than July 2017

Norfolk Museums and Archaeology Service

## DOCUMENTATION POLICY

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- 2 Principles of Collections Management
- 3 Aim of NMAS Documentation Policy
- 4 The NMAS Documentation Policy
- 5 The Documentation Procedural Policy
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  - 5.2 Acquisition
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### **1 The Mission of NMAS**

Norfolk Museums & Archaeology Service (NMAS) aims to inform and inspire people's interest in the cultural and natural heritage of Norfolk, and address relevant contemporary issues. It does so by collecting, safeguarding and making available, to the highest possible standards, sites, artefacts, specimens and information from and about Norfolk, together with other material which places the heritage of Norfolk in a national and international context. It aims to be responsive to the needs of users, partners and the public.

## **2 Principles of Collections Information Management**

Good collections information management provides an integrated approach to developing and maintaining collections information, and enabling the public to access, engage with and learn about NMAS collections. Our users depend on stories to help them shape their world by building on the lessons learned from the past. It is the responsibility of NMAS to reveal the stories buried in its collections. Our duty is as much to future users as to current ones.

It is the responsibility of all who work who work with collections to maintain the collection information systems that are in place effectively. The systems that we have and data we hold makes for a more efficient organisation. The key role is to maintain and extend this data set and systems to perform NMAS business functions. If systems were to break down or fail to be maintained there would be a significant negative impact at strategic level on loans, exhibitions, emergency planning, disaster recovery, enquiries, collections managements, insurance, accountability, audit, scholarship, education provision and public access.

Now is the time to develop and build on the wealth of collections related knowledge which has been created in the past and use this in embracing and developing new digital media products and strategies which offer the opportunity to reach greater audiences, work collaboratively with our users and peers and present NMAS collections development at the standard of a high achieving, leading regional museum service.

### **3 Aim of the NMAS Documentation Policy**

The aim of the NMAS Documentation Policy is to fulfil the key objectives of NMAS and to promote the documentation ethic and teach the principles and methods of high standard documentation. This policy is designed to ensure that all concerned with documentation and collections information are aware of their responsibilities. To ensure that for each object in its collection:

- The Museum has documentary proof of legal title that also meets ethical standards
- There is an accurate record on Modes Complete, the collections management system (CMS)
- There is an accurate record in the accessions register
- There is an accession number which uniquely identifies the object with that register entry
- That the number is labelled or otherwise marked on the object
- That there is a robust link with all associated documentation
- That the museum maintains accurate and up to date location control
- That all documentation procedures meet SPECTRUM minimum standards

#### **4 The NMAS Documentation Policy**

4.1 NMAS will ensure that these aims are met for all new acquisitions and will plan to achieve them for all collections and objects acquired prior to this policy

4.2 This policy to be read in association with the NMAS *Collections Development Policy, Care and Conservation Policy, Documentation Manual, Loans Policy* and together with those to inform the *Museums Forward Plan*

4.3 This policy applies to all collections in NMAS, including any items in handling collections

4.4 With the exception of accessioning, labelling and marking, this also applies to every object on long term loan (over 1 year) to NMAS

4.5 Each site or department within NMAS to have an individual Documentation Plan to support this policy. Each site or department will work with the NMAS Collections Documentation Officer to write their plan within 9 months of the Policy's approval by JMAC. These plans will be reviewed quarterly with the Collections Documentation Officer.

4.6 The Documentation Policy will be reviewed every five years with the first review in 2017.

#### **5 THE DOCUMENTATION PROCEDURAL POLICY**

Each procedure listed will comply with the primary procedures as defined by SPECTRUM (UK Collections Management Standard). All relevant officers will oversee that these procedures are carried out by all appropriately trained members of staff or volunteers.

This Documentation Procedural Policy represents an aspirational set of standards and all sites and departments are expected to work towards fully implementing these procedures by the end of the Policy review period.



## **5.1 Object Entry**

5.1.1 Every object coming under control of NMAS, either when deposited or collected by an individual acting as a representative of NMAS, will be recorded on the completed entry / exit form and signed by the depositor.

5.1.2 Every accessioned object will be digitally photographed, marked or labelled and recorded on the CMS for internal management of its movement.

5.1.3 When appropriate the receiving department will consult the Conservation department; for example where there is significant risk of infestation

5.1.4 For objects of high or potential value the receiving department will inform the NMAS Registrar. (This applies to the scientific and wider cultural value of an object to society as well as the financial.)

## **5.2 Acquisition**

5.2.1 Every acquisition will comply with the Collections Development Policy and the individual site or department collecting policy

5.2.2 The receiving department or site must ensure that on acquisition written evidence (via a signed entry form or other documentation) is obtained of the original title to an object and the transfer of the title to NMAS, and that information about the acquisition process is maintained

5.2.3 A unique number will be assigned to, and physically associated with, all objects

5.2.4 Accession registers will be maintained and kept up to date, describing all acquisitions and listing them by number

## **5.3 Location and Movement Control (also refer to NMAS Documentation Manual)**

5.3.1 The permanent location of an object must be recorded on the CMS in the correct and required element (refer to Documentation Manual), this

location data to include date and details of staff member / volunteer entering the information.

5.3.2 Any object leaving its normal location in store for more than 10 working days will have the location changed on the CMS. A proxy card will replace the temporarily removed item giving the reason for removal, new location, the identity of the remover, and the expected date of return. Any item removed from store for under 10 working days to have a printout of the CMS record created by the remover and stored in the relevant department.

5.3.3 Any object removed from display will have the location updated on the CMS and a related proxy card produced by the CMS to be placed on display.

5.3.4 Any object leaving NMAS premises will have related removal forms completed and the CMS system updated.

5.3.5 Unique bar-coded references will be provided to all sites and departments and managed by the Collections Documentation Officer to facilitate a systematic tracking system of storage boxes and shelf locations on the CMS

## **5.4 Cataloguing**

5.4.1 Any new item accessioned into the collections will be catalogued on the CMS. (Refer to Documentation Manual) minimum elements of recording will include:

- Unique identity number, including the museum code
- Brief description of the physical attributes of the object sufficient to identify an object or group of objects
- An up to date location
- Acquisition details (date / donor / method)
- Entry form number

## **5.5 Object Exit**

5.5.1 All outgoing objects will have an exit form authorised and signed, and where appropriate the NMAS loan agreement authorised and signed by the curator and / or the Registrar. The NMAS loan agreement will be completed in consultation with the Conservation Department.

5.5.2 All objects leaving NMAS will have their details, and that of the loan, entered on the CMS. This will include details of conservation condition checks carried out prior to exit.

5.5.3 Where objects are subject to rationalisation and deemed suitable for disposal, objects will have full details of their disposal catalogued in the Disposals file of the CMS by a suitable authority in the Collections Management Department (refer to Collections Development Policy)

## **5.6 Loans in**

5.6.1 It will be the responsibility of the receiving museum or department, and where appropriate the Registrar, to ensure that any loans to NMAS meet the requirements of both NMAS and lenders' own loans policies by completing lenders' loan agreements and following the NMAS object entry procedure.

5.6.2 Prior to formally accepting a loan, negotiation with the lender will establish key information including conditions of loan, loan forms, facilities reports, schedule, charges for conservation, courier requirements, security and environmental considerations.

## **5.7 Loan out (also see 5.5 Object Exit, and refer to NMAS Loans Procedure and Policy)**

5.7.1 The museum or departmental curator, where appropriate in consultation with the Conservation Department and Registrar, will ensure that all loan requests are properly assessed before agreeing to any loan

5.7.2 Prior to formally agreeing a loan, negotiation with the borrower will establish key information including conditions of loan, loan forms, facilities reports, schedule, charges for conservation, courier requirements, security and environmental considerations.

5.7.3 The museum/departmental curator and where appropriate the Registrar will ensure that exit forms and loan agreements are completed and authorised.

5.7.4 All objects leaving the NMAS on loan will have their details, and that of the loan entered on the CMS, and updated on the close of loan and entry back into NMAS.

## **5.8 Retrospective Documentation**

5.8.1 All departments and sites will write and develop a documentation plan which includes retrospective documentation. The plans will define the scope of any backlog; this could include (not an exhaustive list) creating an inventory, accessioning, cataloguing and photography. The plans must include actions to address backlogs, identifying resources required, measurable outcomes and milestones to review progress.

5.8.2 The plans are designed to be working documents and will be reviewed at the quarterly meetings with the Collections Documentation Officer.

## **6. Labelling and marking (refer to NMAS Documentation Manual)**

6.1 Each object will be marked or otherwise uniquely labelled with its NMAS accession number.

6.2 Labelling will follow agreed national standards, currently those recommended by SPECTRUM 4.

## **7. Photography**

7.1 All items accessioned into NMAS collections should be digitally photographed to agreed standards (refer to NMAS Documentation Manual) and images sent to the Collections Information Management department to link to CMS object records.

## **8. Training**

8.1 The CMS is a powerful tool and used effectively can streamline workflow and processes, provide a tool to manage information in projects and provide an archive of collections related knowledge. To ensure that the CMS is used to its fullest potential all members of staff and volunteers who are responsible for working with NMAS collections should have suitable training either by external consultant (for example Modes Users Association) or the Collections Documentation Officer.

## **9. Accession**

9.1 Every accession will be included in a printed accession register. The register will be produced in the form of a printed report from the CMS containing accession number, description of item (s), donor information, date of accession. This output to be produced and printed on archival quality paper and stored in a secure and fireproof safe.

9.2 Transfer of title. Completion and signing of the entry form provides proof of transfer of title when an item is offered for gift to NMAS. Where appropriate (for example in the case of archaeological archives) the transfer of title form will be completed and signed by the owner or their representative and authorised by the appropriate NMAS staff member

## **10. Objects on Display**

10.1 All items on display will be accessioned (unless covered by a loan agreement with another institution or individual), recorded on the CMS, and appropriately marked with their unique accession number.

10.2 All items on display will have a digital image taken and this linked to the CMS.

10.3 Any object removed from display must be replaced with a proxy card for the duration of the absence, providing the date and reason for removal, authorisation for removal, an image of the object and the expected date of return.

## **11. Conservation (refer to NMAS Care and Conservation Policy)**

11.1 Any item about to undergo conservation treatment, as defined in the NMAS Care and Conservation Policy, will have an appropriate catalogue record in the CMS.

11.2 A conservation record will be made for each object treated, and this record will be linked to the object record in the CMS.

This policy has been produced by:

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