

## NORFOLK JOINT MUSEUMS & ARCHAEOLOGY COMMITTEE

### Date

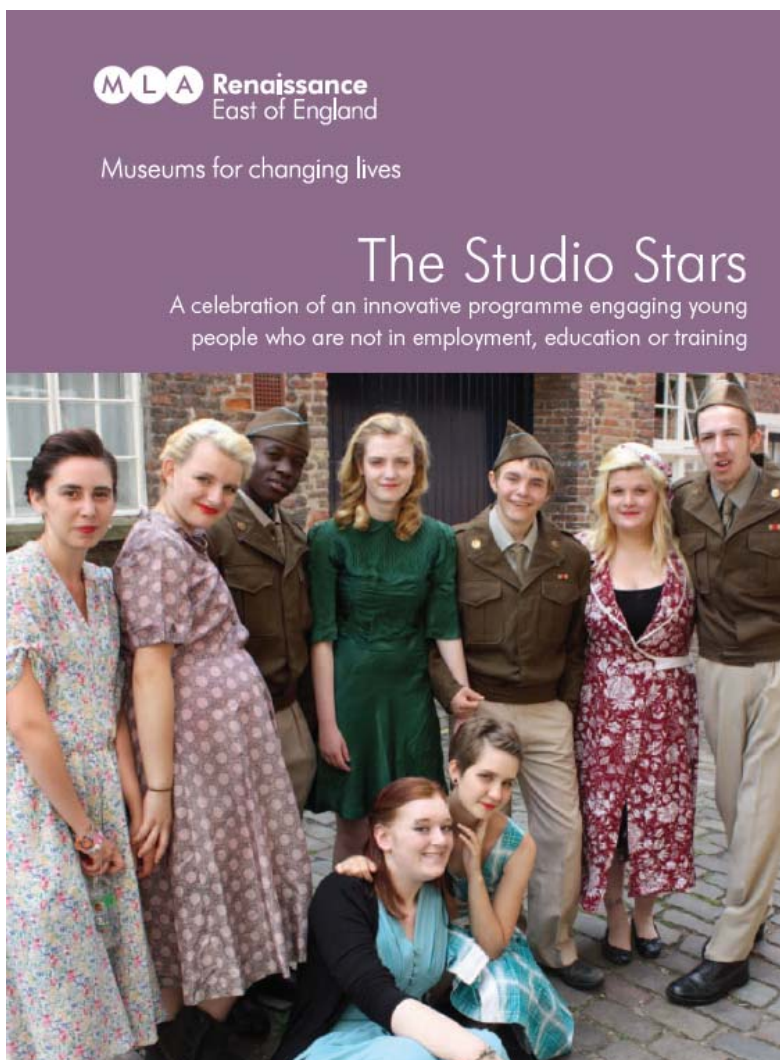
Friday  
15 July 2011

### Time Place

2.00 pm

The Edwards Room  
County Hall  
Norwich

## Agenda



**A report on the culmination of the programme centred on the Lynn Museum involving young people who are not in employment, education or training**

- 1 **To note Apologies and whether any Substitute Members have been Appointed**
- 2 **Election of Chairman**
- 3 **Election of Vice-Chairman**
- 4 **To Receive the Minutes of the Previous Meeting held on 15 April 2011** (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 Sub-Committee and Outside Body 2011/12** (PAGE )

Report by Secretary of the Joint Committee
- 9 **To Receive the Reports of Area Museums Committees/Forum**
  - (a) **Breckland** (PAGE )
  - (b) **Great Yarmouth** (PAGE )
  - (c) **King's Lynn and West Norfolk** (PAGE )

	<b>(d) North Norfolk Museums Forum</b>	(PAGE )
<b>10</b>	<b>Norfolk Museums and Archaeology Service – Integrated Performance, Finance and Risk Monitoring Report for 2010/11</b> Report by Head of Museums and Archaeology	(PAGE )
<b>11</b>	<b>Annual Internal Audit Report 2010-11</b> Report by Head of Finance	(PAGE )
<b>12</b>	<b>Annual Governance Statement 2010-11</b> Report by Head of Finance	(PAGE )
<b>13</b>	<b>NMAS Collections and Accommodation Rationalisation Programme 2010-14</b> Report by Head of Museums and Archaeology	(PAGE )
<b>14</b>	<b>Annual Review of Visitor Performance</b> Report by Head of Museums and Archaeology	(PAGE )
<b>15</b>	<b>Review of Future Governance Arrangements for Museums</b> Report by Head of Museums and Archaeology including a presentation Please note: This item will be considered as close as possible to 3.30 pm.	(PAGE )

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

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

**5 July 2011**

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**

**15 July 2011**

**Item Nos. 2 & 3**

**Membership of the Norfolk Joint Museums and Archaeology Committee  
2011/2012**

**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 J Carswell  
Mr M Carttiss  
Mr P Hardy  
Mr M Kiddle-Morris  
Mr J Rogers  
Mr B Stone  
Mr J Ward  
Mr M Wilby  
Dr F Williamson

**Norwich City Council**

Mr D Bradford  
Mr G Gee  
Ms V Thomas

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

Mrs E Nockolds

**Broadland District Council**

Mr J W Bracey

**Breckland District Council**

Mr P J Duigan

**Great Yarmouth Borough Council**

Mr B G Coleman

**South Norfolk District Council**

Mr C Kemp

**North Norfolk District Council**

Mrs L Brettle

**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 15 April 2011**

### **Present:**

#### **Norfolk County Council**

Mr S Dunn (Chairman)  
Mr P Hardy  
Mr J Rogers  
Mr J Ward  
Mr M Wilby

#### **Norwich City Council**

Mr M Banham  
Mr D Bradford

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

Mrs H Nelson

#### **Breckland District Council**

Mr P Duigan

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

Mr K Weeks

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

Mr B Collins

### **1 The Late Mr Gerry Cook**

The Committee stood in silent tribute to the memory of the late Mr Gerry Cook, whom had served as a Member of the Joint Committee and as a County Councillor and had died recently, and would be sadly missed by all of his colleagues.

### **2 Apologies**

Apologies for absence were received from Mr J Carswell, Mr R Gurney, Mr M Kiddle-Morris, Mrs E Nockolds and Dr F Williamson.

### **3 Minutes**

The minutes of the previous meeting held on 14 January 2011 were confirmed by the Joint Committee and signed by the Chairman.

### **4 Declarations of Interest**

There were no declarations of interest.

### **5 Matters of Urgent Business and Public Question Time**

There were no matters of urgent business and no public questions.

### **6 Reports on the Activities of Area Museums**

#### **(a) Breckland**

The annexed report of the Breckland Area Museums Committee meeting held on 4 February 2011 was received and noted. In introducing the report, Mr P Duigan referred to the wide range of family activities which took place at the Ancient House Museum at Thetford and at Gressenhall Farm and Workhouse and were having a positive impact in encouraging new visitors to these museums.

**(b) Great Yarmouth**

The annexed report about the activities of Great Yarmouth Museums, as considered by the Scrutiny Committee of Great Yarmouth Borough Council on 24 January 2011 was received and noted. In introducing the report, Mr B Collins said that the Scrutiny Committee had expressed some concern about the removal of the café service at Time and Tide Museum and had asked for officers to examine ways in which a new catering service (other than that to be provided from a vending machine) could be introduced for the museum at no cost to the County Council. He asked for progress on this matter to be reported to the Scrutiny Committee as part of the next report on Great Yarmouth Museums.

**(c) King's Lynn**

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meetings held on 10 January 2011 and 14 March 2011 were received and noted. In introducing the report, the Head of Museums and Archaeology referred to how the NMAS was working with the Borough Council to develop heritage displays in the Town Hall and associated historic rooms, and on the preparation of a bid to the HLF for this purpose.

**(d) Norwich**

The annexed report of the Norwich Area Museums Committee meeting held on 7 March 2011 was received and noted. In introducing the report, Mr D Bradford asked that the project signage outside the Bridewell Museum should be updated with the revised opening date .

**(e) North Norfolk**

The annexed report of the North Norfolk Museums Forum meeting held on 3 March 2011 was received and noted. In introducing the report, Mrs H Nelson referred to the re-opening of the RAF Air Defence Radar Museum at Neatishead for the 2011 season following improvements to the fire safety arrangements. She said that Doug Robb, who had played a major part in the reopening of the museum, had recently retired from the museum. The Joint Committee noted that it was under Doug Robb's management that the museum had received one or two awards per year for 13 years, a remarkable achievement.

## **7 Changes to Statements of Accounts**

The annexed report by the Head of Finance was received.

The Joint Committee received a report that detailed changes to the Accounts and Audit Regulations 2003, specifically with reference to the impact the changes had on financial reporting to Members and to the approval process.

Resolved –

That the Joint Committee note the changes to Accounting and Audit Regulations as defined in the attached report, noting that the Joint Committee would in future be required to approve the accounts after they had been audited by no later than 30 September.

## **8 Norfolk Museums and Archaeology Service: Performance and Budget Monitoring 2010/11**

The annexed report by the Head of Museums and Archaeology was received. Members received a report that outlined the latest service performance, together with the projected outturn for the 2010/11 Revenue Budget, the 2010/11 Capital Programme and Forecasts of Provisions and Reserves at 31 March 2011.

The Joint Committee noted that the NMAS was on target for delivering the 2010/11 Service Plan which contributed to the corporate objectives and the County Council's overall performance framework. NMAS visitor numbers exceeded those achieved last year by 6.5%. Norwich Castle, Cromer and Time and Tide Museums were the largest generators of the increase. The revenue budget was forecast to breakeven for 2010/11, based on information up to 28 February 2011.

In reply to questions, the Head of Museums and Archaeology said that the NMAS was continuing to deliver programmes for young people categorised as NEET (not in education, employment or training). She agreed to send to Members a publication, which set out some case studies relating to this programme.

Resolved –

That the report be noted.

## **9 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 report and a PowerPoint presentation on NMAS' current plans for the development of museums services and capital projects. The development programme was seen as essential to ensure the continued improvement in NMAS services.

The Committee noted that the Development Strategy had been very successful to date in securing external funding for the service with over £30m raised for



NMAS capital projects and service improvements since 2000. As the strategy was rolled out across the county, NMAS was now moving from an intensive capital development phase to one focused on improved services delivered from its redeveloped sites. The presentation that was received by Members gave an update on completed and current projects and outlined future aspirations. It also updated Members on current initiatives to meet the challenging efficiency targets and progress on developing options for future NMAS governance changes.

It was noted that officers from the NMAS were exploring the options for Trust status for the NMAS. This was agreed by the County Council as an option as part of the Big Conversation about budget efficiencies over the next few years. The NMAS was at a very early stage and had only just appointed Consultants, paid for by the Museums Libraries and Archives Council, to do an options appraisal to see what the benefits and disadvantages of devolved governance were likely to be. The Head of Museums said that a briefing paper setting out the arguments in favour of devolved governance would be sent to Joint Committee Members after the meeting. When NMAS officers received their initial report, some time in June 2011, they would be able to determine whether the idea had merit and deserved further work.

The Joint Committee welcomed the introduction of LED tracked lighting within NMAS museums, the lifespan of which was considerably longer than alternative lighting methods. Other interesting developments within the NMAS included carbon reduction and energy saving initiatives at Gressenhall Farm and Workhouse, the redevelopment of Norwich Castle Keep and measures to significantly increase the profile of the Royal Norfolk Museums' collections and to accommodate reserve and study collections and services on one site within Norwich Castle's Shirehall Study Centre.

Resolved –

That the Joint Committee approve the Development Strategy as set out in the report which will be vital to maintain the profile, quality and capacity of the NMAS as well as to address forthcoming budget challenges.

## **10 NMAS Service Plan 2011-14**

The annexed report by the Head of Museums and Archaeology was received. The Joint Committee was asked to approve the NMAS Service Plan that set out the key activities that were planned for the next three years (and complemented the ten-year Development Strategy). It was noted that the Service Plan would be used to support grant and accreditation applications. The Service Plan was the working plan of the NMAS and fed into the annual Norfolk County Council Plan.

Resolved –

That the Joint Committee approve the NMAS Service Plan for use with future grant and accreditation applications.

## **11 NMAS Collections and Accommodation Rationalisation Programme 2010-14**

The annexed report by the Head of Museums and Archaeology was received, together with Annex 2 to the report, which was sent to Members after the despatch of the agenda papers.

Members were advised that current proposals for the development of the NMAS included the requirement to move the Costume and Textile Collections and Services from Carrow House to the Shirehall. In order to accommodate the additional material, officers from the NMAS had been looking at areas of the Costume and Textile Collections that did not meet collecting policy or were duplicates of items in the core collection. It was noted that the NMAS Collections Rationalisation Programme was following best practice as advised by the Museums Association, the Museums Libraries and Archives Council (MLA) and the Museums Accreditation Standard (published by MLA). All the items that were mentioned in Annex 2 to the report had been assessed by NMAS officers as surplus to NMAS' requirements because they were duplicates to items in the core collection, more relevant to other museum collections, of poor quality, or of limited interest.

Resolved –

That the Joint Committee approve the rationalisation of the items listed in Appendix 2 to the report.

## **12 Mrs Hilary Nelson**

Members placed on record their appreciation of the work of Mrs Hilary Nelson, a long standing Member of the Joint Committee, the Norfolk Archaeological Services Advisory Committee and of the North Norfolk Area Museums Committee whom was not standing for re-election to North Norfolk District Council on 5 May 2011 and would therefore cease to be a Member of the Joint Committee.

The meeting concluded at 2.25pm.

**Chairman**



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

**Appointments to Sub-Committee  
and Outside Body 2011/2012**

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 and an Outside Body for 2011/2012.

- 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 J Carswell	Norfolk County Council
Mr B G Coleman	Great Yarmouth Borough Council
Mr P J Duigan	Breckland District Council
Mr C Kemp	South Norfolk Council
Mr M Kiddle-Morris	Norfolk County Council
Mrs E Nockolds	King's Lynn & West Norfolk Borough Council
Mr M Carttiss	Norfolk County Council
Mr J Rogers	Norfolk County Council
Mr B Stone	Norfolk County Council
Mr J Ward	Norfolk County Council
Mr M Wilby	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
Ms V Thomas	Norwich City 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>
Dr F Williamson	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
Mr P Hardy	Norfolk County Council

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

	<u>Seats</u>
Conservative	13
Green	2
Labour	2
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 2010/11 were:

Mr J Bracey  
Mr D Bradford  
Mr P Hardy  
Mr J Ward  
Mr T Wilby

## 6 Outside Body

The Joint Committee are asked to appoint Members of the Joint Committee for the ensuing year to the Outside Body listed below:

Norfolk Archaeological Services Advisory Committee  
(2 Representatives):

The representatives for 2010/2011 were:

Mr B J Collins  
Mrs H T Nelson

The next meeting is due to be held in North Norfolk in the afternoon of 10 October 2011 (venue and morning tour yet to be arranged).



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**BRECKLAND COUNCIL**

**At a Meeting of the**

**BRECKLAND AREA MUSEUMS COMMITTEE**

**Held on Friday, 17 June 2011 at 2.00 pm in  
Gressenhall Farm & Workhouse, Gressenhall**

**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)  
Mr J.D. Rogers  
Mr C S Clark

**Also Present**

Mr W R J Richmond

Mr R R Richmond

**In Attendance**

Dr Robin Hanley  
Melissa Hawker  
Teresa Smith

- Western Area Manager
- Learning Officer
- Committee Officer (Scrutiny & Projects)

**Action By**

**9/11 CHAIRMAN**

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

**10/11 VICE-CHAIRMAN**

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

**11/11 MINUTES**

The minutes of the meeting held on 4 February 2011 were agreed as a correct record.

**12/11 APOLOGIES**

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

**13/11 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Cllr Carl Clark onto the committee and also welcomed Cllr R Richmond and Cllr W Richmond to the meeting.

**14/11 URGENT BUSINESS**

None.

**Action By**

**15/11 DECLARATION OF INTEREST**

Mr M Kiddle-Morris and Mrs C Walters declared a personal interest in the Gressenhall Farm and Workhouse report by virtue of being Friends of the Museum.

**16/11 ANCIENT HOUSE MUSEUM OF THETFORD LIFE**

Melissa Hawker presented the report which covered the period from January to May 2011.

The Young Volunteers at the Ancient House were the winners of the 2010 East of England regional award for Museum Learning. The Volunteers were aged between 16 – 24 and were very excited to be going to London to receive the award.

During March, Ancient House had been involved in two art projects. The first focussed on creating a portrait of Thetford over a 24 hour period. Images could be viewed on the website [www.thetford24.org.uk](http://www.thetford24.org.uk).

The second was called the Thetford Travelling Menagerie and was run by a team of Canadian artists called DodoLab. The artists used animals that had lived in Thetford over the past to explore what local residents thought of Thetford today. As part of this, the Museums knitting group created knitted versions of the animals which were used in window displays during the project.

The museum worked with the Youth Inclusion Support Panel to create a film exploring the life and death of Boudicca and created a CSI-style film. This had been shown to an audience of friends and relatives and had been really well attended. Discussions were taking place about this film being included in Thetford Festival later this year.

Thetford's painting collection, illustrated in Norfolk's catalogue of Oil Paintings in Public Ownership, would be shown in a documentary to be screened on 26 June on BBC1 at 6pm. The documentary looked at the portrait collection and the connections with Prince Frederick Duleep Singh and his family. Filming took place at Ancient House and other locations in and around Thetford, and included time at Gressenhall where some of the paintings were on display in the public board room.

As well as the oil paintings collected by Prince Frederick, there was an extensive collection of works on paper, mainly prints. Work was being undertaken to add this collection to a computerised catalogue.

The Stitch in Time sewing group based at Ancient House was fully engaged in their interpretation of the portrait of Lady Littlebury of the 1600's. The group visited Oxburgh Hall to view embroideries there, and were progressing well with their bench cushion.

The Extended Schools History Club met each Wednesday during term time, and this term they had been looking at historic food. They had

**Action By**

seen a range of food cooked from the Roman times through to the 1980s microwave chocolate cake. Staff and parents had been invited to attend a meal which had been well attended.

Friends of the museum had agreed to continue to support the museum's history club and uphold the programme of social events. Mr Robin Hanley had recently done a talk on the Seahenge display.

The Committee was informed that Ancient House would be hosting the WWII exhibition on local secrets and stories. It was looking to hold a wartime tea and cakes day on the 26<sup>th</sup> June.

School visits had increased compared to 2010 figures which was encouraging.

The Chairman asked how long it would take for the portraits to be uploaded onto the website.

Mr Hanley informed the Committee that the Museum Service website was continually updated, so the public would be able to access the portraits as soon as they had been uploaded.

The Chairman thanked Melissa for the report.

**17/11 GRESSENHALL FARM AND WORKHOUSE**

Mr Hanley presented the report which covered the period from January to May 2011.

Gressenhall opened on 13 March 2011.

Copies of the site leaflets and events programme were circulated to the Committee. Mr Hanley explained that the new style booklet worked well and two versions had been printed to market test which leaflet worked with the public.

There was a busy event programme scheduled for 2011, with Big event days and smaller themed days called 'Days with a difference'. These would be farm-based days following the farming year.

The smaller themed days this used a smaller complement of staff therefore reducing costs. The events during 2011 would cost less than those held in 2010.

The first event had been held on Sunday 3<sup>rd</sup> April which included demonstrations of heavy horses working in the fields. The day attracted 625 visitors, an increase from the previous year.

The first big event was the Easter Fair which took place on Monday 25<sup>th</sup> April. This featured the traditional Easter Bonnet procession, and a range of craft and food stalls. There had been a reduced number of visitors from the previous year.

The May Day celebration event had been held on Sunday 1 May and was a new 'Day with a Difference' event for 2011. This coincided with



**Action By**

the Royal Wedding so children had been encouraged to make King and Queen garlands. A procession had been held together with may-pole dancing; 653 people attended which was encouraging.

The main History Fair took place on Sunday 29 May. In the past this had been held on the Bank Holiday Monday, but this year it was held on the Sunday as a trial basis in order to reduce costs. There had been large number of stalls manned by local history societies, museums and other related organisations. The event also included costumed characters and members of the Norfolk and Norwich medieval Association.

Gressenhall boasted a lively events programme and included:

- Sunday 19<sup>th</sup> June Day with a Difference - Father's Day, promoting big boy's toys.
- Friday 8<sup>th</sup> July – Day to Remember – event for 55+
- 28<sup>th</sup> and 29<sup>th</sup> August - Village at War event.

Public attendances were being closely monitored at all events, and were expected to grow in numbers during the school holidays.

Final work was taking place on the Women's Land Army Gallery which was scheduled to open at the end of June.

The Board Room had been re-displayed and featured some of the oil paintings from Thetford and Norwich collections. The Thetford collections had been the subject of a BBC programme, as mentioned earlier.

The improved Board Room was being increasingly hired out for meetings, providing the museum with additional income.

Carbon reduction works funded by Norfolk County Council's Carbon Energy Reduction Fund had now seen the replacement of most gallery display lighting with low LED units, therefore providing a reduction in energy costs.

A Biomass boiler had been installed which would provide heating to the office wings.

The marketing of Gressenhall for the Board Room and conference hire were ongoing. This continues to generate additional income to the facility.

A feasibility study was underway relating to the current shop arrangements to enhance visitor spend per head.

The Playground area accounted for significant visitor growth in encouraging families to attend the museum. County Council funding became available to support the investment in the playground and a new designated toddler play area had been created in time for the museum opening.

A range of farm improvements had been made that aimed to minimise the risk of E-Coli infection and to ensure they were in line with government recommendations. Additional hand washing facilities had

**Action By**

been installed and information cards were being handed out to all visitors explaining the sensible precautions they should take.

Gressenhall had now joined the Village Screen movement and had launched the Workhouse Cinema. This was another avenue which raised awareness and generated income.

The Friends of Gressenhall had continued to provide huge support to the site and had held fundraising events. The Friends had recently purchased two Suffolk Punch horses who were working very well.

The New Wildlife garden had been opened recently by the Friends. This had been a very successful project which had transformed part of the site.

There were 120 active volunteers who underpinned the activities ran at the site.

Gressenhall was continuing to benefit from funding through the Renaissance in the Regions Programme that came under the 2011-12 East of England Hub Business Plan. A new project 'Building Resilience' would focus on aiming to reduce energy consumption, reduce revenue costs and increase income.

School visits were continually being sustained and were expected to reach 10,000 school children this year. The Learning team continued to deliver a creative learning programme to all schools, from reception to secondary.

A new day event called 'Once Upon a Time' was being held whereby the museum would open up a gallery of fairytales.

A Night-time murder mystery event recently held had been very successful. This had been a pilot event which once advertised had been sold out within two weeks. 80 members of the public attended the evening where they toured round the site encountering dramas to piece a story together.

Gressenhall continued to host a Renaissance-funded 18 month Farm Apprenticeship post in partnership with Easton College.

The Skills for the Future Project was now recruiting its first trainees and would deliver accredited training in traditional skills. The £680,000 project ran over 3-years and would support volunteer and staff development.

Mr Hanley reported that there was evidence that the recession was beginning to impact on the museum, but was only fractional compared to last year.

They were continuing to market the museum pass for visitors and monitor visitor trends.

A member asked if the weather had an impact on visits. Members were informed that in 2010 there had been a slight impact in the

**Action By**

summer holidays due to the weather conditions.

Another member asked how much funding had been given for the toddler playground. It was confirmed that £30,000 had been awarded which had been crucial for the development of the site. The new area had been enclosed for toddlers to run around, and was next to the picnic area for parents.

The Chairman thanked Mr Hanley for his report.

**18/11 NEXT MEETING**

The next meeting would be held on Friday 14<sup>th</sup> October at 2 pm in Thetford. Venue to be confirmed.

The meeting closed at 3.07 pm

CHAIRMAN

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**From:** Karline Edmonds [ke@great-yarmouth.gov.uk]  
**Sent:** 21 June 2011 17:07  
**To:** Shaw, Timothy  
**Subject:** Scrutiny Minutes

**REPORT ON GREAT YARMOUTH MUSEUMS JANUARY – MARCH 2011**

The Committee were asked to consider the Eastern Area Manager's report and the committee were informed that one post in Kings Lynn and one post in Great Yarmouth had been lost due to the loss of the renaissance funding. £120,000 European funding had previously been gained by the Maritime Officer.

A Member asked how the Museum service had coped with the recent budget cuts and the Museums Manager reported that only the catering operation staff and one other member of staff had been cut which had been due to the merger of the Cromer Service.

It was reported that there had been £40m investment in the museum service in the last ten years.

**RESOLVED:**

That the Eastern Area Manager's report be noted.

Correspondence Address: Town Hall, Hall Plain, Great Yarmouth, Norfolk NR30 2QF

***Great Yarmouth Borough Council - Customer Focused, Performance Driven***

**NORFOLK COUNTY COUNCIL**

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

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

**Notes of an Informal Discussion of the above Committee held on  
Monday 13 June 2011 at 2.15 pm  
In the Committee Suite, King's Court, Chapel Street, King's Lynn**

**PRESENT:**

Councillor Mrs E A Nockolds	- Borough Council of King's Lynn & West Norfolk
Councillor M Back	- Borough Council of King's Lynn & West Norfolk
Councillor Mrs S Smeaton	- Borough Council of King's Lynn & West Norfolk
Mr T Humphreys	- Tourism Manager, Borough Council of King's Lynn and West Norfolk
Mrs W Vincent	- Democratic Services Officer, Borough Council of King's Lynn and West Norfolk
County Councillor M Chenery of Horsburgh	- Norfolk County Council
County Councillor A J Wright	- Norfolk County Council
County Councillor R Rockcliffe	- Norfolk County Council
Dr R Hanley	- Norfolk Museums and Archaeology Service

The Chairman welcomed new Members to the informal discussion of the Committee and explained that the Chairman and Vice-Chairman would be appointed at the next meeting, as the appointments to the King's Lynn and West Norfolk Area Museums Committee had to be agreed at Full Council on 30 June 2011.

**1     APOLOGIES FOR ABSENCE**

An apology for absence was received from County Councillor M Langwade.

**2     MINUTES**

The Minutes of the Meeting held on 14 March 2011 were confirmed as a correct record.

**3     MATTERS ARISING**

There were none.

**4     DECLARATIONS OF INTEREST**

There were none.

## 5 REPORT OF WESTERN AREA MANAGER

### King's Lynn Museums Report – March to May 2011

The Western Area Manager presented his report which provided Members with information on King's Lynn Museums for the period March to May 2011 as set out below:

#### (i) Charging Period

The Lynn Museum was due to have moved into its charging period at the start of April. For 2011, this was delayed until 26 April due to the building works taking place on the main museum entrance. The charging period now extended to the end of September.

#### (ii) Memories of Lynn: King's Lynn since the 60's

The current temporary exhibition at Lynn Museum is *Memories of Lynn: King's Lynn since the 60s*, and would be on display until 18 June. The exhibition featured Lynn people sharing their experience of the changes to the town since the 1960s. It had been the focus for a number of events and activities including sessions linked to the ongoing programmes for young people categorised as NEET. Positive feedback had been received from visitors.

#### (iii) Exhibition – Fenland Stories

The next exhibition would be *Fenland Stories*, on show from 2 July until 10 January. This was the travelling exhibition developed by the Greater Fens Museums Partnership, which had been touring Fenland venues during the last year. The exhibition explored traditional Fenland tales and included a collection of animated films produced by local people retelling those stories or giving them a modern twist. The films were shown on the centrepiece of the exhibition, The Whispering Willow. There would be a programme of school summer holiday events supporting the exhibition. The public reaction had been strong in that people valued community groups and individuals being involved in developing the content of the exhibition.

#### (iv) Exhibition of Embroidery Work

From 2 July to 27 August there would be an exhibition of embroidery work by local craftspeople, with demonstrations taking place on each Saturday that the display was running.

#### (v) Programme of Afternoon Illustrated Talks

A programme of afternoon illustrated talks had been scheduled for Wednesday afternoons. The programme began with *The Story of Seahenge* talk given by Oliver Bone, Curator. Future talks would

explore subjects including fine art in museum displays; the Zeppelin raid of 1917; 18<sup>th</sup> century literature and Fenland tales.

The afternoon illustrated talks had attracted audiences of between 20-30 people.

(vi) Other Museum Developments

The pack-up of collections and displays at the Town House Museum was completed on schedule, with NMAS handing over the vacated museum and museum offices to the Borough Council on 11 March. The Borough Council had now provided NMAS with alternative storage accommodation to a good standard in the White Barn at the Arts Centre Complex. In the future, NMAS staff formerly based at the Town House Museum would be occupying offices provided by the Borough Council on the first floor of the former Town House Museum building, as part of the project to relocate the Registrar's Service. It was expected that staff would move into the offices during June/July. In the meantime, staff were based in temporary office accommodation at King's Court.

(vii) NMAS continued to work with colleagues in the Borough Council in regard to the re-development proposals for the Town Hall complex. This included supporting colleagues with the development of a funding bid to the Heritage Lottery Fund (HLF) and providing specialist input to the bid-writing process. NMAS would also be providing curatorial advice and support for those Borough collections currently held in the Town Hall including fine art and Civic Regalia. All of these elements had been incorporated into the Service Level Agreement for 2011-12. It was noted that an initial meeting with HLF had been positive and the consultation work which had been piloted and would be submitted with the Stage 1 bid was outlined.

(viii) Work had now been completed on the replacement of the flat roof covering of the Lynn Museum reception, following problems with water ingress. During the period of the works, the site remained open to visitors, with a temporary entrance being utilised at the west (tower) end of the museum. The free admission offer was extended for the duration of the works. Visitor numbers held up well during this period. As part of the works, a number of improvements were made to lighting in the reception area.

(ix) With funding from the Norfolk County Council Carbon Reduction Fund (CERF), all of the main display lights (46) at the Lynn Museum had been replaced with LED units at a cost of £14,000. This would dramatically reduce energy consumption by saving 7 tonnes of Co<sub>2</sub> per annum and would help reduce utility revenue costs.

(x) As part of the staffing restructure necessitated by the closure of the Town House Museum, front of house staff at the Lynn Museum had been re-designated as Museum Learning Assistants. This reflected a greater focus on supporting formal and informal learning activities. The

first programme run by the new team would be available in the October half-term holiday.

(xi) Friends of King's Lynn Museums

The Friends were continuing to offer a varied programme for members including lunchtime talks and trips and an annual lecture.

The Friends continued to support a long-term conservation programme for parts of the fine art collections.

At the invitation of the Chairman, Mr B Howling advised those present that a lecture by Andrew McNere regarding digitised maps would be held on 14 September 2011 at the Town Hall.

(xii) Partnership Projects

King's Lynn Museums continued to lead the Greater Fens Museums Partnership as part of the current NMAS role as lead partner for the East of England Hub for *Renaissance in the Regions*. Due to changed funding priorities by the Museums, Libraries and Archives Council, the Fenland project would no longer be supported with Renaissance funding. Transition funding had been agreed to provide cash match funding and project officer support for the current Heritage Lottery Fund Stage 2 bid.

A Stage 2 Heritage Grant application to the Heritage Lottery Fund has now been submitted for the successor Fenland Partnership project *Fenland Lives and Land*.

The current travelling exhibition and events project organised by the Fenland Partnership was *Fenland Stories*, exploring both traditional and modern Fenland tales. The exhibition continued to tour the Fens, having recently been on display at the Cambridge and County Folk Museum and the Prickwillow Drainage Museum. *Fenland Stories* would be on display at Lynn Museum from 2 July 2011.

(xiv) Learning and Outreach

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

The Community Outreach Officer continued to deliver programmes for young people categorised as NEET (not in education, employment or training). Additional funding had been obtained through the College of West Anglia to support further NEET programmes in King's Lynn. The film developed as part of the latest NEET project *Women in History* was premiered at the Arts Centre on 27 May.

The film produced by NEET young people to support the *Memories of Lynn* exhibition was currently on show at the Lynn Museum.



The Community Outreach Officer and King's Lynn Museums Youth Forum had recently produced a DVD case study toolkit *So you want to work with Teenagers?* on behalf of the Museums Libraries and Archives Council and The Mighty Creatives.

The Chairman made reference to the Service Level Agreement the Borough Council had with the Museums Services which included the delivery of an outreach programme of activities and highlighted the importance of working together as a partnership to provide the service.

The Western Area Manager informed the Committee that Marie Kennedy, the current Outreach Worker would be taking up a new post in Cambridge and recruitment would be necessary to appoint her replacement. The Chairman commented on the success of the NEET programme and that participants had gained confidence to enable them to either attend a course at the College of West Anglia, or seek employment.

(xv) Visitor numbers

The visitor numbers were tabled.

The Western Area Manager explained that the visitor figures included all museums in Norfolk and that the May figures had been added for May 2011 to the Lynn Museum only. He explained that the visitor numbers were encouraging despite the fact that the Lynn Museum was closed during February and March 2011 and that the target was on track for between 15,000 to 18,000 visitors during the current year.

The Chairman asked if the postcode survey and analysis was still being undertaken at the Museum. The Western Area Manager explained that periodic collection of postcodes was still being done and provided useful information and that more analysis of postcodes would be carried out in the future.

In response to a question from the Chairman on the Wednesday afternoon illustrated talks, the Western Area Manager explained that attendance figures were around 25, which was above target and a keen interest remained in Seahenge gallery.

County Councillor Chenery enquired on the type of covering used on the recent works to the flat roof of the Museum. In response, the Western Area Manager explained that a new improved roof structure had been installed which would improve the drainage and resolve the previous problem of water ingress.

Following questions on the removal of the "dog leg" to improve the front entrance, the Western Area Manager explained that the Museums Service had liaised with the Borough Council and it was proposed that the original dog leg be removed to create a flat frontage and installation of an automatic

entrance door. A feasibility would be undertaken to remove the current gathering point to enable more floor space in the foyer area and to increase the size of the retail shop at the Lynn Museum. If the works were approved, it was anticipated they would be undertaken in the winter period to minimise the impact to visitors.

The Chairman referred to paragraph 2.2 (Town Hall Complex) of the Western Area Manager's report and explained that the Borough Council's Community and Culture Panel would be invited to view the proposals for the Town Hall prior to their meeting on 27 June 2011. The Western Area Manager added that a meeting had recently been held with English Heritage who had been supportive of the principles.

The Chairman enquired as to what promotional material would be forwarded to the Press in relation to the Fenland Stories Exhibition at the Lynn Museum from 2 July 2011. In response, the Western Area Manager advised that a marketing campaign would be launched for the summer holiday period. A press release, A5 flyer and the E-postcard system would be used to raise awareness of events and the Fenland Stories Exhibition. The Chairman asked the Western Area Manager to circulate copies of the flyer to Members of the Committee.

Following questions on suggestions and ideas put forward for the Gaol House and the Town Hall Complex, the Western Area Manager explained that the film which was premiered at the Arts Centre would form part of the submitted bid to HLF during August. Discussions had been held on audio devices, display cases, etc at the Town Hall and would form part of the next phase of the bid. The opening dates/times and access to the Town Hall were part of the work in progress.

The Chairman thanked the Western Area Manager for his detailed report and for his input into the proposals for the Town Hall Complex, which demonstrated a good working partnership between the Borough Council and Norfolk County Council.

**RESOLVED:** (1) That the report be noted.

(2) On behalf of the Committee, the Chairman asked Mr Howling to pass on thanks to the Friends for all the support given to the Museum Service.

(3) The Western Area Manager to circulate copies of the marketing flyer to Members of the Committee.

## **6 REPORT OF THE BOROUGH COUNCIL**

The Tourism Manager tabled the report which updated members of the Area Museums Committee on tourism marketing and provision of tourism information services and public access to heritage sites undertaken by the Borough Council during the period January – May 2011.

## West Norfolk Marketing Campaign 2011

Response had been good to the 2011 campaign aimed at generating direct requests for the West Norfolk Holiday Guide. A total of just under 51,000 requests had been generated to date with 4,000 more requests scheduled to be generated throughout the summer and early autumn period. The remaining 45,000 copies were distributed through the joint seaside campaign, national Tourist Information Centre distribution and local distribution through West Norfolk TIC's and exhibitions

### Promotion to day visitors

Most of the 200,000 copies of Where To Go and What To Do in West Norfolk had been distributed at venues used by visitors and local residents within large parts of Norfolk as well as being widely distributed at sites in Cambridgeshire, Suffolk, Lincolnshire.

### King's Lynn heritage marketing.

A new edition of Discover King's Lynn was published at the end of March, with 100,000 copies in distribution, throughout Norfolk, parts of Cambridgeshire and Lincolnshire. The discount voucher scheme had again been produced, in an improved format, with six sites, Lynn Museum, True's Yard Fisherfolk Museum, The Green Quay, Tales of the Old Gaol House, The Custom House Maritime exhibition, Red Mount Chapel/South Gate now included.

### Hunstanton mini guide and Downham Market mini guide

Updated versions of both the Downham Market mini guide and the Hunstanton mini guide were published before Easter and distributed throughout the local area.

### Tourist Information Centres (TIC's)

Visitor throughput at the Tourist Information Centres, had been at a high level during the first 5 months of 2011. At Hunstanton a total of 46,674 people visited the centre between January and May, which was the highest level for this period recorded over the past 10 years. The figure is 10% up on the same period for 2010.

At King's Lynn 29,564 people had visited the centre, which was comparable which the busiest years recorded over the past 10 years. The figure was 16% up on the same period for 2010.

The combined figure of 73,335 visitors was fractionally below the highest January – May figure achieved over the past 10 years, which took place in 2004.

The Royal connections exhibitions opened at the Custom House on 9<sup>th</sup> April and would be on display until 22<sup>nd</sup> July. This special exhibition was in addition to the regular displays at the Custom house about the history of the building, Lynn's trading history and famous sea farers.

### Tales of The Old Gaol House

Following seasonal closure, Tales of the Gaol House re-opened on Wednesday 13<sup>th</sup> April, and was open on Wednesdays, Thursdays, Fridays and Saturdays through to Saturday 29<sup>th</sup> October. Average visitor number per day were comparable with 2010. Year round access to the King's Lynn archive on Fridays had been maintained.

### Red Mount Chapel and South Gate

The 2011 programme of open days at Red Mount Chapel and South Gate commenced on Saturday 16<sup>th</sup> April and would run through to Sunday 11<sup>th</sup> September. This was a longer programme of open days than previous years and had been organised by the Walks Park Manager working with a dedicated group of volunteers. The programme would provide a total of 52 open days on Saturdays and Wednesdays throughout the period plus Sundays during July and August.

### The Hanse

King's Lynn celebrated International Hanse Day on 7<sup>th</sup> May with a treasure hunt, exhibitions at The Custom House and True's Yard and concert at All Saints church. Members of the Hanse Club enjoyed a supper at the Green Quay.

### King's Lynn Town Guide guided walks

The programme of regular guided walks commenced on Tuesday 3<sup>rd</sup> May and continued through to Saturday 29<sup>th</sup> October. Around 90 walks were offered on Tuesday, Friday and Saturday afternoons and Monday evenings in June and July. The programme included 4 special walks during the King's Lynn Festival. Privately booked tours and specialist walks could also be booked through the town guides.

### Events

The interactive events guide featured on [www.visitwestnorfolk.com](http://www.visitwestnorfolk.com) continued to feature an increasing numbers of events. The site currently featured around 250 events taking place throughout the rest of the year, with more being added on a regular basis.

As noted in the report from the NMAS Western Area Manager, The Borough Council, working closely with NMAS was developing proposals for enhancements at the Town Hall complex. Work was taking place to develop a stage 1 Heritage Lottery Fund application which it is hoped would be submitted in August.

The following leaflets were circulated to the Committee:

- Guided Walks around King's Lynn 2011.
- Discover King's Lynn.

- Hunstanton Mini Guide.
- Downham Market Mini Guide.

The Chairman commented that the above leaflets were useful to take when travelling abroad to promote King's Lynn and West Norfolk.

### Ambassadors Course

The Chairman invited the Tourism Manager to provide an update on the Ambassadors course operated by the Borough Council.

The Tourism Manager explained that during the 7 years that the scheme had been in operation, around 700 people had attended which included members of staff, Councillors, local businesses, etc. The following dates had been identified for 2011:

- 2 courses in March, May.
- 1 course in June.
- 3 courses in the autumn.

Delegates who had attended the Ambassadors Course during 2011 would be invited to attend any of the Guided Walks free of charge.

County Councillor Rockcliffe asked if the Coach Driver Initiation Days still took place. In response, the Tourism Manager advised that the Coach Driver Initiation Days were no longer on offer, but that the area was promoted to coach tour operators.

County Councillor Chenery asked at which outlets in bordering areas were the information leaflets on West Norfolk displayed. The Tourism Manager explained that this year the Borough Council had paid to display the West Norfolk main guide in racks at the following outlets:

- Peterborough and A1 Newark Services.
- Junction M18 Doncaster.
- Ely and Cambridgeshire Railway Stations.
- Birchanger Services on the M11.

Following a question from the Chairman on where visitors travelled from when visiting Hunstanton, the Tourism Manager explained that customer cards were available for visitors to complete and the research undertaken and captured from a previous survey, indicated that there was an equal split of visitors from the East Midlands, London and the Home Counties.

The Chairman thanked the Tourism Manager for his informative report.

**RESOLVED:** That the report be noted.

**9      DATE OF NEXT MEETING**

The next meeting of the Area Museums Committee would take place on Monday 17 October 2011 at 2.15pm in the Committee Suite, Borough Council Offices, King's Court, Chapel Street, King's Lynn.

County Councillor R Rockcliffe offered his apologies for the next meeting of the Committee.

***If any Member is unable to attend meetings of the Committee, please could they forward apologies to the Democratic Services Officer well in advance of the meeting.***

**The Meeting closed at 3.20 pm**

# North Norfolk Museums Forum

Minutes of meeting, 8 June 2011, RNLI Henry Blogg Museum

## Attendees

Dr Mike Bridges (Fakenham Museum of Gas & Local History)  
David Brown (Sheringham Museum)  
Henry Cordeaux (Kelling Heath Trustees)  
Laura Crossley (Sheringham Museum)  
Jamie Everitt (Norfolk Museums Development Officer, NMAS)  
John Gardiner (Fishermen's Heritage Centre/Peter Coke Shell Gallery)  
Becky Jefcoate (Wells Maltings Project)  
Hilary Nelson (North Norfolk Historic Buildings Trust)  
Jacqui Palmer (RNLI Henry Blogg Museum)  
James Steward (Eastern Area Manager, NMAS - Chair)  
Cllr Dr Marie Strong (NCC)  
Christopher West (Mundesley Maritime Museum)

## Apologies

Cllr Lindsay Brettle (NNDC)  
Pamela Masters (Museum of the Broads)  
Keith Leesmith (Wells History Group)  
Cllr Hilary Thompson (NCC)

## **1. Minutes of previous meeting (2 March 2011)**

The minutes were accepted.

## **2. Matters arising**

None.

## **3. Election of Vice-Chair**

Cllr Hilary Thompson (NCC & NNDC, Cromer) was nominated by Cllr Strong as the new Vice Chair. The nomination was approved by John Gardiner and carried by a show of hands.

Jamie Everitt noted that with the May changes in North Norfolk District Council elections, a new member from NNDC would be required to join the Forum. James Steward to approach the NNDC member services officer to consult.

## **4. Report from Cromer Museum (James Steward)**

2010-11 had been a very successful year. Visits were 25,000, 25% up on the previous year. The events diary was very full. Mardle at the Museum events are now being linked to other activities, including a link to Adult Learners week in May. The curator has been giving talks to Adult Learning groups, including one on local artist John Moray-Smith, well-known for his plaster bas relief sculptures in Norfolk pubs. Museums at Night on 13 May was busy with over 100 people attending. Events included a fire eater on the museum forecourt. Crab & Lobster Festival events had proved very popular.

The museum is running a small exhibition of postcards to link with the 'Saucy Seaside Postcards' exhibition at Time & Tide Museum in Yarmouth.

## **5. Night at the Museum / Culture 24 bid (Laura Crossley)**

Nick Stockman, Museums at Night Project Manager, had contacted Laura Crossley about the possibility of making a HLF bid for tight clusters of museums to deliver new Museums at Night events. There would probably be two clusters, one in North Norfolk and the other in North Lincolnshire. The North Norfolk element of the bid could be for up to £13,000. Any HLF events must include learning and public participation, and the events have to be aimed at drawing new audiences to the Cromer and Sheringham area, from Norwich and further afield.

A meeting of interested partners had already been held, including include Cromer Museum, The RNLi Henry Blogg Museum, Sheringham Museum, Sheringham Little Theatre, the North Norfolk Railway, Cromer Preservation Society, Sheringham Preservation Society, and Cromer and Sheringham libraries. A Victorian theme was proposed. Laura Crossley would take this forward with Museums at Night.

No response had been received so far from Felbrigg House – James Steward to supply the name of the National Trust's new Regional Events Coordinator to Laura Crossley. David Brown asked if involving the National Trust might spread visitors too far, diluting impact. James Steward responded that the NT would probably be open to suitable arrangements to ensure this did not happen; he also noted that in Great Yarmouth attendance at Museums at Night has grown incrementally over the last four years as awareness has grown.

Hilary Nelson noted the 'Purple Flag' awards newly introduced for safe and enjoyable night-time environments, and offered to forward on more details to the Forum.

## **6. Museum Development Programme (Jamie Everitt)**

MLA have now approved the Museum Development plan for July 2011-March 2012. Jamie Everitt summarised the plan (summary circulated separately with these minutes). Opportunities were available for local museums to participate in programmes, including effective governance and support for learning programmes – contact him to express interest.

Arts Council England would be subsuming MLA from October 2011 and an announcement would be made in the autumn on the future of Museum Development.

## **7. Tourism and marketing update (Jamie Everitt)**

The Museums in North Norfolk leaflet has been published and is being distributed by Leisure Target. JE has a quantity at Cromer Museum for local distribution including venues which do not have Leisure Target racks. Leaflets can be collected from Cromer Museum at any time.

JE also brought to the group's attention the ECENI study centre near Wells, which has recently established a visitor attraction based around the local EcenI tribe.

## **8. Update on North Norfolk museums' activities**

### Mundesley Maritime Museum (Christopher West)

- The museum has applied to NNDC to purchase the premises. This requires evidence of the benefits to the local population and the council.
- There is a shortage of volunteer stewards, so the decision has been taken to close on Saturdays, which is changeover day for holiday makers and so often quieter.
- Considering a new exhibition, Royal Navy vessels sunk off the coast. Communication made with a museum in Germany which revealed possible controversies of survivors being machine-gunned by aircraft, and raised the possibility of an exhibition about German airmen lost over Norfolk.



#### Wells Maltings Project (Becky Jefcoate)

- The lease transfer of the Maltings and the Sackhouse from NNDC to the Wells Maltings Trust is almost complete. The buildings will be transferred on a 99-year lease at a peppercorn rent, with an option on a third space at a later date.
- Several funding bids are being built up, the most important to HLF, but also to 15 other local trusts and foundations. A public appeal will follow soon.
- A bid to Sheringham Shoal Fund was successful and funded detailed designs on the Sackhouse for space for youth activities and small business units.
- The project was Highly Commended by Action for Market Towns as an example of involvement of the whole community.
- A major next step is to use events to raise the profile of the project's heritage elements.

#### The Mo, Sheringham Museum (Laura Crossley / David Brown)

- Attendances at half term were good.
- The museum is running 'Secret Sea', a temporary exhibition of undersea photography.
- Two part-time interns have been recruited from Norwich University College of the Arts and are devising the summer events programme.
- Two UEA placement students have created exhibitions on Sheringham Little Theatre and local geology.
- Crab & Lobster Festival events worked reasonably well but suffered from errors on the leaflet advertising the wrong date.
- The manager of the Mustard shop in Norwich provided a very good session on how to run a retail operation, resulting in higher takings in the shop.
- The Sheringham Shantymen will have a concert in the museum on 12 August.
- David Brown asked if volunteering opportunities could be flagged up in NNDC's Outlook magazine. Jamie Everitt/James Steward to follow this up.

#### Fakenham Museum of Gas & Local History (Mike Bridges)

- The museum has been through a lot of upheaval and reorganisation over the last year. Local history displays have been moved down from an upstairs room and are now much more accessible. There are several new objects and displays to view, and the museum is generally more presentable.
- Attendances in 2010 were slightly fewer than in the previous year, but have been poor to date this year – no clear reason why.
- Two small exhibitions have been mounted, 'Fakenham in Maps', 'Lost Villages'
- Mike Bridges has also created an exhibition of his own photographs from the Festival of Britain, which he visited as a young man, to mark its 60th anniversary.
- The museum will be hosting this year's annual meeting of the East of England Industrial Archaeological Society.

#### RNLI Henry Blogg Museum (Jacqui Palmer)

- Crab & Lobster Festival events also suffered from errors in dates and times on the leaflet. Crab racing was particularly enjoyed by the adults.
- Mounting a craft exhibition for summer – two volunteers who create crafts for the RNLI will exhibit and sell their own work.
- Entering a float in the Carnival with the RNLI Ladies Guild and the Lifeboat station.
- Three new volunteers will be starting. Museum volunteers have won awards from the RNLI: Victor has been awarded a bronze badge, and Molly has been awarded a certificate, both for their service in the shop.
- New D-Class lifeboat has been named 'George & Muriel'.

#### North Norfolk Historic Buildings Trust (Hilary Nelson)

- NNHBT has been awarded £18,000 HLF Stage 1 grant for feasibility studies into the repair and interpretation of the Langham Dome, which was a gunnery training building for airmen.

- Hilary Nelson also commended the North Norfolk Railway for the Railway Cottage project, which is well worth a visit.

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

- The Sheringham Preservation Society has changed its name to the Sheringham Society.
- The Society now has a new Secretary and Treasurer. It also has a few more volunteers (including Hilary Nelson) and is opening slightly longer hours.
- The Peter Coke Shell Gallery has received useful conservation advice from Sarah Norcross-Robinson of NMAS, and has had protective film fitted to windows to reduce the amount of UV light reaching the delicate objects.

#### Kelling Heath Trustees (Henry Cordeaux)

- The Heath had over 5,000 visitors last year. The date of the opening day for the Bronze Age cemetery will be confirmed soon.

### **9. AOB**

#### Cllr Stuart Dunn

James Steward reported that Cllr Stuart Dunn had resigned as a councillor and Chair of JMAC: he noted the thanks of the meeting for the strong support Cllr of Dunn for museums in Norfolk.

#### Norfolk Museums & Archaeology Service

In light of recent media coverage, James Steward made an update on the work being undertaken by Norfolk Museums & Archaeology Service (NMAS) to examine the feasibility of trust status for the Service. Discussions about this work have always been open and transparent, and no decisions have yet been reached. NCC had approved the appointment of consultants, Winckworth Sherwood, who are currently carrying out appraisals of various options. Any options for changes to the governance arrangements of NMAS would be subject to full stakeholder consultation before a final decision was taken by the County and the Districts. An underlying principle was that the work was to examine options for sustainable management: buildings and collections would remain the property of the local authorities.

Cllr Strong had spoken to Cllr James Carswell, Cabinet Member for Culture, earlier in the day. Cllr Carswell had confirmed that Norfolk County Council is examining various options and there would be appropriate consultation if it was decided to change the governance arrangements of NMAS. A trust would have access to a wider range of funding opportunities than does a local authority, which is important in the current financial climate. The District/City councils have responded favourably so far and, with the County Council, would want to retain a strong influence over the operations of any trust that might be set up. Cllr Carswell is happy to attend a future meeting of the Forum and talk about this in more detail. Jamie Everitt to invite Cllr Carswell to the next or following meeting.

Hilary Nelson noted that she had received emails from members of the public who were expressing concerns. James Steward advised that Vanessa Trevelyan as Head of Service would be able to respond to these if made aware of them.

#### Museums in Norfolk Group

Jamie Everitt reported that the Museums in Norfolk Group developing a new strategy. Relaunch was planned for mid-September at Dragon Hall and all former MING members would be invited.

### **10. Date and venue of next meeting**

Following meeting: 2.00pm Weds 28 September, Wells Maltings.

# **JOINT MUSEUMS AND ARCHAEOLOGY COMMITTEE**

15 July 2011  
Item no 10

## **Norfolk Museums and Archaeology Service – Integrated Performance and Finance Out-turn Report for 2010/11**

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

### **Summary**

This report provides performance against service plans and budget out-turns information for 2010/11 for the Norfolk Museums and Archaeology Service (NMAS) to the 31 March 2011. Section 1 of this report covers service performance information in the context of delivering service plans; Section 2 covers financial performance.

The main issues for consideration by this Committee are:

- Progress with the 2010/11 service plans was good and is reported in more detail in the accompanying report.
- Performance indicators for the NMAS indicate that the service increased audience participation compared with last year.
- The NMAS achieved a small under-spend with the revenue budget and progress with the NMAS capital programme was good with some under-spends to report where delays to programmes were experienced, mostly with minor works.

### **Recommendation**

Committee Members are asked to consider and comment on:

- Progress with performance and 2010/11 service plans
- Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2010/11.

## **1. Performance against Service Plans**

### **1.1 Performance Summary**

- 1.1.1 Museum visitors increased by 21,770 (6.1%) in the period April 2010 to March 2011 - up to 380,834 compared with 359,064 in the previous year. Visits in organised school groups rose to 43,515 a 5.6% increase over the same period last year. The indicator measuring Norfolk County Council schools engaging

with the service shows that take up was 80.3%, slightly exceeding the target of 80%.

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

- 1.2.1 In February 2011, Norfolk Museum & Archaeology Service launched a partnership project with the British Museum to create major new displays of national significance in Norwich Castle Keep. Together, the Designated archaeology collections at Norwich Castle and the medieval collections of the British Museum enable us to recreate an unparalleled insight into life, work and faith in East Anglia in the medieval period. As one of the wealthiest and most densely populated areas of medieval England, East Anglia produced countless artistic and historical treasures, many of which are preserved at Norwich and in the British Museum. These outstanding collections will be brought together through major new displays in Norwich Castle.
- 1.2.2 NMAS co-ordinated and participated in Fenland Stories, a touring exhibition organised by the Greater Fens Museum Partnership Fenland Project (GFMP), which is funded by Renaissance East of England. The focus of the exhibition was a series of animation films featuring old stories from the Fens such as Tiddy Mun, The Dauntless Girl and Tom Hickathrift. Others look at the drainage of the Fens and groups such as the Pig Dyke Mollies. The films were made by community groups such as schools, youth and adult groups throughout the Fens. The project has had many positive outcomes, such as young people with social problems achieving valuable qualifications as well as gaining new skills and experiences. The project is providing hard evidence of how museums can link into and support larger social agendas and concerns.
- 1.2.3 Since November 2009, the King's Lynn Museums have run a series of projects in partnership with the College of West Anglia aiming to engage young people aged 16-18 who are not in employment, education or training (NEET). In the context of rising youth unemployment and low expectations of formal education, this project aimed to offer young people the chance to engage with something different. The young people have been able to gain accredited qualifications and develop a great range of technical and social skills: film making, interviewing and oral history techniques, basic drama training, communication, negotiation and self confidence. The sustained partnership with the College of West Anglia has enabled the museum to deliver accredited courses that give the young people qualifications that can help them progress onto the next stage of their life, whether that be into employment or further education.
- 1.2.4 Thanks to the County Councils CERF fund (Carbon Energy Reduction Fund) NMAS has been able to install LED lights at Time & Tide, Norwich Castle and Gressenhall Farm & Workhouse. These lights use 25% of the energy of conventional lights thereby reducing carbon emission and saving money. Plans are in hand to install a bio-mass boiler at Gressenhall, which will reduce the use of oil for heating.
- 1.2.5 The refurbishment of the Bridewell Museum building was completed well within budget despite some time delays caused by unanticipated problems with the historic building. Work to install the displays is now underway.

- 1.2.6 The NMAS website was redesigned and upgraded to provide clearer navigation and more user-friendly information.

### 1.3 Conclusion

- 1.3.1 Our conclusion is that this has been a good year for performance and the delivery of NMAS plans which have benefited the people of Norfolk. We look forward to developing these services further within the framework of the Community Services Department.

## 2. Budget Monitoring 2010/11

### 2.1 Revenue Budget

- 2.1.1 Based on the position at the end of March 2011, the NMAS achieved a £0.002m revenue budget under spend.

- 2.1.2 Revenue Budget Changes during 2010/11 - changes totalling £0.067m to the budget are noted for 2010/11:

- £0.046m for free school admissions to museums
- -£0.038m Organisational Review savings
- £0.372m capital depreciation, capital and central charges
- -£0.391 transfer of Norfolk Landscape Archaeology to ETD.
- -£0.136m Support Services transfers
- £0.216m Modern Reward Strategy allocation.

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

Service	Approved budget £m	Outturn £m	+Over/ Underspend £m	+Over/Underspend as % of budget	Variance since last report £m
Museums Service	4.664	4.662	-0.002	0.04%	0
Archaeology Service	0.000	0.000	0.000	0%	0
<b>NMAS Total</b>	<b>4.664</b>	<b>4.662</b>	<b>-0.002</b>	<b>0.04%</b>	<b>0</b>

### 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 2010/11 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 on visitor numbers.
- The ICT reserve has not changed during the year.
- The Museums Repairs and Renewals Reserve has been increased by a planned £0.004m to pay for future replacement of Farm Equipment at Gressenhall, £0.042m for playground equipment and £0.126m for repairs to exhibits. The NMAS is planning to increase the Repairs and Renewals Reserve over time to fund the replacement of playground equipment in the next 4 to 5 years for Gressenhall Farm and Workhouse. 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 reserve now also includes specific income commitments for improvements to display, art conservation and repair.
- The Unspent Grants and Contributions Reserve shows project balances at year end that have been included in Creditor balances in prior years. They are now being shown separately in a reserve under International Financial Reporting Standard rules as no conditions attach to these types of funding, although restrictions may apply.

Reserves and Provisions 2010/11	Balances at 01Apr10	Actual at 31Mar11	Change
	£M	£M	£M
<b>Norfolk Museums and Archaeology Service</b>			
Museums Income Reserve	0.095	0.079	-0.016
ICT Reserve	0.009	0.009	0.000
Museums Repairs and Renewals Reserve	0.037	0.209	+0.172
Unspent Grants and Contributions Reserve	0.000	0.386	+0.386
Service Total	0.141	0.683	+0.542

### **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 service plans during 2010/11.
  - Progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2010/11.

## Officer Contact

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

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## Appendix A1

### Capital Programme 2010/11 – Museums and Archaeology Service

Scheme or programme of work	Approved 2010/11 capital budget £m	2010/11 capital outturn £m	Change since the previous report	Reasons
<b>Schemes in Progress</b>				
Arts of Living' Gallery	0.000	0.000	0.000	Complete
Bridewell Museum Development	0.736	0.613	0.123	Procurement and contractor delays
Castle/Gressenhall/Time & Tide catering	0.011	0.010	0.001	Cafe equipment outstanding
Castle Fire and Security Improvements	0.235	0.229	0.006	NPS outstanding works
Gressenhall Chapel	0.001	0.001	0.000	Complete
Gressenhall CERF *	0.032	0.034	-0.002	£2k overspend funded by CERF
Seahenge	0.057	0.044	0.013	Final costs awaited for gallery
Prior Years Corporate Minor Works	0.077	0.011	0.066	Completed projects under budget of which £20k is slippage
<b>Schemes in Progress - Total</b>	<b>1.149</b>	<b>0.942</b>	<b>0.207</b>	
<b>2010/11 New Starts</b>				
Corporate Minor Works 2010/11	0.071	0.037	0.034	New Projects/ awaiting planning permission
Gressenhall Biomass Boiler CERF	0.174	0.19	0.155	Awaiting planning permission
Castle LED CERF	0.141	0.137	0.004	Final costs awaited
Time & Tide LED CERF	0.040	0.043	-0.003	3k overspend funded by CERF
Bridewell LED CERF	0.017	0.017	0.000	
Gressenhall LED CERF	0.059	0.059	0.000	

GFWH Solar CERF	0.020	0.000	0.020	Awaiting installation date
Lynn Museum LED CERF	0.014	0.000	0.014	New start
<b>New Starts - Total</b>	<b>0.536</b>	<b>0.312</b>	<b>0.224</b>	
<b>Total Capital Programme</b>	<b>1.685</b>	<b>1.254</b>	<b>0.431</b>	

\* CERF is the Carbon Energy Reduction Fund

### Funding of the NMAS Capital Programme

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

- The Art of Living Gallery was a £0.412m capital project funded by a major contribution from Barclays Bank made through HEART and a major private donation.
- The feasibility element of the Bridewell Museum project was funded from NMAS. The indicative capital programme is £1.535m with approved HLF funding of £0.960m, £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.
- Gressenhall Carbon Energy Reduction Fund (CERF) funded project is for insulation at the site to reduce energy costs.
- Corporate Minor Works relate to health and safety and DDA essential works that are funded by submission to the Corporate Capital and Asset Management Group that is funded from the NCC capital programme.
- The Gressenhall Eco-Buildings project is funded by the NCC over 2 years with approved funding of £0.048m in 2009/10 and £0.095m in 2010/11. Due to planning delays this project is now not scheduled to start until 2011/12. This project also has £0.042m of match funding from the Renaissance in the Regions programme. The programme is planned to provide a woodland outdoor classroom, a riverside pond dipping station and improved toilet provision for visitors.
- Seahenge is funded from revenue to complete the gallery display for the Seahenge stump.
- Gressenhall Chapel is funded from revenue and allows for refurbishment as a meeting room and more flexible event space.
- 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 solar power at Gressenhall.

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## **Annual Internal Audit Report 2010-11**

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

This report introduces the Annual Internal Audit Report which summarises the internal audit work carried out in 2010-11, 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 2011-12 internal audit plan.

#### **Recommendation**

The Committee is requested to consider:

- the Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report for 2010-11 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 2010-11 was “acceptable” and therefore considered sound,
- that the system of internal audit, including the arrangements for risk management, were adequate and effective during 2010- 11 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 2011-12 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 (NMAS). 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 NMAS 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 2010-11 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 2011-12 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 NMAS 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 2011-12 was approved by the NCC Audit Committee in April 2011 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.

## **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 have led 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 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 11 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 2010-11. 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

2010-11. The Committee adopted the Council's Anti Fraud and Corruption Strategy at the meeting of the Accounts Approval and Urgent Business sub Committee in June 2010.

- 7.4 Work began on the next bi-annual NFI data matching exercise in the autumn of 2010. Norfolk County Council will continue to participate in this work.
- 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 Compliance with the CIPFA Code of Practice 2006**

- 9.1 Norfolk Audit Services continues to be compliant with the CIPFA Code of Practice 2006.

## **10 Alternative Options**

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

## **11 Conclusion**

- 11.1 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 the results of other internal audit work carried out by NAs including the corporate significance of reports.
- 11.2 The 2011-12 audit plan, including work with respect to the NMAS was agreed by the Norfolk County Council Audit Committee in April 2011.

## 12 Recommendation

12.1 The Committee is requested to consider:

- the Norfolk Joint Museums and Archaeology Committee Annual Internal Audit Report for 2009/10 and the key message:

based on an analysis of the audit work carried out and reports issued, 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 2010-11 was “acceptable” and therefore considered sound,

- that the systems of internal audit were adequate and effective during 2010-11 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 2011-12 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	2011-12 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. The 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 individual audits from April 2009 to March 2010.
- 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.
- 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:

**Appendix A**

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

<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 2010-11 was “acceptable” and therefore considered sound. Sufficient audits were performed to support my opinion.
- NJMAC system of internal audit was adequate and effective during 2010-11 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 2010.

#### **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.**

One audit was undertaken for the NMAS and a final report issued with an audit opinion that internal controls ‘have key issues that need to be addressed’. Planned actions were agreed with the Chief Officer.

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

**3.3 Other significant points to note are that:**

- The NMAS has adopted the Norfolk County Council Anti Fraud and Corruption Strategy
- The Risk register is reviewed by the NMAS Board (as described in the Joint Museums Archaeology Agreement), which meets every 6 months
- The NMAS supports the key themes of the Norfolk Ambitions sustainable community strategy to ensure that sustainability issues are adequately addressed (1.3). The economic impact is considered as part of the NMAS Risk register. JMAC 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 One audit was undertaken which related directly to the work of the NMAS and this was in relation to Museums income controls. 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 2011-12.
- 4.2 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.

**5 2011-12 Audit Plan**

- 5.1 The Annual Internal Audit Plan approved by the Audit Committee on 28 April 2011 did not include any audits directly relevant to the NJMAC. 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 2011-12 with respect to the audit on Museums Income control which was reported in 2010-11.
- 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.

**Appendix A**

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

**Appendix A**

**Norfolk Joint Museums and Archaeology Committee  
Annual Internal Audit Report  
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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 2009-10 edition of the Anti Fraud and Corruption Strategy in June 2009. 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.

## **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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## Appendix A

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

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**Norfolk Joint Museum and Archaeology Committee**  
**Annual Governance Statement 2010-11.**

**A Report by the Head of Finance**

**Summary**

This report introduces the proposed Annual Governance Statement 2010-11 and provides assurance that the Norfolk Joint Museum and Archaeology Committee's governance framework, including the system of internal control, is adequate and effective.

**Recommendation**

The Committee should

- note that the Chief Internal Auditor has reviewed the effectiveness of the system of internal control including the arrangements for the management of risk
- note that there were no findings from the review of the effectiveness of the system of internal control
- approve the Annual Governance Statement and require that the Chair and Director of Community Services should sign off the statement
- require the Head of Finance to ensure that the Annual Governance Statement accompanies the Annual Statement of Accounts

**1 Introduction and background**

1.1 The Department of Communities and Local Government proposed and consulted on revisions to and consolidation of the Accounts and Audit Regulations relating to local authorities. The consultation period ended on 4 March 2011 and the new regulations, the Accounts and Audit (England) Regulations 2011 came into force on 31 March 2011 and apply to accounting statements ending on this date.

1.2 These regulations require that

- the Committee must conduct a review at least once a year of the effectiveness of its system of internal control,
- findings of this review should be considered by the Committee,
- the Committee must approve an Annual Governance Statement and

- the Annual Governance Statement must accompany the Statement of Accounts.

- 1.3 Guidance for the preparation, review and reporting of the Annual Governance Statement has been issued by Cipfa /SOLACE and has been provided to all members of Norfolk County Council.
- 1.4 The Council has approved and adopted a Code of Corporate Governance and the Committee adopts that Code.

## **2 Compliance**

- 2.1 The Chief Internal Auditor reviews the effectiveness of the system of internal control throughout the year and reports annually to the Committee. The Chief Internal Auditor's report is included elsewhere on this agenda. His opinion on the system of internal control including the arrangements for the management of risk for 2010-11 was that it was "acceptable" and therefore considered sound. There were no findings with respect to his review of the effectiveness of the system of internal control.
- 2.2 An Annual Governance Statement is proposed at Appendix A. The Cipfa/SOLACE guidance has been followed in the preparation of this Annual Governance Statement. It is commended to the Committee for approval.
- 2.3 The regulations require that the Annual Governance Statement should accompany the annual statement of accounts and the Head of Finance will ensure that this happens.

## **3 Equalities Impact, Resource and Other Implications**

- 3.1 There are no implications with respect to equalities or resources with respect to this report and there are no other implications.

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

- 4.1 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 its work, and do all that it reasonably can to prevent crime and disorder in Norfolk.
- 4.2 The Council has in place an Anti Fraud and Corruption Strategy which is actively promoted.
- 4.3 Internal Audit work helps with the aim of prevention of crime in Norfolk in that its work results in the likelihood of detection and prosecution increasing. After consideration of the risks from the economic downturn my assessment is that the Anti Fraud plan and resources are considered sufficient for the financial year 2010-11.



- 4.4 Internal Audit's work is planned in order to cover the higher risk areas including those areas where weaknesses in controls might increase the risk of theft, fraud or corruption. An action plan is agreed for any control weaknesses that are identified during audits.

## **5 Risk Management**

- 5.1 This report has fully taken into account any relevant issues arising from the Council's policy and strategy for risk management and any issues identified in the risk register.

## **6 Recommendation**

- 6.1 The Committee should
- note that the Chief Internal Auditor has reviewed the effectiveness of the system of internal control including the arrangements for the management of risk
  - note that there were no findings from the review of the effectiveness of the system of internal control
  - approve the Annual Governance Statement and require that the Chair and Director of Community Services should sign off the statement
  - require the Head of Finance to ensure that the Annual Governance Statement accompanies the Annual Statement of Accounts

### **Officer Contact**

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

Adrian Thompson  
Chief Internal Auditor  
Norfolk Audit Services  
(01603) 222784  
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If you need this Report in large print, audio, Braille, alternative format or in a different language please contact Adrian Thompson 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

**Norfolk Joint Museums and Archaeology Committee  
Annual Governance Statement 2009-10**

**1 Scope of responsibility**

- 1.1 The Norfolk Joint Museums and Archaeology Committee (NJMAC) is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and is used economically, efficiently and effectively. The NJMAC also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging this overall responsibility, the NJMAC is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, including the arrangements for the management of risk.
- 1.2 The Norfolk Archaeological Services Advisory Committee advises the NJMAC upon the practical measures needed to secure and maintain the efficient operation of Archaeological services.
- 1.3 The NJMAC follows Norfolk County Council's (NCC) Constitution and relies on its governance, practices and procedures.
- 1.4 NCC has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the code is on our website at [www.norfolk.gov.uk](http://www.norfolk.gov.uk) or can be obtained from Mr. P D Brittain, Head of Finance, NCC, County Hall, Martineau Lane, NR1 2DW.
- 1.5 This statement explains how the Committee has complied with the code and also meets the requirements of regulation 4 of the Accounts and Audit (England) Regulations 2011

**2 The purpose of the governance framework**

- 2.1 The governance framework comprises the systems and processes, and culture and values by which the authority is directed and controlled, and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
- 2.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all

risk of failure to achieve policies, aims and objectives, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Committee's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

2.3 The governance framework has been in place at NJMAC for the year ended 31 March 2011 and up to the date of approval of this Statement.

<b>The key elements of the systems and processes that comprise the Committee's governance arrangements include arrangements for:</b>	
<ul style="list-style-type: none"> <li>Identifying and communicating the Committee's vision of its purpose and intended outcomes for citizens and service users.</li> </ul>	<p>NMAS presented a report on the Service and Budget Planning 2011-14 to the Committee in January 2011 and this was approved by the Committee at the same meeting.</p> <p>This can be found on the Council's website at <a href="http://www.norfolk.gov.uk/view/jntmus140111item7pdf">http://www.norfolk.gov.uk/view/jntmus140111item7pdf</a>.</p>
<ul style="list-style-type: none"> <li>Reviewing the committee's vision and its implications for the committee's governance arrangements.</li> </ul>	<p>To ensure NCC is always working in the best interests of the people of Norfolk it reviews its medium term plan annually.</p> <p>Agendas and minutes for all County Council meetings, including The NJMAC and the Norfolk Archaeological Services Advisory Committee (NASAC), are accessible on NCC's website. <a href="http://www.norfolk.gov.uk/Council_and_democracy/Committees/index.htm">http://www.norfolk.gov.uk/Council_and_democracy/Committees/index.htm</a></p> <p>NMAS presented a report on the Service and Budget Planning 2011-14 to the Committee in January 2011 and this was approved by the Committee at the same meeting.</p> <p>This can be found on the Council's website.</p>
<ul style="list-style-type: none"> <li>Measuring the quality of services for users, for ensuring they are delivered in accordance with the committee's objectives and for ensuring that they represent the best use of resources.</li> </ul>	<p>In order to measure the quality of services we provide in trying to achieve our objectives, the Council produces performance indicators.</p> <p>Each objective in the County Council Plan has an expected outcome for people in</p>

	<p>Norfolk.</p> <p>Current year performance for NCC is published on NCC's website.</p> <p>Performance indicators are monitored and reported to the Economic Development and Cultural Services Overview &amp; Scrutiny Panel quarterly.</p>
<ul style="list-style-type: none"> <li>Defining and documenting the roles and responsibilities of the executive, non-executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication.</li> </ul>	<p>NCC has a constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. The law requires us to have some of these processes, whilst others are a matter for the Council to choose.</p> <p>The Chief Officers of the NMAC have the same powers of management that are given to all Chief Officers of NCC.</p>
<ul style="list-style-type: none"> <li>Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members and staff.</li> </ul>	<p>NCC's Constitution includes a code of conduct for members. Our Corporate Human Resources (HR) department produces a HR Practises Manual in which there is also a Standards of Conduct and Behaviour Policy for staff.  <a href="http://www.peoplenet.norfolk.gov.uk/view/NCC069208">http://www.peoplenet.norfolk.gov.uk/view/NCC069208</a></p> <p>The NJMAC also adheres to the Museums Association's Code of Ethics (see <a href="http://www.museumsassociation.org">www.museumsassociation.org</a>)</p> <p>The Council has an Anti Fraud and Corruption Strategy which includes roles of members and staff. The NJMAC adopt this strategy.  <a href="http://intranet.norfolk.gov.uk/dfi/Services/NA%20S/Anti-fraud%20&amp;%20Corruption%20Strategy%2009-10.pdf">http://intranet.norfolk.gov.uk/dfi/Services/NA S/Anti-fraud%20&amp;%20Corruption%20Strategy%2009-10.pdf</a></p>
<ul style="list-style-type: none"> <li>Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure</li> </ul>	<p>NCC produces both Financial Regulations and Financial Procedures. The Financial Regulations form part of the Constitution and are required to be reviewed annually to</p>

<p>notes/manuals, which clearly define how decisions are taken and the processes and controls required to manage risks.</p>	<p>ensure they incorporate the current practises. Corporate Finance is responsible for updating the Financial Regulations and the accompanying Financial Procedures. Changes to the Financial Regulations are considered by both the Audit Committee and Cabinet prior to approval by the County Council on an annual basis.</p> <p>NMAS follows NCC's Financial Procedures and Financial Regulations which can be found on NCC's website.  <a href="http://intranet.norfolk.gov.uk/dfi/regs.htm">http://intranet.norfolk.gov.uk/dfi/regs.htm</a></p> <p>Agendas and minutes for all County Council meetings, including the NJMAC and the NASAC, are accessible on NCC's website.  <a href="http://www.norfolk.gov.uk/Council_and_democracy/Committees/index.htm">http://www.norfolk.gov.uk/Council_and_democracy/Committees/index.htm</a></p>
<ul style="list-style-type: none"> <li>Ensuring the Committees financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer (CFO) in Local Government (2010).</li> </ul>	<p>NCC's CFO is the Head of Finance who also acts as the CFO for the NJMAC.</p> <p>The Annual Governance Statement for NCC sets out in detail how the CFO fulfils the requirements of the CIPFA statement.</p>
<ul style="list-style-type: none"> <li>Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committees – Practical Guidance for Local Authorities.</li> </ul>	<p>Norfolk County Council Audit Committee provides the core functions of an audit committee on behalf of the NJMAC.</p> <p>Norfolk Audit Services strategy for the delivery of the audit service provides for delivery of work for the NJMAC for instance in reporting to the NJMAC and facilitation of the delivery of the Annual Governance Statement.</p> <p>The NCC Audit Committee approves an annual audit plan for Norfolk Audit Services which includes audits which relate directly to the NMAS and also indirectly to the whole internal control environment on which the NMAS relies</p> <p>The minutes and agendas from the Audit Committee's quarterly meetings are available on NCC's website. There is also general information on the website about the Audit Committee, including which</p>

	<p>councillors sit on the committee.</p> <p>The Internal Audit Annual Report places reliance on the effectiveness of the governance arrangements for NJMAC and is reported within the Chief Internal Auditor's NCC Annual Internal Audit Report.</p>
<ul style="list-style-type: none"> <li>Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.</li> </ul>	<p>The Head of Law is given the duty of being the Monitoring Officer for NCC. This means that they are responsible for ensuring compliance with relevant laws and regulations. A protocol covering the role and functions of a Monitoring Officer is contained within the Constitution.</p> <p>The Head of Law is also the Monitoring Officer for the NJMAC.</p>
<ul style="list-style-type: none"> <li>Whistle-blowing and for receiving and investigating complaints from the public.</li> </ul>	<p>Whenever a member of the public contacts NCC to either complain or praise the council the contact will be dealt with in accordance with our Complaints &amp; Compliments Policy and procedures.</p> <p>NJMAC adopts NCC's Complaints and Compliments procedures. Both of these are available on NCC's website.  <a href="http://www.norfolk.gov.uk/Council_and_democracy/Have_your_say/Compliments_and_complaints/NCC038645">http://www.norfolk.gov.uk/Council_and_democracy/Have_your_say/Compliments_and_complaints/NCC038645</a></p> <p>NCC operates an Anti Fraud &amp; Corruption Strategy, which is linked to the Whistle blowing policy. These are internal policies, which all staff are expected to follow.  <a href="http://intranet.norfolk.gov.uk/dfi/Services/NA S/Anti-fraud%20&amp;%20Corruption%20Strategy%2009-10.pdf">http://intranet.norfolk.gov.uk/dfi/Services/NA S/Anti-fraud%20&amp;%20Corruption%20Strategy%2009-10.pdf</a></p> <p><a href="http://intranet.norfolk.gov.uk/whistleblowing/whispol.doc">http://intranet.norfolk.gov.uk/whistleblowing/whispol.doc</a></p> <p>There were no instances of Whistle blowing with respect to the NMAS during 2010-11.</p>

<ul style="list-style-type: none"> <li>Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training.</li> </ul>	<p>Within NCC there is a Member Support Officer who is part of the Democratic Services team. It is their job to look after the pastoral needs of the County Councillors, arranging training, keeping an updated register of interests, and also a hospitality register. They arrange travel and conference attendance and also deal and resolve IT queries for Members.</p> <p>On-line training was developed during 2007-08 for Members and staff and roll out commences for this during 2009-10.</p> <p>NCC also ensures appropriate training for all senior officers through corporate programmes or as identified through the annual appraisal process. Officers supporting NJMAC are included with these programmes.</p>
<ul style="list-style-type: none"> <li>Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation</li> </ul>	<p>NCC publishes several magazines - all are available electronically and people can subscribe to email updates for the public-facing publications. <i>Your Norfolk</i> magazine is delivered in hard copy to most households in Norfolk three times a year. We are also trialling an online only edition in December 2011. The online only <i>Norfolk Matters</i> magazine is specifically for parish councils. <i>Norfolk Business Matters</i> is also online only and directed at the business community. <i>Horizon</i> is for staff, and principally sent out by email, although some printed copies are available for those without regular access to email. <i>Norfolk Manager</i> is also published electronically.</p> <p>With regards to the statutory information that must be sent out with annual council tax bills, NCC sits on a partnership that includes Norfolk's seven district councils and Norfolk police and produces a joint leaflet.</p> <p>NCC's website has details about all areas of our work to allow easy, instant access to information. Wherever possible NCC wants web users to have the option to 'self-serve' – they can report problems with Norfolk</p>

	<p>roads, apply for a school place or renew library books, for example. They can also pay for services such as Park &amp; Ride season tickets. Web users can subscribe to email updates on a range of topics.</p> <p>Through the website, residents can contact the council, take part in online petitions, or access Norfolk Consultation Finder - a site dedicated to current consultations and allows members of the public to participate easily in the council's activities.</p> <p>We also use social media platforms where appropriate as a cost effective way to reach web users who might not visit the NCC website for information. Our main corporate Twitter feed has about 3,200 followers. We put a video walkthrough of changes to a road layout on our YouTube channel and it attracted 11,000 views. Facebook has been used to support campaigns, including NCC's campaign to see the remaining section of the A11 dualled.</p> <p>Norfolk was awarded a Green Flag in the 2009 CAA assessment for a participatory budgeting approach to meeting the area's LAA targets. Norfolk County Council led the partnership project which involved local people in deciding how £200k second homes council tax money could be used to focus on targets at risk of non delivery.</p> <p>The NMAS maintains a website which contains useful information for its users including news, details of collections and online exhibitions. The NMAS also produce a quarterly newsletter which is available on the Council's website.</p> <p><a href="http://www.museums.norfolk.gov.uk/img/Newsletter%20Final.pdf">http://www.museums.norfolk.gov.uk/img/Newsletter%20Final.pdf</a></p> <p>Channels of communication are also filtered through Norfolk Archaeology Services Advisory Committee.</p>
<ul style="list-style-type: none"> <li>• Incorporating good governance arrangements in respect of partnerships and other group working</li> </ul>	<p>NCC actively provides services in partnership with other organisations.</p>



<p>as identified by the Audit Commission's report on the governance of partnerships, and reflecting these in the committee's overall governance arrangements.</p>	<p>The NJMAC works in partnership with district councils and Norwich City Council. NMAC also manages a National Trust property as a partnership arrangement.</p> <p>The Audit Commission produced a report suggesting some points to ensure good control within partnerships and NCC follows these guidelines with all partnerships.</p>
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### 3 Review of effectiveness

- 3.1 The NJMAC has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the authority who have responsibility for the development and maintenance of the governance environment, the Chief Internal Auditor's Annual Internal Audit report, and also by comments made by the external auditors and other review agencies and inspectorates.
- 3.2 All the NMAS museums are accredited as part of the Museums Libraries and Archives UK Museum Accreditation Scheme. This involves a full assessment of all matters relating to museum governance, organisation, management, operations and customer service. Accreditation is renewed approximately every 5 years and position reports are required every 2 years. Accreditation was confirmed in 2010 following the last position statement. Museums gaining the accreditation are listed on the website [http://www.mla.gov.uk/what/raising\\_standards/accreditation](http://www.mla.gov.uk/what/raising_standards/accreditation).
- 3.3 The Annual NMAS plan relating to Renaissance in the Regions, a government funding stream made available through the Museums, Libraries and Archives Council, is audited by the National Audit Office.

<b>The process that has been applied in maintaining and reviewing the effectiveness of the governance framework include:</b>	
<b>The Authority &amp; the Executive</b>	
<ul style="list-style-type: none"><li>Statutory roles of Council's Monitoring Officer and Section 151 Officer to ensure internal control procedures are efficient and effective and are being complied with on a routine basis to ensure legality and sound financial standing.</li><li>Risk Management policies and procedures are in place to ensure that the risks facing the committee in achieving its objectives are evaluated, regularly reviewed and mitigation strategies developed. These</li></ul>	<p>The Committee has, where appropriate, received the full range of professional officer advice and support to enable it to carry out its functions effectively and in compliance with statutory requirements.</p> <p>The NJMAC Agreement in 2006 stated that the Section 151 Officer would be the treasurer of the Joint Committee.</p> <p>The Council has a Risk Management Framework and Policy which is reviewed annually by the Audit Committee and significant changes are reported to and approved by the Council.</p>

<p>arrangements are approved and reviewed by Cabinet following advice from the Chief Executive and all Chief Officers.</p> <ul style="list-style-type: none"> <li>• Provision of effective, efficient and responsive systems of financial management.</li> <li>• Delivery of services by trained, skilled and experienced personnel.</li> <li>• Performance monitoring processes</li> </ul>	<p>The embedding of risk management into business activity is continuing. Action is being taken throughout the Council to ensure Risk management is fully embedded.</p> <p>Corporate and departmental risk registers, including Cultural Services functions, are in place and being used as a management tool. Reporting of risk management activity to Members is embedded within risk registers being reported six monthly to the Review Panel.</p> <p>Further communications and training to members and staff are planned; with the objective of ensuring risk management and awareness are embedded in the Council's practices and procedures.</p> <p>Insurance policies and funds are in place and are regularly reviewed, at least annually, to ensure Norfolk County Council is adequately safeguarded.</p> <p>The NJMAC have a risk register which is reviewed quarterly.</p> <p>The NMAS presented a report on the Service and Budget Planning 2011-14 to the Committee in January 2011 and this was approved by the Committee at the same meeting. This can be found on the Council's website at <a href="http://www.norfolk.gov.uk/view/jntmus140111item7pdf">http://www.norfolk.gov.uk/view/jntmus140111item7pdf</a></p> <p>Reports on budgetary positions are taken to each NJMAC meeting for discussion and review.</p> <p>The Council has demonstrated its commitment through its IIP accreditation, which was successfully reassessed during September 2007.</p> <p>Regular reports on Performance Indicators are presented to the Chief Officers Group via PRISM (NCC's corporate performance and risk management system) and</p>
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are in place to measure progress against objectives and to provide for remedial action where appropriate.	<p>Cabinet. This is against the Corporate Improvement Plan, which highlights the key areas for improvement.</p> <p>The Committee and the NASAC receive half yearly reports to measure progress.</p>
<b>The Audit Committee/Overview and Scrutiny Committee/Risk Management Committee</b>	
<ul style="list-style-type: none"> <li>The audit and scrutiny function is carried out and developed through the Cabinet Scrutiny Committee, the Audit Committee.</li> </ul>	The Cabinet Scrutiny Committee, the Audit Committee have continued to carry out reviews across a wide range of topics.
<b>The Standards Committee</b>	
<ul style="list-style-type: none"> <li>The role of the Standards Committee is to promote and maintain high standards of conduct by councillors and co-opted members.</li> </ul>	<p>The Committee met during 2010-11. Its business included:</p> <ul style="list-style-type: none"> <li>Dual-hatted Members and the Code of Conduct</li> <li>The Future of Standards for England and the Standards Framework</li> <li>Monitoring Officer's Annual Report to the Audit Committee 2009/2010</li> <li>Report on the On-line publication of Members' Interests</li> </ul> <p>Co-opted members follow the same NCC standards as other members.</p>
<b>Chief Financial Officer</b>	
<ul style="list-style-type: none"> <li>The Head of finance is the Chief Finance Officer for NCC and the NJMAC.</li> </ul>	The financial management arrangements for NCC conform to the CIPFA 2010 statement on the role of the CFO and these are espoused by the NJMAC. Further details are included within the NCC Annual Governance Statement.
<b>Internal Audit</b>	
<ul style="list-style-type: none"> <li>Internal Audit provide independent and objective assurances across the whole range of the authority's financial</li> </ul>	The External Auditor is able to place reliance on the work of Norfolk Audit

<p>and non-financial activities</p>	<p>Services (NAS) and has assessed that Internal Audit provides an effective service overall.</p> <p>NAS is continuing to develop its work programme such that resources are allocated based on a systematic assessment of all areas of risk facing the Council in carrying out its functions.</p> <p>The NMAS was included in the Council's Audit Plan during 2009/10. Reports produced by Norfolk Audit Services included Renaissance in the Regions, Cromer Museum, Museum and Archaeology Project Management and Gressenhall Museum Follow-up.</p> <p>Further details are provided within the Chief Internal Auditor's Annual Internal Audit Report which also includes reference to the effectiveness of the Governance arrangements for the NMAS.</p>
<p><b>Other explicit review/assurance mechanisms</b></p>	
<ul style="list-style-type: none"> <li>• External Audit provide a further source of assurance by reviewing and reporting upon the Council's internal control processes and any other matters relevant to their statutory functions and codes of practice.</li> <li>• Codes of practice are issued by external bodies in respect of Council services and processes, with which the Council is expected to comply.</li> </ul>	<p>The Audit Commission issued a final Annual Governance Report for 2009-10 in September 2010. The report</p> <ul style="list-style-type: none"> <li>• gave an unqualified audit opinion,</li> <li>• stated that the internal control environment was adequate and</li> <li>• gave an unqualified opinion with respect to the arrangements to secure value for money.</li> </ul> <p>The Council has adopted the CIPFA Treasury Management in Public Services Code from November 2002.</p> <p>The Council has complied with the Accounts and Audit (England) Regulations 2011.</p> <p>NAS has implemented the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2006.</p>

<ul style="list-style-type: none"> <li>• Reviews by external agencies and inspectorates, which would encompass most major services, and other specific external evaluations, for example, the Local Government Ombudsman and Health &amp; Safety inspectorates.</li> </ul>	See section 3.2
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**Significant governance issues**

There were no significant governance issues reported during the year

Signed: **Chairman**.....

Date:.....

Signed: **Director of Community Services**.....

Date:.....

## **NMAS Collections and Accommodation Rationalisation Programme 2010-14**

**Report by the Head of NMAS**

### **Summary**

NMAS is facing increasing budget pressures that will be exacerbated by the government's spending review.

NMAS has an ongoing Collections Rationalisation Programme whereby collections are assessed on a regular basis and those that are not suitable for future display or study needs are found alternative homes (see Annex 1). This will ensure that the NMAS:

- Reduces its accommodation needs to the minimum necessary for the safe and accessible storage of collections, in order to reduce the financial and staffing burden of collections care
- Ensures that all collections are accessible and used on a regular basis for the benefit of the public

Annex 2 sets out the list of items which have been assessed as surplus to NMAS' requirements as being of poor quality, or of limited interest, or more relevant to another museum collection.

The programme is following best practice as advised by the Museums Association, the Museums Libraries & Archives Council (MLA), and the Museums Accreditation Standard (published by MLA).

### **Recommendation:**

That members approve the rationalisation of the items listed in Annex 2.

## 1 **Background**

NMAS has an ongoing Collections and Accommodation Rationalisation Programme whereby collections are assessed on a regular basis and those that are not suitable for future display or study needs are found alternative homes (see Annex 1). This is with the aim of:

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

Members considered and approved the policy on 14 January 2011.

## 2 **Collections review**

The objects listed in Annex 2 have been identified as candidates for deaccessioning and disposal. The list has been scrutinised by the NMAS' internal Rationalisation Group, which comprises the Museums Development Officer, the Senior Conservation Officer and the Chief Curator. Where possible these objects will be found a home in another museum or cultural institution.

## 3 **Resource Implications**

### 3.1 **Finance**

It is anticipated that this programme will identify savings of up to £120,000 a year. NMAS will fund any necessary revenue or minor capital expenses resulting from moving in or out of accommodation out of efficiency savings. There will be a risk to budgets if the projected savings are not achieved.

### 3.2 **Property**

It is anticipated that NMAS will vacate one leased and one NCC-owned building with advice from NPS.

## 4 **Other Implications**

### 4.1 **Equality Impact Assessment**

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



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

Access to the costume and textiles collections will be greatly improved. It will be easier for visitors to Norwich Castle to access the Royal Norfolk Regimental displays.

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

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

#### **4.3 Any Other implications**

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

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

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

### **6 Action Required**

That members approve the rationalisation of the items listed in Annex 2.

### **Officer Contact**

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

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

## **Strategy for rationalising NMAS collections**

### **1 Introduction**

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

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

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

### **2 Using collections**

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

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

**2. Study collections** provide depth for people who want to learn more about a specific subject. The emphasis is on presenting as many objects as possible for study. Improved

study facilities are being provided at Collections Study Centres, such as the Shirehall, Carrow House or Gressenhall, where collections are available in reference galleries. Objects are either freely accessible when the museum is open, on open storage (easily accessible with an appointment or on regular open days) or in study rooms (open on set days a week).

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

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

#### **4. Working or demonstration material**

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

#### **5. Education, handling and loan collection**

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

#### **6. Set dressing and cannibalisation**

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

#### **7. Dispersal**

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

#### **8. Disposal**

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

### **3 The rationalisation programme**

The rationalisation programme will particularly concentrate on identifying which material should fall in category 3 and below. Material in category 2 will also be reviewed as it is likely that there is some material which, over the years, has become surplus to requirements. Material in category 1 will have been reviewed when a decision was taken to put it on

display. The NMAS has an ongoing programme of renewing or refreshing displays which allows for changing objects on display and assessing their importance.

### **3.1 First steps in the rationalisation programme**

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

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

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

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

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

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

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

### **3.3 Options for disposal**

There are several ways in which material that is not suitable for the NMAS core collections might continue to fulfil a useful purpose and continue to be held in trust, eg:

- Transfer to a handling/schools loan/education/working machinery/ demonstration collection within NMAS
- Transfer to another Accredited museum by gift or sale
- Transfer to another public institution by gift or sale
- Repatriation to country of origin

If none of the above options are viable the options are:

- Return to donor or lender
- Charitable donation
- Cannibalisation or set dressing
- Sale on the open market, or
- Destruction (as a last resort)

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

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

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

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

- Objects for disposal will be identified by staff with collections care responsibilities at each site, assisted by subject specialists as appropriate
- Documentation will be checked to determine whether the NMAS is legally free to dispose of the items (there may be conditions attached to a bequest etc)
- Ownership of the objects will be established from museum records
- Permission for disposal will be sought as necessary from the relevant Area Museums Committee, and confirmed by the Joint Museums & Archaeology Committee
- As committee business is in the public arena, a PR strategy will be developed in order to minimise negative public reaction that may undermine confidence in the NMAS as a repository for Norfolk's material heritage.
- If material was acquired or conserved with grant aid, contact will be made with the grant funding body to establish whether the funder has any requirements or views on the disposal. Reimbursement of grant aid is a standard requirement unless the object is to be transferred as a gift to another Accredited museum.

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

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

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

End

## Annex 2

Record number	Object name	Brief Description	Disposal reason	Proposed disposal method
NWHCM : 1944.109.1	Bureau	Walnut bureau, c1730	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1946.189.1	Commode	Commode, mahogany with pale inlaid string decoration on doors, oak sections in carcass; two front doors and lower section with two dummy drawers that pull out; pot missing; 1830 – 1900	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1950.186.1	Table	Mahogany half round side table	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1969.272.1	Bureau	Walnut bureau, about 1735	Poor condition (extensive woodworm damage to legs)	Offer to local or national museum with furniture collections
NWHCM : 1970.443	Commode	Commode, mahogany with pale inlaid string decoration on doors, oak sections in carcass; two front doors and lower section with two dummy drawers that pull out; pot missing; 1830 – 1900	Outside collecting policy – no known local provenance	Offer to local or national museum with furniture collections
NWHCM : 1970.448.1	Writing desk	Writing desk, walnut, fall front, on four drawer base; 1715 – 1720	Outside collecting policy – no known local provenance  Poor condition (cracked and damaged veneers)	Offer to local or national museum with furniture collections
NWHCM : 1975.213.45	Chest of drawers	Chest of drawers of lined oak, 2 long drawers, 1 smaller flanked by 2 small drawers, knob handles, possibly 19th century	Outside collecting policy	Offer to local or national museum with furniture collections

# Report to Joint Museums & Archaeology Committee

15 July 2011

Item No.....

## 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 2010-11.
- Over 380,000 visits were made to NMAS museums, an increase of over 21,000 on the previous year.
- 43,481 visits were made by school children in organised groups; a substantial increase on the previous year.
- Attendance figures for 2010-11 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

- 1.1 NMAS had a successful year in 2010-11, attracting more than 21,000 visits than the previous year, an exceptional result in the present economic climate, and given that the Bridewell Museum is currently closed for refurbishment.

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

2008-2009	348,257
2009-2010	359,064
2010-2011	380,363

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.



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

Norwich Castle & Norwich Castle Study Centre	46.5%
Gressenhall Farm & Workhouse	18.5%
Time & Tide	8.5%
Cromer Museum	6.5%
Regimental (including visitors exiting from Norwich Castle)	5%
Lynn Museum	4%
Elizabethan House	3.5%
Strangers Hall	2.5%
Ancient House	2%
Town House Museum	1.5%
Tolhouse	1.5%
Bridewell	Closed

### 3 Analysis of attendances to individual sites

#### 3.1 Gressenhall Farm & Workhouse

2008-2009	74,127
2009-2010	73,011
2010-2011	69,155

Generally attendances remain high at Gressenhall, compared to attendances of around 45,000 prior to redevelopment of 2004-07. Attendances at event days were disappointing in 2010 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

2008-2009	145,996
2009-2010	157,136
2010-2011	175,430

Norwich Castle experienced a considerable increase in visitor numbers. This is due to the fact that all galleries under refurbishment are now open and a lively events programme is offered, particularly during weekends in January, February and March, traditionally a quieter time of year. Like all museums, the Castle is subject to the vagaries of the weather and August saw an increase of 10,000 visitors on the previous year.

#### 3.3 Norwich Castle Study Centre, Shirehall

2008-2009	3,059
2009-2010	2,200
2010-2011	1,970

### 3.4 **Carrow House Costume & Textiles Study Centre, Norwich**

2008-2009	0
2009-2010	1,852
2010-2011	1,379

The enhanced visitor facilities and lively events programme continue to attract a good following. It is anticipated that visitors will rise once the costume and textiles collection moves to the Shirehall Study Centre, which is open five days a week and is easier to get to.

### 3.5 **Bridewell Museum, Norwich**

2008-2009	6,215
2009-2010	Closed for refurbishment
2010-2011	Closed for refurbishment

Work is going well on the refurbishment. The building work has been completed with a new level entrance on Bridewell Alley, lift access between floors, and improved toilets.

### 3.6 **Strangers Hall, Norwich**

2008-2009	8,595
2009-2010	11,088
2010-2011	9,569

Strangers Hall is now open four days a week while the Bridewell is shut for redevelopment. This has had a positive impact on visitor numbers. Staff have also focussed on some specific events that have encouraged repeat visitors. The special Christmas events are particularly popular.

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

2008-2009	3,901 (+7,035 via the Castle)
2009-2010	3,858 (+14,709 via the Castle)
2010-2011	3,937 (+14,310 via the Castle)

The Regimental Museum continues to perform well. The planned relocation of the regimental displays to Norwich Castle 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.

### 3.8 **Tolhouse Museum, Great Yarmouth**

2008-2009	5,108
2009-2010	5,227
2010-2011	5,170

The Tolhouse has entered into a new era of opportunity with the development of the adjacent Great Yarmouth Community Library. Officers are looking at the

potential of more joint programming.

### 3.9 **Elizabethan House, Great Yarmouth**

2008-2009	8,496
2009-2010	10,842
2010-2011	12,727

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

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

2008-2009	30,055
2009-2010	28,955
2010-2011	31,155

Time & Tide has done well to reverse the trend and increase visitor numbers thanks to a lively exhibition and events programme.

### 3.11 **Lynn Museum, King's Lynn**

2008-2009	16,048
2009-2010	10,520
2010-2011	15,215

Visitor numbers have reverted to previous levels after the necessary closure in the previous year to allow for the central Seahenge stump to be incorporated in the display.

### 3.12 **Town House, King's Lynn**

2008-2009	6,650
2009-2010	8,911
2010-2011	6,840

The Town House Museum has now been closed and work is in hand to develop new heritage displays in the adjacent Town Hall.

### 3.13 **Cromer Museum**

2008-2009	23,556
2009-2010	20,815
2010-2011	25,156

Cromer Museum visitor numbers have rallied after a disappointing year in 2009-10.

### 3.14 **Ancient House Museum, Thetford**

2008-2009	9,416
2009-2010	9,940
2010-2011	8,355

The Ancient House has been successful in integrating its activities into Thetford's overall cultural programme. Repeat visitors are very dependent on the temporary exhibition programme.

## 4 **Schools**

2008-2009	41,059
2009-2010	41,225
2010-2011	43,481

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 continued to rise. 2010-11 proved to be a 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.

## 5 **Annual Museum Pass**

The total number of households holding a Museum Pass has increased steadily from 2008-09 and exceeded 4,000 by the end of 2009-10.

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 2011-12**

- 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

## **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 2010-11 are exceptionally 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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If you need this report in large print, audio, Braille, alternative format or in a different language please contact Glenis Wright on 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

**Visits to NMAS museums 2008-2011**

		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL
Castle Museum	2008/09	12,434	12,164	12,003	12,933	20,502	10,905	13,366	9,048	5,871	8,323	16,319	12,128	145,996
	2009/10	14,557	12,290	12,142	16,394	18,085	10,915	13,714	9,390	7,071	8,709	19,178	14,691	157,136
	2010/11	15,555	12,623	13,588	17,126	28,199	12,647	16,896	11,136	6,098	10,847	16,686	14,029	175,430
Norwich Castle Study Centre (Shirehall)	2008/09	278	211	205	185	155	507	349	313	128	213	255	260	3,059
	2009/10	167	177	238	161	138	240	235	266	92	148	130	208	2,200
	2010/11	171	241	191	216	135	307	264	229	74	142	0	0	1,970
Carrow House	2008/09	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	0
	2009/10	53	44	99	156	59	247	216	189	167	231	210	181	1,852
	2010/11	76	117	132	137	90	166	176	151	53	98	97	86	1,379
Bridewell Museum	2008/09	732	673	920	756	1,016	872	963	283	Closed	Closed	Closed	Closed	6,215
	2009/10	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	0
	2010/11	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	Closed	0
Strangers Hall	2008/09	569	648	679	643	577	833	707	844	991	499	1,023	582	8,595
	2009/10	1,050	664	786	1,129	952	1,104	778	1,150	1,619	87	891	878	11,088
	2010/11	992	547	613	987	1,051	781	962	954	1,159	Closed	647	876	9,569
Royal Norfolk Regimental	2008/09	382	502	292	206	370	445	596	272	143	290	329	74	3,901
	2009/10	414	299	204	375	379	467	477	362	135	69	276	401	3,858
	2010/11	403	225	339	462	471	565	398	259	207	126	218	264	3,937
Royal Norfolk Regimental via Castle	2008/09	929	6	178	1,599	1,179	124	221	134	10	344	1,837	474	7,035
	2009/10	1,939	1,076	915	2,405	2,089	1,069	647	870	635	400	1,636	1,028	14,709
	2010/11	1,413	1,014	1,297	1,731	1,815	1,046	1,600	808	590	412	1,562	1,022	14,310
Tolhouse Museum	2008/09	417	924	431	481	1,005	940	525	335	38	Closed	Closed	12	5,108
	2009/10	377	802	302	515	638	1,089	1,429	5	70	Closed	Closed	Closed	5,227
	2010/11	356	1,051	376	429	661	1,004	733	379	Closed	Closed	181	Closed	5,170
Elizabethan Museum	2008/09	974	1,410	803	1,005	1,626	1,098	798	578	204	Closed	Closed	Closed	8,496
	2009/10	1,163	1,879	944	1,395	1,479	1,515	1,256	226	346	74	432	133	10,842
	2010/11	1,161	1,640	1,269	1,387	2,066	1,930	1,348	712	125	128	440	521	12,727
Time and Tide	2008/09	2,188	3,484	5,125	3,272	3,745	2,487	3,058	1,852	701	1,234	1,856	1,053	30,055
	2009/10	1,923	2,596	3,660	3,370	3,049	2,712	3,591	1,821	977	878	2,229	2,149	28,955
	2010/11	2,407	3,335	4,114	3,630	4,408	2,798	3,227	1,865	726	907	2,053	1,685	31,155
Lynn Museum	2008/09	1,434	1,111	1,641	1,727	2,143	1,433	1,641	969	774	1,192	1,300	683	16,048
	2009/10	1,034	753	669	1,154	1,424	1,201	1,320	1,311	824	830	Closed	Closed	10,520
	2010/11	Closed	91	936	1,127	1,826	1,570	2,038	1,612	982	1,256	2,401	1,376	15,215
Town House Museum	2008/09	534	475	505	537	1,128	1,395	792	453	129	0	410	292	6,650
	2009/10	467	503	755	933	1,043	1,394	661	450	286	174	1,192	1,053	8,911
	2010/11	711	899	812	694	1,189	1,668	736	Closed	Closed	Closed	80	51	6,840
Cromer Museum	2008/09	1,737	2,444	2,961	2,639	3,513	2,227	2,197	1,096	804	625	2,733	580	23,556
	2009/10	1,857	2,043	2,103	2,570	3,056	2,179	1,646	720	666	629	2,010	1,336	20,815
	2010/11	2,221	2,473	2,562	2,875	4,805	2,450	2,018	639	434	741	2,564	1,374	25,156
Ancient House Museum	2008/09	452	931	884	832	1,127	786	1,135	933	643	612	717	364	9,416
	2009/10	681	651	1,323	696	809	760	827	535	709	464	1,036	1,449	9,940
	2010/11	520	770	796	610	869	684	663	595	534	585	649	1,080	8,355
Gressenhall Farm & Workhouse	2008/09	6,985	10,251	9,617	8,502	13,101	5,977	7,305	2,164	3,767	327	2,400	3,731	74,127
	2009/10	10,840	9,172	7,785	8,271	13,155	6,114	9,095	1,082	2,590	0	1,693	3,214	73,011
	2010/11	10,292	7,153	7,829	8,528	12,030	5,618	8,468	995	2,401	34	2,237	3,570	69,155
GRAND TOTAL	2008/09	30,045	35,234	36,244	35,317	51,187	30,029	33,653	19,274	14,203	13,659	29,179	20,233	348,257
	2009/10	36,522	32,949	31,925	39,524	46,355	31,006	35,892	18,377	16,187	12,693	30,913	26,721	359,064
	2010/11	36,278	32,179	34,854	39,939	59,615	33,234	39,527	20,334	13,383	15,276	29,815	25,934	380,368



# **Report to Norfolk Joint Museums & Archaeology Committee**

**15 July 2011**

Item No

## **Review of future governance arrangements for museums**

### **Report by the Head of Museums & Archaeology**

#### **Summary:**

At this meeting members will be asked to contribute their views to inform an options appraisal on the future governance arrangements of the museums service.

NMAS has successfully responded to the funding and development opportunities of the last decade. However, the funding environment is radically changing and NMAS must adapt to new conditions if it is not to see a steep fall in the quality and quantity of its services.

One option being explored is the creation of a Charitable Trust, which would manage the museum buildings and collections on behalf of the local authorities in Norfolk. With Cabinet approval, external funds have been used to commission Winckworth Sherwood to produce an options appraisal.

A key part of the appraisal is consultation with key stakeholders in order to inform the draft recommendations, which are due at the end of July. Members will receive a presentation from Winckworth Sherwood on their findings so far, and be asked to contribute their thoughts on the pros and cons of managing the museums as part of a charitable trust.

#### **Recommendation:**

- JMAC members note this report and receive an updated presentation of the findings to date
- Contribute their views to inform the options appraisal process.

## **1. Background**

1.1 Local authorities are facing unprecedented challenges to their budgets, which are requiring a complete rethink about how services are delivered. They need to consider how they can shape, improve and sustain cultural service delivery in the context of a market driven by greater user expectation, faster paced change, more choice, and greater demand for accessibility – against a background of diminishing resources.

1.2 Norfolk County Council's new Organisation Design Principles seek to address these issues. The Council's newly stated Core Role is to move away from directly delivering services to one which identifies need and commissions services. In consequence it was stated in the Big Conversation that *'We will*

*have explored the potential of setting up a Trust for securing and safeguarding the future of the joint museum services’.*

- 1.3 The exploration of new or alternative models of delivery for museums within this context is by no means straightforward, representing significant change for service, authority, and user. The current Joint Museums & Archaeology Agreement is due for re-negotiation. It is timely, therefore, to consider whether alternative arrangements to manage Norfolk’s museum services are desirable.
- 1.4 In order to maximise public benefit from the investment in our Service, NMAS has been given Cabinet approval to explore options for a change of governance and report back. This is being monitored as part of the NMAS Norfolk Forward efficiencies programme.
- 1.5 Given the potential for significant change to NMAS, in addition to the inclusion in the Big Conversation, a number of key groups have been consulted and/or informed of the exploration of Charitable Trust status. These include senior members and officers from the County Council and the Districts, museum staff and union representatives. JMAC members were sent a briefing paper following the last meeting.
- 1.6 This meeting is the opportunity to discuss the issues in depth following a presentation on the progress of the options appraisal that is currently underway.

## **2 Resource Implications**

There are no resource implications at this stage.

## **3 Other Implications**

### **3.1 Equality Impact Assessment**

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

### **3.2 Any Other implications**

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

## 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.

## 5      **Recommendation**

It is recommended that:

- JMAC members note this report and receive an updated presentation of the findings to date
- Contribute their views to inform the options appraisal process.

## **Officer Contact**

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

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