

# NORFOLK JOINT MUSEUMS COMMITTEE

Date	Time	Place
Friday 25 April 2014	2 pm	The Edwards Room County Hall Norwich

## Agenda



Detail of the newly-purchased embroidered sampler created by Lorina Bulwer while resident in the lunatic ward at the Great Yarmouth workhouse, c. 1902. This new acquisition, which came to light following a piece about Lorina broadcast on the Antiques Roadshow, was made possible through a generous donation from the Costume and Textile Association.

- 1 **To Receive Apologies and Details of any Substitute Members attending**
- 2 **To Confirm the Minutes of the Previous Meeting held on 3 January 2014** (PAGE 5 )

- 3 **Members to Declare Any Interests**

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

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

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

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

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

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

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

- 5 **Public Question Time**

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

- 6 **To Receive the Reports of the Area Museums Committees**

**Breckland** (PAGE 10)  
**King's Lynn and west Norfolk** (PAGE 16)  
**Norwich** (PAGE 26)

- 7 **Norfolk Museums Service - Performance and Strategic Update Report** (PAGE 29 )

Report by the Head of Museums and Archaeology

- 8 Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2013/14** (PAGE 37 )

Report by the Head of Museums and Archaeology

- 9 NMS Collections Rationalisation Programme 2010-14** (PAGE 51 )

Report by the Head of Museums and Archaeology

- 10 5 Year Strategy 2014-2018** (PAGE 72 )

Report by the Head of Museums and Archaeology

**11 Presentations:**

1. Stories from the Sea, Time and Tide Museum, Great Yarmouth -  
Presentation by John Simpson-Wedge

2. Collections online - the new Norfolk Museums Service collections  
website - Presentation by Jamie Everitt

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

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

15 April 2014

Enquiries and names of any Substitute Members to Tim Shaw  
Direct Dialling: Norwich (01603) 222948  
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**GROUP MEETING**

Conservative – 1.30 pm – Mezzanine Room 2



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## NORFOLK JOINT MUSEUMS COMMITTEE

**Minutes of the Meeting Held on Friday 3 January 2014**  
2:00pm, Edwards Room, County Hall, Norwich

### **Present:**

#### **Norfolk County Council**

Ms Brociek-Coulton  
Mr J Joyce  
Mr A Grey  
Mr H Humphrey  
Mr R Parkinson-Hare  
Mr M Storey  
Mrs M Wilkinson  
Mr J Ward (Chairman)

#### **Norwich City Council**

Mr D Bradford  
Mrs S Button

#### **Broadland District Council**

Mr J Bracey

#### **Breckland District Council**

Mr P J Duigan

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

Mrs L Brettle

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

Mrs E Nockolds

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

Mrs K S Robinson-Payne

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

Dr C Kemp

### **Co-Opted Member (Non – Voting)**

#### **Museum Friends**

Mr J Knight

### **1 Apologies and substitutes**

Apologies for absence were received from Mrs C Brimblecombe, Ms S Lake, Ms S Potts and Mrs M Somerville.

### **2 Minutes**

The minutes of the previous meeting held on 22 November 2013 were confirmed by the Joint Committee and signed by the Chairman subject to at minute 6.1 the words "...whereas disposal involved destroying items which were badly damaged or which represent a hazard" being added at the end of the penultimate sentence of the second paragraph.

### **3 Declarations of Interest**

There were no declarations of interest.

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

There were no matters of urgent business.

#### **5 Public Question Time**

There were no public questions.

#### **6 To Receive the Report of the Norwich Area Museums Committee**

The annexed report of the Norwich Area Museums Committee meeting held on 2 December 2013 was received and noted.

The Joint Committee received a report from the Norwich Area Museums Committee that set out the background to a further review of collections held by Norwich Museums, previously displayed or stored in the Bridewell Museum, in stores at Gressenhall or in storage in North Walsham.

The Joint Committee agreed to the de-accessioning and appropriate disposal of a number of items which were in poor condition, unrelated to Norwich and/or outside of the NMS Acquisition and Disposal Policy that were listed in the annex of the report.

#### **Resolved**

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

#### **7 Norfolk Museums Service –Performance and Strategic Update Report**

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

The Joint Committee received a report that provided progress with performance against the NMS agreed service plan for 2013/14 and with future strategic planning for the Service including progress regarding the establishment of the new development foundation, commercial developments, advocacy work and the restructuring of the Service.

In receiving the report, the Joint Committee noted progress with performance and future strategic planning for the NMS including preparation for the Arts Council England Major Partner Museum funding application, capital developments including the Round One Heritage Lottery Fund pass for Gressenhall, and the successful delivery of the annual SHARE conference.

The Joint Committee analysed the number of visits made by members of the public to the museums operated by the Norfolk Museums Service for the period 1 April -31 October 2013. During that period, 251,571 visits were made to NMS museums compared to 244,665 visits for the equivalent period in 2012. This 3% increase in visitor numbers was attributed by the Head of Museums and Archaeology to a varied and high quality events programme, particularly over the October 2013 half-term holiday. During the period 1 April - 31 October 2013, there was a 7 % increase in the number of visits made by school children in organised groups; 23,043 school visits

were made to NMS museums compared to 21,519 school visits for the same period in 2012. At Members' request, the Head of Museums and Archaeology said that details as to the number of school visits for each of the 10 NMS sites and the locations and names of the schools that made use of the NMS would be brought to the next meeting of the Joint Committee. Overall performance in terms of total visitor numbers and school visits showed that the Service was on track to meet or exceed its key performance indicator for the 2013-14 service plan.

The Joint Committee gave its full support to the NMS in its endeavours to set up an independent development foundation to assist in the delivery of the NMS service plans through allowing the Service to reclaim Gift Aid on Museum Passes and to apply to grant-giving trusts and foundations which the Service was currently precluded from approaching due to its local authority status. Members were informed that the Friends of Norwich Museums had been kept fully informed about this proposal, and that the other NMS Friends organisations and key stakeholders would receive details after a report regarding the recruitment of Trustees had been presented to the Cabinet. It was noted that at the request of the Joint Committee, when the Cabinet had received its requested update report, the Memorandum and Articles of Association would be shared with Members of the Joint Committee and Members of the Area Museums Committees and with the Norfolk District Councils.

In reply to questions, it was pointed out that there were no immediate plans to relocate the shop within the Castle Museum but that the NMS did have plans to improve the range of stock available "on line" which would generate additional income for the NMS in coming years.

It was noted that following a creative session with Members and stakeholders on 8 November 2013 and consultation with a number of groups, the new logo and branding for the NMS was completed by Norwich University of the Arts (NUA). The Service was due to make an announcement of both the change of name from Norfolk Museums and Archaeology Service to Norfolk Museums Service and the new logo and branding in the week commencing 6 January. Given this change of name, the JMAC would be known as the Joint Museums Committee (JMC).

## **Resolved**

That the Joint Committee note progress with performance and future strategic planning for the NMS including preparation for the Arts Council England Major Partner Museum funding, capital developments including the Round One Heritage Lottery Fund pass for Gressenhall, and the successful delivery of the annual SHARE conference.

To note that following the reporting of a change of name of this joint committee to the next meeting of the County Council it would be known as the Joint Museums Committee (JMC).

## **8 Norfolk Museums Service – Integrated Finance and Risk Monitoring Report for 2013/14**

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

The report explained progress with performance and 2013/14 service plans, progress with the revenue budget, capital programme and reserves and provisions out-turn positions for 2013/14, based on information at 31<sup>st</sup> October 2013. The report also explained progress with the management of risk within the NMS.

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

### **Resolved**

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

## **9 Service and Budget Planning For 2014-17- Norfolk Museums Service**

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

The Joint Committee received a report that set out the financial and planning context for the County Council and gave an early indication of what this meant for Community Services and the Norfolk Museums Service for 2014-17, and specific service information for the NMS for the next financial year.

The Joint Committee noted that a key element of the current service plans and of meeting the challenges of the budget reductions ahead would be the successful delivery of the commercial targets as laid out in the business plan 2014-15. Members' requested that at their next meeting they receive illustrative examples of how the NMS business plan supported the overall Community Services priorities through its service plans. The Head of Museums and Archaeology said that the priorities in the NMS business plan were being updated for future years so that the plan could be used to drive planning through the service. The Norfolk Borough, City, District, Town and Parish Councils were encouraged by the Joint Committee to visit the NMS website and to sign up to receive email alerts about new developments in the Service.

### **Resolved**

That the Joint Committee note  
a. The revised service and financial planning context and assumptions  
b. The revised spending pressures and savings for Norfolk Museums Service  
The Joint Committee was reminded of the financial risks facing the Service that were set out in paragraph 6.3 of the report, particularly concerning competition from the wider cultural sector and increased access to the cultural digital economy.

## **10 Presentation on the Gressenhall "Voices From the Workhouse" Project**

The Joint Committee received a PowerPoint presentation by Dr Robin Hanley, Western Area Manager, on the Gressenhall "Voices From the Workhouse" Project.



The Western Area Manager explained how the NMS had been successful in its Round One funding application to the Heritage Lottery Fund for the major redevelopment of the main workhouse displays at Gressenhall. It was pointed out that an application for this important project had also gone forward for consideration by DCMS/Wolfson, a major funder of gallery and museum developments. Also at Gressenhall, planning permission had been granted for the completion of a new 'eco building'/visitor centre (close to the overflow car park) that would provide invaluable additional space for the site and a professional welcome for visitors on major event days.

The meeting concluded at 3.40pm.

CHAIRMAN



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**BRECKLAND COUNCIL****At a Meeting of the****BRECKLAND AREA MUSEUMS COMMITTEE****Held on Tuesday, 11 March 2014 at 2.00 pm in  
Gressenhall Farm & Workhouse Museum, Gressenhall****PRESENT**

Mr P.J. Duigan  
 Mr P R W Darby  
 Mrs P.A. Spencer

Mr S Hebborn  
 Mr M.A. Kiddle-Morris  
 Mr W. R. J. Richmond

**Also Present**

Mr D. Blackburn  
 Mr M Oakes

**In Attendance**

Mr Oliver Bone

- Curator of the Ancient House, Museum of Thetford Life
- Western Area Manager
- Committee Officer

Dr Robin Hanley  
 Teresa Smith

**Action By****1/14 MINUTES**

The minutes of the meeting held on 24 October 2013 were agreed and signed as a correct record.

**2/14 APOLOGIES**

Apologies were received from Councillors Humphrey, Smyth, Kybird and Clark.

Members were informed that Mr Clark was now unable to be a member of this committee due to personal circumstances. A replacement would be appointed at the next Full Council meeting.

**3/14 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Councillor Hebborn to the Committee.

The Western Area Manager invited Members to a tour of The Norfolk Collections Centre following the meeting.

**4/14 GRESSENHALL FARM & WORKHOUSE**

Mr Robin Hanley presented highlights from the report which covered the period between October 2013 to February 2014.

Mr Hanley provided Members with a full copy of the Countywide

Action By

Curator Report for 2012-2013 for their information.

Gressenhall closed to the public on Sunday 3 November and re-opened for the February half-term holiday. The Museum opened with a 'behind the scenes' preview event which gave pass holders and friends of the Museum an opportunity for tours and access to areas that were not normally open to the public. The formal opening on Sunday 9 March was a successful start and made the front page headline of the local Eastern Daily Press on the 10 March.

The full event programme was shared with Members and included some events which had been tried and tested and new events such as the Spring Fair and History Alive. Event days would be evaluated based on visitor statistics and feedback.

The cost of delivering and marketing the Gressenhall event programme continued to be subsidised with funding from the Arts Council England.

New events included a Workhouse-themed living history day called History Alive, and more thought had been given to Mothers Day event in treating Mums. The Museum would be supporting National Open Farm Sunday where free admission would be offered to the farm only. Another event introduced to the event programme was Rock and Roll Gressenhall which would be an intergenerational event exploring all things vintage dating from the 1950s and 1960s.

Gressenhall was pleased to be working in partnership with Breckland District Council to deliver the Festival on the Farm event on 26 July 2014.

The Apple Day event held on 20 October 2013 saw a strong number of people in attendance and it was encouraging to see the event continue to flourish.

There was a strong demand for the pre-booked Halloween event with 385 participants.

The pre-booked Victorian Family Christmas event took place on 15 December. It was a low cost event to deliver as it recycled materials that were used from school visits in the run up to the event.

The February half-term saw an increase in visitors with a core activity being an interactive trail aimed to appeal to the family audience.

Overall event day attendances at Gressenhall during the 2013 season had increased to 18,421 compared to 14,918 in 2012.

Gressenhall would be contributing to the county-wide programme of events commemorating the centenary of the outbreak of World War One.

The new 2014 site leaflet had been printed and distributed and headlined a strong family ticked price of £29 which was very

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competitive compared to other local attractions.

The Rediscover Gressenhall marketing campaign for discounted entry into the Museum would feature again in April 2014. It aimed to recruit new Museum pass members and capture email contact details for use in follow-up electronic marketing.

In other Museum developments, the Gressenhall superstores, recently renamed The Norfolk Collections Centre had improved public access to view collections. A new Mezzanine in one of the Superstores had increased storage capacity. Visitors would be guided around a number of key collections that had been arranged below the new mezzanine.

The Round One Heritage Grant application submitted to the Heritage Lottery Fund (HLF) for the Voices from the Workhouse project had been successful and Gressenhall were very pleased with this. It had released funding to work on a detailed application which would transform the display areas.

Gressenhall continued to maintain a strong social networking presence with active and growing profiles on Twitter and Facebook. The museum had a Certificate of Excellence from the influential Trip Advisor website.

A new piece of equipment had been installed in the adventure playground continuing the annual programme of investment which was critical in maintaining audience numbers.

A new traditional oak-framed building replacing the temporary ticket huts was under construction and hoped to be open for 21 April 2014. This would provide a flexible space that would be used for ticketing on major event days and would provide toilet facilities accessible from the adjacent adventure playground. It would also provide a base for adult leisure learning courses.

Gressenhall continued to develop a range of commercial activities as a means of generating income which included the development of a site-appropriate wedding offer, and room hire for external visitors.

The Museum continued to benefit from the support of the Friends of the Museum in a range of activities.

The Gressenhall Learning Team continued to work with local schools to reflect changes in the National Curriculum. A strong package had been developed and would be tailored to suit the needs of the schools.

The Skills for the Future training project still remained a key programme for the museum and continued to work with partners who hosted work placements.

Gressenhall was now formally registered with Norfolk County Council as a Care Farm which offered funded work-based placements to a

Action By

number of adults with learning difficulties.

Visitor numbers were circulated at the meeting.

Mr Richmond asked why the Spring Fair was at the Easter Weekend.

Mr Hanley said that Gressenhall usually supported an Easter Theme which included art attack activities. However they were changing its identity to see if it improved visitor numbers and would be closely evaluated. The Museum was up against fierce competition with the National Programme provided by National Trust.

Mr Richmond asked if the Museum had considered other types of social media such as Instagram. Mr Hanley confirmed that there was now a digital development officer who would maximise social media trends using a variety of tools.

Mr Oakes asked if there was any feedback from opening the Museum to pass holders for the behind the scenes event.

Mr Hanley said that it was the second year that this had happened and was a move towards Pass Holders feeling a part of the service rather than just discounted ticket holders.

Mr Blackburn asked if there was any information to confirm the amount of times a museum pass holder used the Museum.

Mr Hanley said a new ticket and membership system was being rolled out in April which would provide more effective tracking of Museum Pass users and allow for efficient marketing.

Mr Hebborn asked for the cost of the Museum Pass. Mr Hanley said that it was a very complicated system with over 35 different ways that a Museum Pass could be bought. However, it varied between £50 - £70 and the Museum service would be looking to simplify the pricing structure.

Mr Hanley gave a presentation providing more information on the Heritage Lottery Fund project for Voices from the Workhouse.

The Chairman thanked Mr Hanley for his comprehensive report.

**5/14 ANCIENT HOUSE MUSEUM OF THETFORD LIFE**

Mr Oliver Bone presented the report which covered the period from October 2013 to January 2014.

The current exhibition of Thetford's Lost Tudor Sculptures continued to attract new visitors, and was due to close on 27 March 2014.

A light hearted exhibition would commence on the 11 April called 'I love toys and games'. This would display a variety of toys and games from the last 100 years.

**Action By**

The local model railway society would be setting up an exhibition to operate for the enjoyment of visitors.

The Museum's teenage club would also be creating an animation working with the Norfolk film maker Matthew Harrison.

The summer exhibition would form part of the town's commemoration of the outbreak of the First World War. The Museum team had co-ordinated a bid for funding to the Heritage Lottery Fund to enhance the planned commemorations, and would hear the outcome of that in April.

The regular talks programme for adults had been supplemented by members of the Representing Reformation project team who had created the current museum exhibition.

Ancient House continued to maintain a strong social media presence with over 500 followers on Twitter, including the Head of the Heritage Lottery Fund.

The Museum had been chosen to take part in a national launch for Museum Takeover Day which gave an opportunity to young people to work alongside staff and volunteers and participate in the life of the Museum.

Work continued with the Arts Award Discover programme with Ancient House. The Learning Officer, Melissa Hawker had delivered a presentation regarding this work to the recent Museum Association Conference in Liverpool.

Specialists from the Natural History and Conservation departments visited Ancient House to assess the natural history collections which included a review of the taxidermy collections both on display and in storage.

During November and December, the Learning Team worked with local schools to explore Thetford during Tudor times.

The Knit and Knatter group were knitting poppies to contribute to the commemoration of the First World War. It was hoped that a window display full of poppies would commemorate each of those from Thetford that had fallen during WW1.

The Friends group continued to assist with the Museum in a variety of ways, and had recently seen the election of a new Chairman.

The visitor figures were circulated and it was reported that numbers had risen but this was mainly due to the free admission during the summer holidays.

The Chairman congratulated Ancient House on the way they actively involved the community of Thetford, and thanked Mr Bone for his report.

**Action By**

**6/14 NEXT MEETING**

The date and venue of the next meeting would be confirmed.

The meeting closed at 3.40 pm

CHAIRMAN

**NORFOLK COUNTY COUNCIL****BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK****KING'S LYNN AND WEST NORFOLK AREA MUSEUMS COMMITTEE**

**Notes of a meeting of the above Committee held on  
Monday 31 March 2014 at 2.15 pm in the  
Committee Suite, King's Court, Chapel Street, King's Lynn**

**PRESENT:**

Councillor Mrs E A Nockolds (Chairman)	- Borough Council of King's Lynn & West Norfolk
Councillor M Back	- Borough Council of King's Lynn & West Norfolk
Councillor A Tyler	- Borough Council of King's Lynn & West Norfolk
Councillor A J Wright	- Borough Council of King's Lynn & West Norfolk
County Councillor J Bracey	- Borough Council of King's Lynn & West Norfolk
County Councillor M Chenery	- Norfolk County Council
County Councillor H Humphrey	- Norfolk County Council
County Councillor J Ward	- Norfolk County Council
Dr R Hanley	- Norfolk Museums Service
Ms R Farnan	- Norfolk Museums Service
Mr S Hall	- Norfolk Museums Service
Mr P Eke	- Tourism Support Officer, Borough Council of King's Lynn and West Norfolk
Wendy Vincent	- Democratic Services Officer, Borough Council of King's Lynn and West Norfolk

The Chairman, Councillor Mrs Nockolds welcomed County Councillors J Ward (Chairman of the Joint Museums Committee) and J Bracey (Vice-Chairman of the Joint Museums Committee) to the meeting and thanked them both for attending.

**1 APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillor D J Collis, Lindsey Bavin, Bryan Howling, Steve Miller, Borough Councillor Mrs S Smeaton and Tim Humphreys.

**2 MINUTES**

The notes of the meeting held on 14 October 2013 were agreed as a correct record.

**MATTERS ARISING**

There were none.

**4 DECLARATIONS OF INTEREST**

There were none.



## **5 REPORT OF WESTERN AREA MANAGER**

### **King's Lynn Museums Report – October 2013 to February 2014**

The Western Area Manager presented the report which provided Members with information on King's Lynn Museums for the period October 2013 to February 2014 as set out below:

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

The Lynn Museum was currently hosting a series of temporary exhibitions produced by the Fens Museum Partnership through the Fenland Lives and Land project funded by the Heritage Lottery Fund. The exhibition Constructing the Past – Ancient Fen Crafts and Engineering was on show until 22 March 2014. The exhibition Living on Land and Water – Discover a World of Waterways would run from 28 March to 17 May and The Wild Fens – A Journey back to Ancient Landscapes would run from 23 May to 27 July. Complimentary drop in events targeted at families had been organised and funded through the project, including Living on Land and Water on 5 April and The Wild Fens on 24 May.

The major temporary exhibition for 2014 would be 1914-2014: King's Lynn and the First World War, running from 9 April 2014. Marking the centenary of the outbreak of the Great War, the exhibition would explore the town's experience, including damage caused by Zeppelin raids, the Home Front and the role that local businesses played in the war effort.

A programme of illustrated talks continued to be offered at Lynn Museum on Wednesday afternoons. Recent topics had included Fine Art in the King's Lynn Museum Collections; The Archaeology of Tattooing; Displaying Seahenge and Roman Religion. Attendances averaged between 20 – 30 and most talks were delivered by NMS staff.

A regular programme of informal family learning events continued to be offered at the Lynn Museum. Recent 'drop-in' format sessions had included Toys and Games and Monsters, Mammoths and Deadly Dinosaurs.

For 2014, a programme of ten family drop-in events had been scheduled for each school holiday across the year.

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

Following the completion of the alterations to the reception of the Lynn Museum, the recently conserved Blackfriars Cross had now been returned to its former display site adjacent to the museum entrance. This location was close to the original site of the cross, in the cemetery of the town's medieval Dominican Friary.

The refresh of the main exhibition gallery at the Lynn Museum was nearing completion, utilising funding from the ACE Major Partner Museum programme. The work had seen a range of displays refreshed or re-displayed, to ensure the quality of the visitor experience at Lynn Museum was maintained. The project had also seen the installation of additional objects such as medieval pilgrim badges formerly displayed at the Town House Museum, alongside improvements to the labelling and display of a number of recent acquisitions such as the Hillington Phallus. The improvements had been designed and delivered by the NMS in-house design and technical team.

The recently recruited team of collections volunteers continued to meet on a weekly basis in the NMS offices at Queen Street. Following training by NMS conservation and collections management staff, volunteers had been focussing on scanning and cataloguing the extensive collection of sketches by local artist Henry Baines.

Staff at the Lynn Museum had been focussing on highlight objects from the museum's collections. A number of the objects had recently been photographed for the new NMS collections access website, as well as to enhance the illustrated Modes collections catalogue. Some of the objects had been re-displayed in the refresh of the main gallery at Lynn Museum.

A staff restructuring had taken place within King's Lynn Museums as part of a wider NMS restructuring required to meet Norfolk County Council budget savings from April 2014. The Curator (covering King's Lynn and Thetford) would increase the allocation of time to King's Lynn and a new part time Curatorial Assistant post would be created. There would also be new subject specialist support from Norwich curatorial teams to support King's Lynn collections. The post of Collections Officer will be deleted. Overall, there would be an increase in the amount of NMS staff time allocated to King's Lynn Museums. The new structure would come into effect in April 2014.

Norfolk Museums Service had a new corporate logo developed by students from Norwich University of the Arts. Following agreement by the Joint Museums Committee, the service had also changed its name from Norfolk Museums and Archaeology Service to Norfolk Museums Service.

**(iii) Friends of King's Lynn Museums**

The Friends continued to offer a varied programme for members including lunchtime talks, trips and an annual lecture. The Friends supported the afternoon talks programme offered at the Lynn Museum during 2013 and would continue to do so during 2014.

The Friends were continuing to fund a programme of painting conservation, with two works recently returned following specialist conservation work.

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

NMS supported the Borough Council with the development of the HLF Round 2 funding bid for the Town Hall Stories of Lynn project that was submitted in February 2014. As well as being part of the project steering group, NMS also led on the development of the project Activity and Consultation Plans and the collections sections of the Conservation Management Plan. NMS also developed and managed a programme of pilot activities and events during 2013.

The operation of NMS in King's Lynn and West Norfolk continued to be managed under the terms of the 2013-14 Service Level Agreement (SLA) with the Borough Council. Under an extension to the original agreement, NMS continued to provide curatorial advice, support and an enquiry service for those Borough collections currently held in the Town Hall including fine art and Civic Regalia. A new SLA had been agreed for the period 2014-2015.

NMS continued to lead the Greater Fens Museums Partnership through the development and delivery of the Heritage Lottery Fund – funded partnership project Fenland Lives and Land. The five exhibitions were co-produced by “clusters” of museums and community groups. The exhibitions were launched at a celebration event at The Town Hall on 19 September 2013 and were now touring a range of community venues across the Fens including the Lynn Museum. A supporting events programme had also been developed, alongside a marketing strategy and learning plan for schools.

The new 2014 season marketing leaflets for the Lynn Museum had now been produced. Lynn Museum would also be supporting the 2014 Discover King's Lynn tourism marketing leaflet and accompanying discount voucher scheme, offering £1 off the normal adult admission charge of £3.95 (2014-15).

#### **(v) Learning and Outreach**

The Lynn Museum was hosting a second 12 month Teaching Museum traineeship through the NMS Teaching Museum programme, funded by ACE as part of the 2012-15 Major Partner Museum ACE business plan. Emily Shepperson joined the team at King's Lynn and Thetford as the new Curatorial Assistant Museum Trainee. The previous Teaching Museum trainee based in King's Lynn, Sarah Cassell had recently secured employment in the museums sector.

Lynn Museum had continued to work with local schools to deliver a broad range of formal learning sessions. NMS learning staff were currently reviewing the implications of the recent changes to the History National Curriculum, which was likely to result in more primary-age children visiting the Seahenge Bronze Age gallery. A Seahenge-themed schools session had now been delivered and evaluated.

The Learning Officer at the Lynn Museum had delivered an Arts Award in a Day programme with 27, Years 1-2 pupils from Wimbotsham

Primary School, based around a single day programme exploring the theme of toys and games.

NMS would continue to deliver a broad programme of youth engagement activities, funded as part of the ACE Major Partner Business Plan 2012-15. The programme focussed on developing projects and engagement opportunities for young people including those categorised as NEET.

The King's Lynn Museums Youth Forum members created the animation Super Mecha Tech Plate for the Town Hall HLF funding bid. Youth Forum members visited the Regalia collection at the Old Gaol House and researched the history of the objects. The young people then used photographs of the collections to create a piece of stop-frame animation. The group worked with local film-maker and animator over a number of sessions. The film showed the objects in a new light, coming alive and taking on characters, set in front of familiar views from around King's Lynn and enhanced by an exciting soundtrack. The film could be viewed via the following link:

<http://www.youtube.com/watch?v=qwV2F25Yuuk&feature=youtu.be>

The Youth Engagement Officer had developed and delivered the innovative new entitled the Messy Museum Café programme, targeted at under 5's and young parents and based on the Story Café model used in schools. Young parents were being reached through the local Sure Start group. Sessions were delivered by the Youth Engagement Officer and Museum Learning Assistants from the Lynn Museum.

#### **(vi) Visitor Numbers**

The visitor numbers were tabled. It was noted that as at end February 2014, there had been an increase in visitors over the previous year. It was highlighted that the increase in visitor numbers during January/February 2014 was linked to the family event programme. The figures indicated a positive trend. In order to strengthen visitor numbers during each school holiday a number of events had been scheduled. Temporary exhibitions and World War 1 programmes should also help to strengthen the number of visitors to the Lynn Museum.

In response to questions from County Councillor Chenery regarding notifying Parish Councils of the Wednesday afternoon talks at the Lynn Museum, the Western Area Manager explained that Press Releases were issued which were then published in the Lynn News, Free Newspaper and the King's Lynn Magazine. Announcements were also made on both KLFM and Radio Norfolk. It was highlighted that posters were also distributed in local areas. However, the Museums Services could look at ways of promoting the talks, in particular, to Parish Councils.

County Councillor Bracey referred to paragraph 4.4 relating to the Project Fenland Lives and Land partnership and asked if the project was confined to the Norfolk Fens or over the border. In response, the Western Area Manager explained that the project involving any museums which had Fenland

collections and gave examples of West Norfolk, Cambridgeshire and Peterborough.

County Councillor Ward commented that Norwich Castle had introduced a £1 admission charge after 4 pm. In response, the Western Area Manager explained that this appeared to be more effective in Norwich. The Committee noted that the Lynn Museum offered a 6 month free period which enabled local people to visit the museum. Lynn Museum received a modest number of visitors after 4 pm.

In response to questions from Councillor Tyler regarding the Museums Services changing its name from Norfolk Museums and Archaeology Service to Norfolk Museums Service, the Western Area Manager outlined the rationale for the change in name and assured those present that there would be no diminution in the curatorial support provided to both the Museums and Archaeology areas of the Norfolk Museums Service.

The Chairman, Councillor Mrs Nockolds advised the Committee that the Norfolk Joint Museums Committee had been consulted on the design for the new logo.

In response to questions from Councillor Tyler on volunteers, the Western Area Manager explained that the Museums Service had a social role and that at Gressenhall there were approximately 120 volunteers, some of which had varying levels of learning difficulties. However, with regard to volunteers at Lynn Museum, a structure to offer placements for volunteers with learning difficulties was not yet established. However, the volunteer scheme at the Lynn Museum had been rebuilt approximately a year ago and it was hoped that in the future there would be scope to offer volunteer placements to those with learning difficulties.

In response to questions from Councillor Wright on the number of the visitors to King's Lynn Town Hall being included within visitor figures presented to the Committee, the Western Area Manager advised that the Museums Service would not be responsible for the operation of the Town Hall, but would work in partnership with the Borough Council. The Western Area Manager explained that the Norfolk Museums Service co-ordinated events on behalf of the Borough Council and those visitor figures could be presented to Members.

The Chairman, Councillor Mrs Nockolds asked if schools had been invited to visit the Lynn Museum to view the Seahenge display. In response, the Western Area Manager informed Members that pilot sessions had taken place and the Learning Officer had been promoting Seahenge to local schools.

County Councillor Humphrey asked if there were any lessons to be learned regarding the Bridewell Museum refurbishment. In response, the Western Area Manager explained that Learning Managers from each site attending meetings which provided a network to share good practice. The Committee was informed that new learning webpages would be launched as part of the Norfolk County Council hosted NMS website, which supported themed events.

On behalf of the Committee, the Chairman, Councillor Mrs Nockolds thanked the Western Area Manager for an informative and detailed report.

**RESOLVED:** The Area Museums Committee noted the report.

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

Mr P Eke, Tourism Support Officer presented a report that updated Members of the Area Museums Committee on tourism marketing undertaken by the Borough Council during the period October 2013 – March 2014.

### Update on the 2014 Destination Marketing Campaign

#### **West Norfolk Holiday Guide**

The 2014 West Norfolk Holiday guide was published in December 2013 with main distribution commencing on 6 January.

- A total of 48,000 enquiries for the brochure were expected to be generated through the main on line and off line advertising campaigns.
- 21,000 copies would be distributed through the national TIC network.
- The balance 21,000 copies would be distributed through enquiries and requests generated through [www.visitwestnorfolk.com](http://www.visitwestnorfolk.com) from 3<sup>rd</sup> party websites (such as [www.visitnorfolk.co.uk](http://www.visitnorfolk.co.uk)) through local West Norfolk Tourist Information centres and at exhibitions/events.

#### **2014 Where to Go and What to Do in West Norfolk**

The 2014 leaflet was published in early February. 200,000 copies were produced. Distribution of 180,000 copies would take place to around 2,300 sites used by visitors and residents across Norfolk, Cambridgeshire and South Lincolnshire. Distribution took place throughout the year at regular intervals. Additional copies go to regional Tourist Information Centres. The balance of just under 20,000 copies would be distributed locally, through TIC's and at events.

#### **Discover King's Lynn**

The 2014 Discover King's Lynn guide was published in March. The print run would be increased to 120,000 so that more copies could be distributed at sites throughout Norfolk, Cambridgeshire and Lincolnshire. The format had been updated to allow more detailed content on additional sites such as the King's Lynn Guided Walks, King's Lynn Minster, Hanse House, Red Mount Chapel and South Gate.

The Discount vouchers for 2014 included 5 offers with the addition of a discount on tickets for the King's Lynn guided walks. The voucher offers were more prominently displayed in the new 2014 guide.

#### **Other Guides**

Updated versions of the Hunstanton Mini Guide, Downham Market Mini Guide, King's Lynn Hanse Trail had been printed during March 2014.

## Website and On-line Marketing

The website [www.visitwestnorfolk.com](http://www.visitwestnorfolk.com) continued to attract more visitors. Top pages in 2013 comprised the Home page, Hunstanton page, King's Lynn page, Things To Do and accommodation. The proportion of people visiting King's Lynn pages was increasing so that it had recently become the second most visited page. A total of 2353 events were published on the site during 2013.

The @visitnorfolk twitter account was being actively used and now had more than 500 followers.

## Partnership Working

West Norfolk was again working with Visit England to take part in the English Countryside Campaign which would run at the end of March 2014.

The Borough Council were active partners in the Visit Norfolk partnership. In autumn 2013 a national advertising campaign for Visit Norfolk included an advert which had over 400,000 views on the ITV iplayer and a series of posters at six railway stations on routes out of London.

The Borough Council continued to be active partners in Visit North Norfolk Coast and Countryside Ltd which had focused on website, social media and PR activity to promote the whole of the Norfolk coast.

Promotion of the Sail The Wash had continued. The Sail the Wash website (which reflected the overall design of the main [www.visitwestnorfolk.com](http://www.visitwestnorfolk.com) website), was developed by the Borough Council in July 2013.

A new promotional flyer to promote the Wash as a sailing destination was currently being produced.

## Tourist Information Centres

King's Lynn Tourist Information Centre had welcomed over 99,000 visitors during 2013 which was similar to the highest figures achieved since the Tourist Information Centre moved to the Custom House in 2000.

The Tourist Information Centre in Hunstanton, which was now operated by Hunstanton Town Council under a management agreement with the Borough Council was substantially refurbished during 2013 providing an attractive new look interior. The mechanism for counting visitor numbers had been substantially interrupted during 2013 so comparable annual figures were not available.

## Other Heritage Marketing

### **King's Lynn Town Guides**

The Borough Council had continued to support the valuable work of the King's Lynn Town Guides. A total of 15,000 copies of the new 2014 King's Lynn Town Guides, Guided Walks leaflet were printed in March and were now

being distributed to outlets accessed by visitors and residents in and around King's Lynn and West Norfolk.

### **King's Lynn Maritime Trail**

The King's Lynn Maritime Trail was launched on 25 May 2013. Over 1000 copies had been produced and either sold through the Tourist Information Centre or distributed through PR purposes. The Town Guides now provided a series of walks following the Maritime Trail.

### **Events**

The Tourist Information Team and Tourism Team were working with a small partnership including the Museum Service to organise a Burney Festival for 2014. The main event would be a special exhibition 'Georgian Lynn and the Brilliant Burney Family' which will take place at the Custom House from 6 June to 31 October. A programme of other events, including walks, lectures, dancing and a people's party and Georgian banquet would take place over 2 weeks between 6 and 21 June.

### **The Hanse**

The Regeneration Team were planning events to coincide with International Day of the Hanse on 17 May 2014. The day would comprise music performances (including performers from the UK, Norway, Russia and Estonia), medieval activities, dancing, story telling, a medieval market and craft demonstrations and food and drink.

King's Lynn and West Norfolk would also be promoted at the International Hanse festival in Lubeck, Germany in May.

### **The Town Hall**

The Heritage Lottery stage 2 application for the Town Hall project was submitted in February 2014. A decision from the Heritage Lottery Fund was expected in June 2014. If successful works on site would commence in March 2015 with completion due in early 2016.

County Councillor Chenery referred to 4.1 – English Countryside Campaign and asked if the information was available in other languages. In response, the Tourism Support Officer explained that, if possible, all design work and printing was undertaken in-house. Copies of the information could be made available in large print or another language upon request.

In response to questions from County Councillor Humphrey regarding on-line publications, the Tourism Support Officer explained that all information published on the Borough Council's website was created in pdf form and downloadable.

In response to further questions from County Councillor Humphrey, the Tourism Support Officer advised that the Tourism Manager was looking into developing apps.



County Councillor Humphrey asked what were the recording arrangements relating to the number of people visiting the tourism website. In response, the Tourism Support Officer explained that statistics were recorded and follow up emails were sent to those visiting the website.

County Councillor Ward enquired if consideration had been given to 7-day opening for the Lynn Museum. In response, the Western Area outlined the current opening hours as being Tuesday to Saturday. He advised that Monday was a quiet period and Sunday opening had been trialled with limited success. However, he explained that once the Town Hall project had been completed the situation regarding Sunday opening would be reviewed.

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

**7 BREAD OR BLOOD**

The Committee viewed the 15 minute abridged version of the Bread or Blood film by Downham Market Academy.

**8 DATE OF NEXT MEETING**

Monday 2 June 2014, 2.15 pm in the Committee Suite, King's Court, Chapel Street.

**The Meeting closed at 3.52 pm**



**MINUTES**

**NORWICH AREA MUSEUMS COMMITTEE**

**2pm to 3:15pm**

**4 March 2014**

Present:

**City Councillors:**

Button (chair)  
Ackroyd  
Blunt  
Boswell  
Bradford  
Maxwell

**County Councillors:**

Bremner (vice chair)  
Dearnley  
Watkins

Co-opted Non-voting members:

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

Apologies:

County Councillors Sands (M) Morgan and Gihawi and Jennifer Holland

**1. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**2. MINUTES**

**RESOLVED** to approve the accuracy of the minutes of the meeting held on 3 December 2013, subject to noting that Councillor Blunt was present at the meeting.

**3. THE NORWICH MUSEUMS – MEMBERS’ BRIEFING MARCH 2014**

Rachel Kirk, the museums manager presented the report and answered member’s questions.

Charlotte Crawley asked if more obvious signage for the Museum of Norwich could be added to the bottom of Bridewell Alley. The head of the museum service said that although the Heritage and Economic Regeneration Trust (HEART) were originally responsible for the signage, the museum service would look to make contributions towards new signs.

The museums manager updated the members on the first Bronze Arts Awards ceremony held at the castle. She said that the museums service was looking at working with the library service to share resources to promote and develop the awards. The scheme was in very early stages but she hoped that more work would be undertaken to promote awareness of the scheme over the coming year. Six out of eight of the museums trainees had found highly regarded work within the museums sector within three months of leaving the programme and the remaining trainees were hopeful of finding work very soon.

Brenda Ferris reported that the Norfolk Contemporary Art Society had held a successful auction and had raised over £9,000.

Charlotte Crawley gave an update on the digitisation project. She said that Lucy McNeil had approached the Friends of Norwich Museums to help towards funding the project to allow her to continue her work. The Town Close estate charity was able to contribute £15,000 towards the project which would allow Lucy to continue with her work and hopefully to hold an exhibition in the future. In response to a member's question, the head of the museums service said that he would look into the images being made available to buy as prints as a way of increasing revenue for the museum service. The images already digitised were available on the museum website and an agreement with Google's Arts project would allow people from around the world to create their own virtual exhibitions.

The head of the museums service said that Norfolk was the only museum service in England to have received funding from the 'catalyst' fund for developing fundraising skills. He hoped that this training would allow the museum service to become more self sufficient. He also said that the five year strategy was in the final draft stage and would be completed by 14 March 2014. Some copies would be printed for committee members, major funders and to keep on site but a digital copy would be circulated to everyone else. He encouraged members to forward the strategy to anyone they thought may be interested. Finally, he explained that the culturally exempt status that the museum service had adopted would mean that VAT charges on admission fees would be kept within the museum service. This would be a high value, low risk, revenue stream for the service for as long as it wished to be a culturally exempt body.

**RESOLVED** to note the report.

#### **4. NMAS COLLECTIONS RATIONALISATION PROGRAMME 2010-14**

The museums manager presented the report and explained the rationalisation process. She talked through the list of items and took member's questions on individual items. She explained that although some items were already in a super store at Gressenhall, ownership of the items would be transferred to Gressenhall.

**RESOLVED** to approve the rationalisation of the items listed in the report.

## **5. REPORT FROM CO-OPTED MEMBERS**

Charlotte Crawley introduced a report on the East Anglian Arts Fund. She said that their main function was to raise money for art exhibitions which were mostly held at the castle but in some smaller venues as well. Around £20,000 was donated to the castle each year. The fund played an important role in strengthening relationships between local artists and Norwich castle. They also funded art master classes for A level art students to attend, paid for transport and supply cover for art teachers to allow them to attend the class with students.

The head of the museum service thanked the East Anglian Art Fund for their work and for being a critical friend. He said that there was huge value in having such support from an outside organisation.

**RESOLVED** to note the report.

## **6. SCHEDULE OF MEETINGS**

**RESOLVED** to note the schedule of meetings for 2014-2015.

CHAIR

**Norfolk Museums Service  
– Performance & Strategic Update Report  
A report by the Head of Museums**

**Executive Summary**

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

The main issues for consideration by this Committee are:

- Progress against the agreed service plan 2013/14
- Future developments in the Service in terms of meeting budgetary pressures and responding to external opportunities 2014/15

**Recommendation**

Committee Members are asked to consider and comment on:

- Progress with performance against the 2013/14 service plans
- Future strategic planning for the Service including the establishment of the new development foundation, commercial developments, Arts Council England programmes and capital projects
- Members note the adoption of the new 5 Year Strategy (attached)

**1. Performance against Service Plans**

**1.1 Performance Summary**

1.1.1 Total museum visits across all 10 NMS sites for the period 1 April 2013 – 31 January 2014 were 311,505 compared to 290,076 for the equivalent period 1 April 2012 – 31 January 2013. This 7% increase is largely the result of a varied and high-quality exhibitions and events programme. Figures since 31<sup>st</sup> January 2014 have been very pleasing with the Roman Empire exhibition at Norwich Castle generating record visitor figures for the Service's largest site.

1.1.2 School visits across the 10 NMS sites for the period 1 April 2013 – 31 January 2014 were 33,746 compared to 31,651 school visits for the equivalent period 1 April 2012 – 31 January 2013. This represents a 7% increase, a very encouraging performance given the many barriers which schools still face in making a school visit. The impressive figures are equally spread across all parts of the Service, especially at Gressenhall, Time and Tide and Norwich Castle.

- 1.1.3 Overall, the performance in terms of total visitor numbers and school visits shows that the Service is likely to exceed its key performance indicator for the 2013-14 service plan, with total visits for the year approaching 400,000.

## **1.2 Performance/Service Plan highlights**

### **1.2.1 Roman Empire: Power and People exhibition, Norwich Castle**

NMS has been proud to host the landmark British Museum touring exhibition 'Roman Empire: Power and People'. Along with key objects from the British Museum, drawn from across the whole of the Roman Empire, the exhibition showcased a range of Norfolk's own Roman treasures, including the Worthing Helmet. A diverse and exciting learning programme was created to support the exhibition, including a major conference led by Dr John Davies, NMS Chief Curator, screenings of Pompeii Live in the Town Close Auditorium and performances of 'Boudica: the Pantomime', by The Common Lot theatre company. The record visitor numbers were partly driven by the excellent coverage secured in the EDP, who supported the exhibition as the Museum's Media Partner, a relationship which will be repeated for the blockbuster 'Wonder of Birds' exhibition in May.

### **1.2.2 Gressenhall: Voices from the Workhouse Project**

Following the successful Stage 1 Heritage Lottery Fund pass for Gressenhall's Voices from the Workhouse project, development work and planning is underway. Exhibition designers are in the process of being appointed and research for the project, including international opportunities, is on-going. Linked to the project, Gressenhall held a successful Museum Passholder Preview event on 8 March including talks and behind-the-scenes tours.

### **1.2.3 Education and Learning Programmes**

Judges from the Sandford Awards for Excellence in Education visited Time and Tide Museum in March to assess the quality of our work with schools. This prestigious awards scheme involves an holistic review of all aspects of the experience for schools, from initial booking to basic facilities. We will find out in July whether Time and Tide will be joining the other Norfolk sites which have already secured the Award – Norwich Castle and Gressenhall.

Melissa Hawker, Learning Officer at Ancient House Museum, shared her experience of delivering Arts Award in a museum setting with a range of colleagues, including staff at Time and Tide, Norwich HEART and by speaking to *Museums Norfolk* (colleagues from local independent museums). Arts Award is the cultural equivalent of the Duke of Edinburgh scheme.

The second of NMS' innovative 12-week project 'Maritime Effect', working with young people from Ormiston Academy who have particular learning and social needs, is currently underway. The group are researching the natural world through sculpture, supported by the education team at Great Yarmouth.

### **1.2.4 Teaching Museum**

NMS welcomed its second cohort of Teaching Museum trainees in late January. This unique and highly acclaimed national programme has seen Trainees placed across the County and fulfilling a wide range of functions including learning, curatorial and events management.

Continuing the development of the programme, the Service is currently in early discussions with Norwich University of the Arts (NUA) regarding the potential of accrediting parts of the programme.

#### 1.2.5 **Marketing and PR**

Roman Empire: Power and People has secured major coverage across East Anglia including via lifestyle magazines, radio and TV.

The forthcoming 'Wonder of Birds' exhibition (opening at Norwich Castle on 24<sup>th</sup> May) was previewed in the Sunday Telegraph in March.

Cromer Museum featured prominently on Channel 4's 'Walking Through History' programme presented by Sir Tony Robinson. Norwich Castle featured (briefly) on Ant & Dec's 'Saturday Night Takeaway'.

The acquisition of a new Lorina Bulwer sampler, purchased with generous support from the Costume & Textile Society, was the subject of international interest via the 'Frayed: Textiles on the Edge' exhibition and some excellent social media and PR work excellently supported by Christine Birchall and the central marketing team at Norfolk County Council.

#### 1.2.6 **Commercial Developments**

A key element of the current service plans and of meeting the challenges of the budget reductions ahead is the successful delivery of the commercial targets as laid out in the business plan 2012-15. Key developments are listed below:

- Ticketing & Membership – the installation of a new ticketing & membership system across the Service has been successfully completed by 1 April. This major development project has been expertly steered by John Perrott (the project sponsor) and project managed by Stuart Garner, Operations Manager for Norwich. Particularly credit goes to Stuart for his hard work and dedication to this highly challenging and complex piece of work
- Commercial Strategy – following the completion of the Service's new Digital Strategy, a new Commercial Strategy has been put in place. This document will guide the delivery of all elements of the commercial implementation plan over the next 3 years
- Digital/online – the Museum will launch its new online Collections Website in April. This will enable access for both local and international audiences to key museum collections from across the Service as well as facilitating a number of exciting new partnerships including a project with Google. As part of the next phase of the programme, we will be exploring print on demand and other commercial uses for our national collections
- Conference & banqueting – wedding licences are currently being secured for six venues including Elizabethan House, Strangers' Hall, Gressenhall and Norwich Castle and essential equipment to enable the delivery of this new programme has now been purchased. Major corporate bookings, including a summer event at Norwich Castle for Barclays Bank and a New Year's Eve event, are being negotiated

- Catering – the first part of the redecoration of the internal café space at Norwich Castle has also been completed and the remainder of the project will be completed over the coming months, re-presenting the café with a theme of ‘tea’ and presenting some of our reserve tea pot collections in a new and exciting way. An outdoor terraced area will also be created. As part of our PR work, a competition to win a holiday to Milan, promoting the Museum’s new coffee machine (funded by the manufacturer), is currently live
- Events – the final quarter has seen a very strong events programme across all sites with excellent numbers at Norwich Castle, Gressenhall and Time & Tide as well as Lynn Museum and the Museum of Norwich at the Bridewell which hosted the launch of English Tourism Week (31 March)
- External Services – the Museum’s national-standard Design and Conservation teams will be offering their professional services commercially to other museums and heritage sites, along with private sector organisations, from May/June 2014

#### **1.2.7 Cultural Exemption**

Following extensive consultation with organisations in the heritage and tourism sector, NMS has moved to a Cultural Exemption model for VAT. This means that the Service will be able to reclaim VAT on admissions in a similar way to many other cultural organisations. The additional income generated by this strategic development will go some way to helping the Service meet its budgetary commitments for 2014/15 and subsequent years.

### **1.3 Conclusion**

- 1.3.1 NMS is currently on target to meet or exceed all the goals and targets laid out in the current service plans

## **2. Strategic Developments**

### **2.1 Development Foundation**

As previously reported, NMS is in the process of setting up a development foundation to support the work of the Service. This independent body will support the delivery of the Museum’s service plans through allowing the Service to reclaim Gift Aid on Museum Passes and to apply to grant-giving trusts and foundations which the Service is currently precluded from approaching due to its local authority status.

In March, Norfolk County Council’s Cabinet gave their support to the immediate recruitment of Trustees and the Memorandum & Articles of Association have been approved by JMC members. We expect the foundation to be fully operational by the end of April.

### **2.2 5 Year Strategy**

Following positive feedback from JMC and key external stakeholders, NMS has published its new 5 Year Strategy.



The 5 Year Strategy will be available via the Norfolk Museums Service website from the end of April and will also be distributed to all key partners and funders via e-mail (printed copies will be available on request).

### **2.3 Arts & Events**

From 1<sup>st</sup> April 2014, the Museums Service will be providing strategic support to Norfolk County Council's Arts & Events team. We expect that this development will facilitate the creation of a range of joint programmes and the involvement of NMS' specialist teams, including learning and curatorial, in the wider arts sector in Norfolk.

### **2.4. Arts Council England**

As reported at the January JMC, on 14 March, NMS submitted its application to Arts Council England for a second tranche of funding under the Arts Council's Major Partner Museum (MPM)/Renaissance programme. This funding, which will cover the period 2015-18, is estimated to be worth more than £1m per annum to the Service and the people of Norfolk.

This application process will be very competitive and the overall budget to support museums across England available from Arts Council England will be reduced from that available through the current museums development programme by approximately 5%.

The successful delivery of the MPM current programme remains of vital importance. Performance against the key goals in the current programme is excellent and our overall Arts Council assessment is 'Low Risk' (the highest category of assessment).

NMS also submitted an application to Arts Council England to operate as a Bridge organisation for the period 2015-18. Bridge organisations help to promote the take-up of cultural activity by young people by brokering relationships between schools and other educational organisations and arts and cultural organisations.

Sir Peter Bazalgette, Chair of Arts Council England, visited Norwich Castle in March and met Cllr Margaret Wilkinson, along with the Leader and Deputy Leader of Norfolk County Council.

### **2.5 Capital Developments**

NMS has been successful in its Round One funding application to the Heritage Lottery Fund for the redevelopment of the main workhouse displays at Gressenhall. The DCMS/Wolfson grant which was put forward in support of this project was successful, generating a £150K contribution to the development.

Also at Gressenhall, work is underway on the completion of a new 'eco building'/visitor centre close to the overflow car park. This building will provide invaluable additional space for the site and a professional welcome for visitors on major event days.

Initial planning is underway for a major redevelopment of the Keep at Norwich Castle. A number of creative sessions will be organised for JMC members, the Norwich Area Committee and NMS staff and volunteers later in the year.

## **2.6 Museums & Heritage Awards 2014**

NMS has been recognised for 'Frayed: Textiles on the Edge' in the category of Best Temporary or Touring Exhibition and 'Stories from the Sea' in the category of Best Educational Initiative in the Museums & Heritage Awards 2014 – the 'Oscars' of the museums and heritage world.

'Stories from the Sea' is an Arts Council England funded project focusing on driving up literacy levels for young people primarily in and around the Great Yarmouth area.

NMS has been shortlisted alongside a number of prestigious museums and heritage organisations, including the British Museum for their blockbuster Pompeii and Herculaneum exhibition, the V&A for their David Bowie exhibition and National Museums Liverpool for their highly successful House of Memories project.

## **2.7 NMS Restructure**

As part of the Service's commitments to delivering its required budgetary savings for 2014-15, the Museum has put in place a new staffing structure which will ensure that NMS is in a strong position to deliver its current and future commitments. The key goal with the restructure has been to ensure that no changes are made to opening hours across the 10 sites nor any reduction is made in public services.

This new staffing structure is now in place and is fully operational.

## **3. Supporting other museums across the region**

- 3.1 SHARE Museums East, the regional training and development programme based with Norfolk Museums Service, continues to deliver a range of support to independent museums across the County and beyond.

Latest initiatives include a widely acclaimed training video (in the form of a cartoon) on the rationalisation of collections; a programme to support lone curators (Not Only But Also) and a benchmarking and Mystery Shopping initiative designed to drive up the quality of the visitor experience across the museum sector locally.

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

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

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

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

- 5.1 NMS is working hard to help address the issues of social exclusion, one of the key triggers for crime and disorder. NMS provides services that are accessible to

local people, encourage participation in cultural activities by people who are at risk of offending, engage offenders through a range of cultural projects, assist schools in improving pupil attainment and deliver opportunities to increase the number of people who are in education, employment or training.

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

## **6. Conclusion**

6.1 NMS is on target to achieve its key service plan targets including visitor figures and, therefore, a break-even revenue budget position. Progress against other KPIs including visitor satisfaction and the delivery of educational and outreach targets and work with young people in the borough remain very positive.

6.2 NMS is well placed to deliver its ambitious plans for 2014/15 including the delivery of its major programmes and its new income generation targets.

## **7. Recommendation or Action Required**

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

- Progress with performance against 2013/14 service plans
- Future strategic developments for the Service including the provision of strategic support for Arts & Events in Norfolk from 1 April 2014; the Service's continued successful delivery of its Arts Council England Major Partner Museum programme and the submission of an application for the continuation of funding for 2015-18; creation of the Norfolk Museums Development Foundation; on-going delivery of the Museum's commercial strategy; adoption of the new 5 Year Strategy

## **Officer Contact**

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

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

**Norfolk Museums Service – Integrated Finance and Risk Monitoring  
Report for 2013/14**

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

**Executive Summary**

This report provides performance against Norfolk Museums Service (NMS) budget out-turns based on information at 28<sup>th</sup> February 2014. Section 1 covers progress with the NMS revenue budget, reserves and provisions and the capital programme. Section 2 provides the Committee with an update on the service risk register.

The main issues for consideration by this Committee are:

- Progress with NMS Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end. The capital programme is set out in Appendix A1.
- Progress with risk management for NMS.

**Recommendation**

Committee Members are asked to consider and comment on:

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

**1. Budget Monitoring 2013/14**

**1.1 Revenue Budget**

1.1.1 Based on the position at the end of February 2014, the NMS should achieve a break-even revenue budget outturn.

1.1.2 At the end of February there is a projected surplus of £0.043m from Admissions Income. This reflects an overall 11% increase on Admissions Income compared to 2012/13.

1.1.3 During 2013/14 the NMS Revenue Budget has increased by £450k. Of these adjustments, £307k of this is for the annual depreciation charge, £158k is for the REFCUS charge, and £3k is for the Accommodation recharge (all

calculated and funded Corporately). These are offset by an £18k reduction which was the NMS contribution to the Willows contingency fund.

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

Service	Approved budget £m	Forecast Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Museums Service	3.977	3.977	0.000	0.00%	0
<b>NMS Total</b>	<b>3.977</b>	<b>3.977</b>	<b>0.000</b>	<b>0.00%</b>	<b>0</b>

1.1.5 Savings targets included in the Approved Budget for 13/14 total £0.200m. These are made up of £0.039m from control of inflation, Administration efficiencies £0.005m, Management Restructuring £0.057m, additional ACE income £0.047m, increased income from Marketing Support £0.010m, increased commercial activities £0.010m, grant funding from KLWNBC £0.020m, and reduction in collections storage at North Walsham £0.012m.

## 1.2 Capital programme

1.2.1 Norfolk County Council's commitment to the county's cultural heritage and resources has been evidenced over the last year in our continuing programme of refurbishment and improvement to museums.

1.2.2 The capital programme is monitored over the life of the scheme rather than a single year. This reflects the life of the projects and the associated funding.

1.2.3 The NMS 2013/14 capital programme is shown at Appendix A and includes any programme revisions.

## 1.3 Reserves and Provisions

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

- The income reserve is maintained to enable the service to effectively manage resources during periods of unfavourable weather conditions that can impact upon visitor numbers. Elements of this are being used to cover the capital investment for the Commercial Business Plan which supports income generation targets for 2014/15.
- The Museums Repairs and Renewals Reserve is expected to reduce by £0.170m to fund replacement equipment for audience development, galleries, shops and cafe.

- The Unspent Grants and Contributions Reserve shows expected project balances at year end with no conditions attached to the type of funding, although restrictions may apply. This has increased through the funding received from the Heritage Lottery Fund for the Voices From The Workhouse project.

<b>Reserves and Provisions 2013/14</b>	<b>Balances at 01Apr13</b>	<b>Forecast Outturn at 31Mar14</b>	<b>Change</b>
	£M	£M	£M
<b>Norfolk Museums and Archaeology Service</b>			
Museums Income Reserve	0.079	0.024	-0.055
ICT Reserve	0.000	0.000	0.000
Museums Repairs and Renewals Reserve	0.340	0.170	-0.170
Unspent Grants and Contributions Reserve	0.633	0.571	-0.062
<b>Service Total</b>	<b>1.052</b>	<b>0.765</b>	<b>-0.287</b>

## 2. Risk Management

- 2.1 The service continues to manage the risks to its objectives both internal and external. The risk register is reviewed and updated on a quarterly basis and was last reported to this Committee in January 2014. A summary of the risk register based on the most recent review of 21 March 2014 appears at Appendix B.
- 2.2 The register contains nine key risks, four of which are currently assessed as a 'medium' level risk, while two are now assessed as 'low'.
- 2.3 All risks are being well managed. Four of the risks are showing 'green – on schedule' progress towards achieving their target risk scores, two are 'amber' and the other three are 'Met'.
- 2.4 The impact of the six unmet risks on the budget has been assessed as follows:
- 2.4.1 RM13947 – failure to meet this risk could mean damage to exhibits (reducing income and incurring costs), undermine safety and damage the reputation of the service. This risk is mitigated through close work with NPS to ensure buildings are maintained, investments are made where necessary and an emergency response plan is in place for each site.
- 2.4.2 RM13948 – the collections stored in the basement at Great Yarmouth library is valued at £397k. The cost of repairing these in the event of damage would likely be at least this value. This risk is mitigated through our emergency plan, the purchase of contents insurance, regular inspections and the identification of alternative storage.

- 2.4.3 RM13949 – Arts Council England (ACE) funding of £1.2m in 2014-15 and a further £4.1m covering the period 2015-18 is expected. If this was to be lost then either activities would cease or alternative funding identified. This is mitigated by close monitoring of the service to ensure targets are met and maintaining close ties with the ACE Relationship Manager.
- 2.4.4 RM14132 – failure to secure ACE Renaissance funding would significantly reduce investment in NMS and mean job losses and the end of many education and social inclusion projects. This is mitigated by delivering the existing programme successfully and submitting a strong application for future funding.
- 2.4.5 TBA – failure to generate income in line with the 2014-17 service plan would mean alternative savings would have to be identified to deliver a balanced budget. This is mitigated by the investments being made to allow NMS to deliver services to the public on a more commercial basis.
- 2.4.6 TBA – failure to agree contributions from joint museums agreement participants may lead to a reduced service. Negotiations are ongoing to mitigate this.

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

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

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



## 7. Conclusion

7.1 The NMS forecasts 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 Committee is asked to consider and comment on:

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

## Officer Contacts

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## Capital Programme 2013/14 – Museums and Archaeology Service

Scheme or programme of work	Approved 2013/14 capital budget £m	2013/14 forecast capital outturn £m	Forecast Slippage	Reasons
<b>Schemes in Progress</b>				
Bridewell Museum Development	0.059	0.045	-0.014	Project estimated to complete in 14/15
Gressenhall Eco Building	0.139	0.139	0	Project in progress
Seahenge	0.007	0.000	-0.007	Project estimated to complete in 14/15
Gressenhall Biomass Boiler CERF *	0.014	0.003	-0.011	Ongoing Hopper redesign means completion delayed to 2014/15
GFWH Wind & Solar CERF*	0.017	0.000	-0.017	Linked to Green Gateway and will slip in 2014/15
Museum Stock System	0.120	0.120	0	System due to go live on 1 <sup>st</sup> April 2014
Replace Lighting (Castle Museum)	0.008	0.008	0	Complete
Castle Keep Improvements	0.026	0.014	-0.012	Slippage to 2014/15
Replace Lighting (Strangers Hall)	0.007	0.007	0	Now complete
Replace Lighting (Gressenhall)	0.004	0.004	0	Now complete
Biomass Replacement Heating Incentive Scheme	0.009	0.009	0	
Art Acquisition – Stannard Painting	0.065	0.065	0	Capitalisation of painting acquisition
Colman Gallery Door	0.007	0.000	-0.007	Final costs paid from revenue in 12/13
Gressenhall CCTV	0.027	0.027	0	Nearing completion
<b>Total</b>	<b>0.510</b>	<b>0.443</b>	<b>-0.067</b>	

\* CERF is the Carbon Energy Reduction Fund.

#### Funding of the NMS Capital Programme

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

- The feasibility element of the Bridewell Museum project was funded from NMS. The capital programme is £1.577m with approved HLF funding of £0.979m, £0.224m NCC capital, £0.76m Norwich City Council and £0.025m from the Friends of Norwich Museums and service contributions.
- The Gressenhall Eco-Buildings project is funded by the NCC over 2 years with approved funding of £0.048m in 2009/10 and £0.095m in 2010/11. Due to planning objections this project needs re-scoping. The programme will concentrate on providing necessary visitor facilities including toilet provision adjacent to the adventure playground.

- Seahenge ongoing funding is to improve the entrance at Lynn Museum in conjunction with a minor works project. This is rolled forward from prior years.
- The Museum Stock System project has been funded from revenue.
- The acquisition of the Stannard painting was funded from donations and partner contributions.

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**Risk Register - Norfolk County Council**

Risk Register Name		Norfolk Museums Service															Red				
Prepared by		Steve Miller and Stephen Andreassen															Amber				
Date updated		21 March 2014															Green				
Next update due		30 September 2014															Met				
CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
S	Norfolk Museums Service	RM13947	Failure to maintain historic buildings	We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.	30/06/2011	4	3	12	3	3	9	<ul style="list-style-type: none"> <li>Close liaison with NPS and Norwich City Council to identify priorities in building maintenance</li> <li>Ensure we include investment in buildings maintenance in all capital projects</li> <li>Ensure we foster a good personal and professional relationship between our staff and that of NPS</li> <li>Ensure that our building staff are continuously monitoring our buildings to supplement NPS</li> <li>Ensure we have appropriate emergency response procedure in place in all premises</li> </ul>	<p>Constructive discussions with NPS and Norwich CC have resulted in substantial investment in buildings maintenance. Andrew Crossley point of contact for standards monitoring with NPS. Bacon House is now on NCC Property Portfolio with access to the Building Maintenance Fund to bring site up to required standard. Major roofing works at the Shirehall completed in 2012. Museum of Norwich at the Bridewell re-opened to the public in July 2012 following substantial investment in its historic fabric as part of an HLF-funded refurbishment.</p> <p>Reviewed by SMT 20 August 2013 - As this is a risk to be managed on an on-going basis, having met its target score by January 2013 - agreed at SMT 20 August 2013 to show prospects as 'Green', amend target date to 01 April 2017 and retain on the risk register for monitoring purposes until 2017.</p> <p><b>Reviewed by SMT 21 March 2014 - No change.</b></p>	3	3	9	01/04/2017	Green	Steve Miller	Steve Miller	21/03/2014
S	Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	3	4	12	2	3	6	<ul style="list-style-type: none"> <li>Emergency plan is in place</li> <li>Weekly checks of the store are carried out to check on safety of contents</li> <li>Contents insurance purchased</li> <li>Ensure risk assessment is reviewed</li> <li>Seek alternative storage provision</li> <li>Swap valuable high value items with other stores</li> <li>Ensure location records are accurate</li> <li>Commence a programme of rationalisation of collections in order to enable store to be vacated</li> </ul>	<p>Reviewed by SMT 16 April 2013 - The library basement art store has now been cleared. There will remain a large proportion of our social history collections that will be reviewed for further rationalisation but these are not considered to be a significant long term risk. Survey of storage area (December 2012) had identified possible asbestos issue that would require urgent evacuation of all collections to an alternative, secure, site. GY Operations manager has established the situation and prepared a suitable action plan/risk assessment. There may be minor low level asbestos related risks in relation to removal of floor tiles and Norse has been tasked with investigation.</p> <p>Reviewed by SMT 20 August 2013 - Identification of alternative storage location remains a priority, subject to NMS rationalisation strategy. Current impact score raised from two to three, however, prospects remain 'Green' subject to further review.</p> <p><b>Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 01/04/2015.</b> James Steward to provide progress update narrative including the potential of an alternative collections storage facility in Great Yarmouth.</p>	1	1	1	01/04/2015	Green	James Steward	James Steward	21/03/2014
S	Norfolk Museums Service	RM13949	Not delivering business plan targets as ACE funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	3	3	9	1	3	3	<ul style="list-style-type: none"> <li>Monitor service delivery to ensure that targets are being met</li> <li>Maintain close liaison with ACE Relationship Manager to ensure that she is aware of achievement and challenges</li> </ul>		1	3	3	01/04/2015	Green	Steve Miller	Steve Miller	21/03/2014
	Norfolk Museums Service	RM14132	Failure to secure ACE Renaissance funding and continue as a Major Partner Museum	Failure to secure ACE funding for the period 2015-2018 will result in a massive loss of investment in NMS and the wider County in the region of c.£1.2m per annum. This will result in significant job losses and the end of many major education and social inclusion programmes and projects.	23/08/2013	3	5	15	3	5	15	<ul style="list-style-type: none"> <li>Deliver the current ACE Renaissance programme successfully</li> <li>Maintain excellent working relationship with ACE colleagues through advocacy and varied communication methods</li> <li>Put together the strongest application possible autumn 2013/spring 2014</li> <li>Strategic conversations with NCC Directors and Elected Members in terms of budget discussions relating to 2014-17</li> </ul>	<p>Positive progress on key items as at 23 August 2013. To be reviewed at ACE/Renaissance Board Meetings and future SMT meetings.</p> <p><b>Reviewed by SMT 21 March 2014 - No change to scoring - Target date amended to 01/04/2015 - James Steward to provide progress update narrative.</b></p>	1	5	5	31/03/2015	Amber	Steve Miller	Steve Miller	21/04/2014

CDGSTP	Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Reviewed and/or updated by	Date of review and/or update
S	Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	5	5	25	2	5	10	<ul style="list-style-type: none"> <li>Review of display case security.</li> <li>Review of security staffing and systems.</li> <li>Additional CCTV coverage.</li> <li>Upgrade of case locks where necessary.</li> <li>Installation of additional case alarms where necessary.</li> <li>Employment of additional gallery security guards while reviews being undertaken.</li> <li>Removal of small paintings pending upgrade of CCTV.</li> <li>Liaise with police during their investigation.</li> <li>Ensure that staff are vigilant in monitoring any suspicious behaviour by the public or contractors.</li> </ul>	<p>Recommendations from internal and external security reviews implemented. Case security checked and upgraded where necessary. New key protocols introduced. Security added to remit of H&amp;S Committee. Awaiting sign off from Internal Audit.</p> <p>Reviewed at SMT 15 January 2013. Target met. Safety and security infrastructure in place. Retain on risk register for monitoring purposes.</p> <p>Reviewed by SMT 20 August 2013 - As this is an on-going risk John Davies will own and update to reflect future security arrangements.</p> <p><b>Reviewed by SMT 21 March 2014</b> - Robust on-going audits and security reviews are continuing. No change to scoring - Target date amended to 01/04/2015 as this is an on-going risk.</p>	2	5	10	01/04/2015	Met	John Davies	John Davies	21/03/2014
S	Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	3	4	12	1	4	4	<ul style="list-style-type: none"> <li>New staff not allowed computing access until they have completed the data protection and information security e-learning courses.</li> <li>A workbook on data protection and information security has been published for staff and volunteers who have no computer access.</li> <li>Mandatory refresher training and monitoring rates of completion of training.</li> <li>Introduction of more stringent rules to ensure sensitive information is sent to the correct recipient.</li> </ul>	<p>Staff reminded of the serious nature of data protection, encouraged to refresh their e-training, and advised how to avoid easy mistakes when using email address lists - 08/08/12.</p> <p>Reviewed at SMT 15 January 2013. Target met. NMS measures in place. Retain on risk register for monitoring purposes.</p> <p>Reviewed at SMT 20 August 2013 - Ownership to change to Steve Miller with SMT to monitor in future.</p> <p><b>Reviewed by SMT 21 March 2014</b> - Local data has been reviewed and bespoke guidelines and procedures have been developed and delivered to support corporate policies.</p>	1	4	4	31/03/2013	Met	Steve Miller	Steve Miller	21/03/2014
S	Norfolk Museums Service	RM14096	Failure to generate additional income streams in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	15/01/2013	3	5	15	2	3	6	<ul style="list-style-type: none"> <li>A Commercial Manager was appointed to scope out income plans. These are now in the delivery phase.</li> <li>A strategic plan will be developed with the Senior Management Team for delivery in 2013/14.</li> </ul>	<p>The Strategic Plan was reviewed by SMT at the 19 March meeting. This will see the purchasing strategy reviewed, increased audience participation and development and a review of retail operations during 2013/14. This will be monitored by SMT and the Museums Efficiency Board.</p> <p>Reviewed by SMT 16 April 2013 and 20 August 2013 - No change to score or prospects.</p> <p><b>Reviewed by SMT 21 March 2014</b> - Excellent progress made and the target score has now been met for 2013/14.</p>	2	3	6	01/04/2014	Met	Steve Miller	Steve Miller	21/03/2014
S	Norfolk Museums Service	TBA	Failure to generate additional income streams in 2014/2017 in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15	3	5	15	<ul style="list-style-type: none"> <li>Commercial Strategy in place</li> <li>Staff will be trained and supported in the delivery of key goals</li> </ul>		2	3	6	01/04/2017	Green	Steve Miller	Steve Miller	21/03/2014
S	Norfolk Museums Service	TBA	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8	2	4	8	<ul style="list-style-type: none"> <li>JMA is a priority in the Service Plan 2014/15</li> </ul>		1	3	3	01/10/2014	Amber	Steve Miller	Steve Miller	21/03/2014

# Risk Register - Norfolk County Council (Summary)

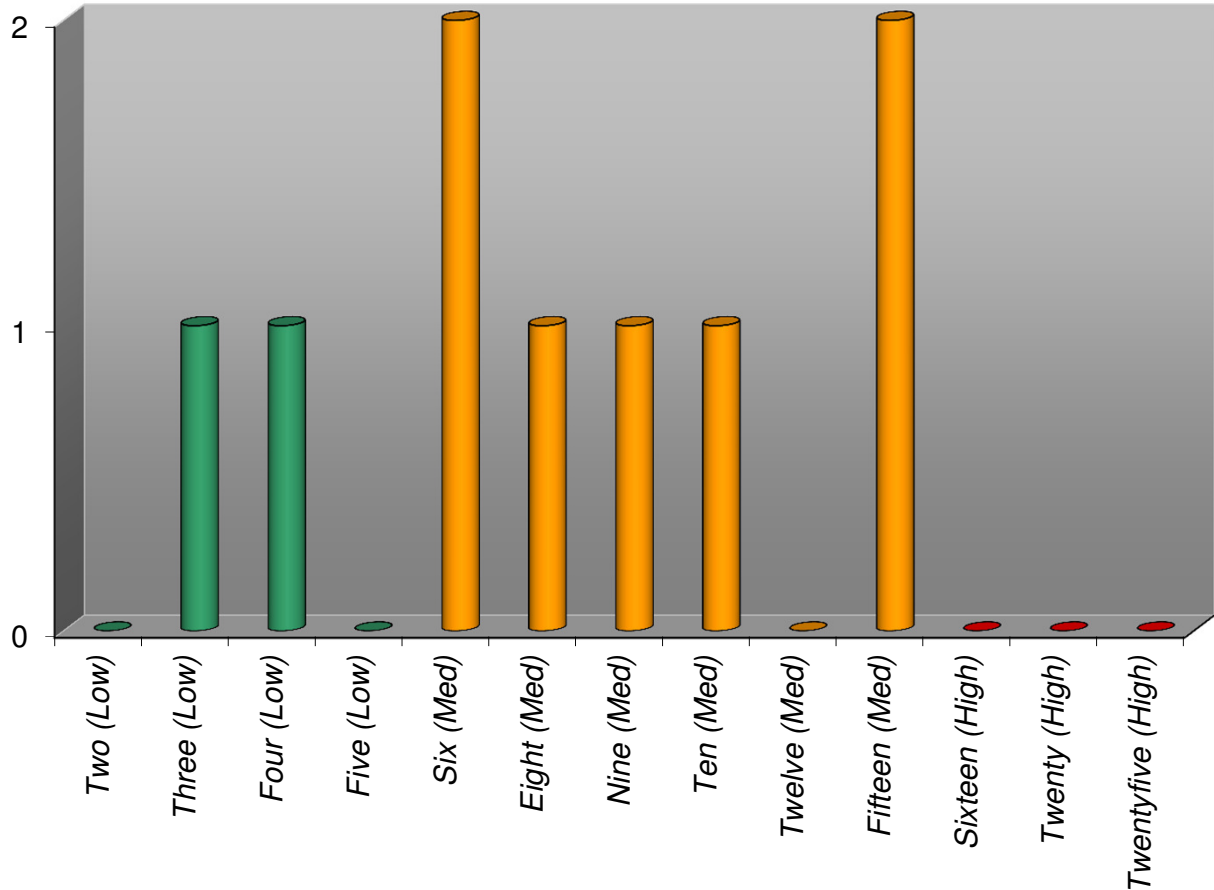
<b>Risk Register Name</b>	<b>Norfolk Museums Service</b>	<b>High</b>	<b>Red</b>
<b>Prepared by</b>	<b>Steve Miller and Stephen Andreassen</b>		<b>Amber</b>
<b>Date updated</b>	<b>21 March 2014</b>		<b>Green</b>
<b>Next update due</b>	<b>30 September 2014</b>		<b>Met</b>

<b>Area</b>	<b>Risk Number</b>	<b>Risk Name</b>	<b>Risk Description</b>	<b>Date entered on risk register</b>	<b>Current Likelihood</b>	<b>Current Impact</b>	<b>Current Risk Score</b>	<b>Likelihood Target</b>	<b>Impact Target</b>	<b>Target Risk Score</b>	<b>Target Date</b>	<b>Prospects of meeting Target Risk Score by Target Date</b>	<b>Risk Owner</b>	<b>Date of review and/or update</b>
Norfolk Museums Service	RM13947	Failure to maintain historic buildings	We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.	30/06/2011	3	3	9	3	3	9	01/04/2017	Green	Steve Miller	21/03/2014
Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	2	3	6	1	1	1	01/04/2015	Green	James Steward	21/03/2014
Norfolk Museums Service	RM13949	Not delivering business plan targets as ACE funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	1	3	3	1	3	3	01/04/2015	Green	Steve Miller	21/03/2014

Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Date of review and/or update
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Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	2	5	10	2	5	10	01/04/2015	Met	John Davies	21/03/2014
Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	1	4	4	1	4	4	31/03/2013	Met	Steve Miller	21/03/2014
Norfolk Museums Service	RM14096	Failure to generate additional income streams in accordance with	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	15/01/2013	2	3	6	2	3	6	01/04/2014	Met	Steve Miller	21/03/2014
Norfolk Museums Service	TBA	Failure to generate additional income streams in 2014/2017 in	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15	2	3	6	01/04/2017	Green	Steve Miller	21/03/2014
Norfolk Museums Service	TBA	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8	1	3	3	01/10/2014	Amber	Steve Miller	21/03/2014

# Risk Evaluation Chart

Number of Risks Affected





# Risk Register - Norfolk County Council (Summary)

Risk Register Name		Norfolk Museums Service										Red			
Prepared by		Steve Miller and Stephen Andreassen					High						Amber		
Date updated		21 March 2014					Med						Green		
Next update due		30 September 2014					Low						Met		
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Date of review and/or update	
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Norfolk Museums Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	30/06/2011	2	3	6	1	1	1	01/04/2015	Green	James Steward	21/03/2014	
Norfolk Museums Service	RM13949	Not delivering business plan targets as ACE funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	30/06/2011	1	3	3	1	3	3	01/04/2015	Green	Steve Miller	21/03/2014	

Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Current Likelihood	Current Impact	Current Risk Score	Likelihood Target	Impact Target	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	Date of review and/or update
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Norfolk Museums Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	22/03/2012	2	5	10	2	5	10	01/04/2015	Met	John Davies	21/03/2014
Norfolk Museums Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	31/05/2012	1	4	4	1	4	4	31/03/2013	Met	Steve Miller	21/03/2014
Norfolk Museums Service	RM14096	Failure to generate additional income streams in accordance with	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	15/01/2013	2	3	6	2	3	6	01/04/2014	Met	Steve Miller	21/03/2014
Norfolk Museums Service	TBA	Failure to generate additional income streams in 2014/2017 in	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	21/03/2014	3	5	15	2	3	6	01/04/2017	Green	Steve Miller	21/03/2014
Norfolk Museums Service	TBA	Joint museums agreement review.	Failure to reach agreement over contributions from participants in the joint museums agreement may lead to reduced service and loss of reputation.	21/03/2014	2	4	8	1	3	3	01/10/2014	Amber	Steve Miller	21/03/2014

# NMS Collections Rationalisation Programme 2010-14

## Report by the Head of Norfolk Museums Service

### Summary

As part of its strategy to review service needs and reduce costs Norfolk Museums Service (NMS) 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 NMS:

- 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 latest list of items which have been assessed as surplus to the Service's 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's Code of Ethics and Arts Council England's Museums Accreditation Standard.

### Recommendation:

That members approve the rationalisation of the items listed in Annex 2. These items were considered and approved for rationalisation by the Norwich Area Museums Committee of 4 March 2014.

### 1 Background

NMS 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 is with the aim of:

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

The policy was considered and approved by the Norfolk Joint Museums Committee 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 NMS internal Rationalisation Committee, which comprises the Chief Curator, Collections Development Manager, the Senior Conservation Officer and the Registrar. 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 contribute to savings of up to £15,000 a year by reducing the demand for off-site storage. NMS 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**

NMS has vacated one leased and one NCC-owned building with advice from NPS  
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## **4 Other Implications**

### **4.1 Equality Impact Assessment**

NMS 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.

### **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 NMS 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, NMS 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.

# Annex 1: Strategy for rationalising NMS collections

## 1 Introduction

As part of a regular programme of good collections care all museum collections will be reviewed to ensure that objects conform to standards of high priority and top quality. 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 NMS is to preserve and interpret Norfolk's history while also providing a window on the world for the people of Norfolk. The NMS 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 NMS 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 NMS 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 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 NMS has an ongoing programme of renewing or refreshing displays which allows for changing objects on display and assessing their importance.

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

The Collections Development Manager will be responsible for the review programme.

Other staff to be involved include:

- Chief Curator
- Head of Conservation or Senior Conservator

- Staff with curatorial responsibility for collections at specific sites, e.g. Curator of the museum
- Subject specialists

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

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

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 NMS will be able to provide suitable levels of curation or collections care.
- Is of good quality but would fit better into another museum's collection (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 NMS core collections might continue to fulfil a useful purpose including:

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

Other alternatives include:

- Transfer to another Accredited museum by gift or sale
- Return to donor or lender
- Transfer to another public institution by gift or sale
- Repatriation to country of origin



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

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

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

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





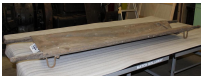

### **3.6 Process for disposal of accessioned material**





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



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






Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1978.553	Atco self-propelled lawnmower by Charles H. Pugh of Birmingham, machine no 5072B, single cylinder 2-stroke petrol engine by Villiers; engine, cutter bar and rollers mounted on cast iron frame, handles for steering with clutch and throttle controls, rotary cutter bar and main roller driven through chains, with grass box, early 20th century, bought secondhand in the early 1920s and used in Taverham, Norfolk		Lawnmowers are outside the collecting policy of Strangers' Hall Museum. This object was not made locally, so is also outside the Bridewell Museum's collecting policy.	Transfer. Offer to Gressenhall Farm & Workhouse, if no interest offer to other museums via Museums Journal
NWHCM : 1974.605.1	Bicycle, BSA gents deluxe model, manufactured in 1911, bought from Plummers, cycle agent of Long Stratton, Norfolk in 1911 for 11 guineas, (11 pounds 11 shillings), ridden by donor daily to work at Tivetshall Maltings for 40 years, saddle about 1930 manufactured by Brooks, both wheels are later replacements of the originals, dark blue 660 mm frame, 203 mm crank, used in Great Moulton, Norfolk; 1911		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are four similar men's bicycle in the collection, so we are proposing to keep the two that are in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Cycle was manufactured in Birmingham so offer to local museums as well as other cycle/transport museums.
NWHCM : 2013.80.135	Bicycle, Crypto Bantam, front wheel drive; about 1895		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are two similar Crypto Bantam bicycles in the collection, so we are proposing to keep the one that is in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to cycle/transport museums.
NWHCM : 1983.421	Bicycle, Hercules, steel tubular frame, black finish, Sturmey-Archer 3-speed gear, Dunlop Roadster pneumatic tyres, rod brakes, bell and carrier, manufacturer's mark, The Hercules Cycle and Motor Co Ltd, Britannia Wk, Birmingham, cycle belonged to Percy Collins (1904-1981) who lived for most of his life at Kenninghall, employed as a farm labourer, early 20th century		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are two similar Hercules bicycles in the collection, so we are proposing to keep the one with the Norwich provenance. (The other one was owned by a member of a Norwich cycling club). This bicycle needs some conservation and would be better served in a bicycle museum.	Transfer. Cycle was used by farm labourer so offer to Gressenhall first. If no interest offer to other cycle/transport museums
NWHCM : 1912.9	Bicycle, iron, pedals on front wheel, iron seat on cross bar, brake on back wheel was worked by string from handle bars, pedals are solid iron pieces, footrests in front of handlebars, handlebars have turned wood ends, wood wheels with iron rims, wooden wheels with iron tyres, pedals triangular and adjustable, 1868		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are two similar bicycles of this type in the collection, so we are proposing to keep the one that is in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to East Anglia Transport Museum in the first instance. If they are not interested offer to other cycle/transport museums







Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1978.182	Bicycle, ladies cycle, made in London by the Dayton Cycle Co Ltd.; frame painted black with oil bath chain, hub brakes, wicker rear basket and three-speed gears; 1920s		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There is another similar ladies' bicycle in better condition in the collection. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to cycle/transport museums
NWHCM : 1973.335.1	Bicycle, New Hudson; Dunlop champion tyres, Waltonia bell; non original saddle replaced in about 1933; carrier, front and rear lights, pump, handlebar grips; manufactured in Birmingham; used in Lowestoft by donor's architect father; 1912		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are four similar men's bicycle in the collection, so we are proposing to keep the two that are in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Cycle has Lowestoft provenance, so offer to Lowestoft Museum. If no interest offer to other cycle/transport museums.
NWHCM : 2013.80.136	Bicycle, Ordinary ('penny farthing'), iron frame, iron wheels; about 1880		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are three similar Ordinary 'penny farthing' bicycles in the collection, so we are proposing to keep the one that is in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to cycle/transport museums
NWHCM : 1922.135.399	Bicycle, Ordinary ('penny farthing'); iron frame, iron wheels with solid rubber tyre, front 1169 mm, rear 507 mm; leather saddle with horsehair stuffing, handlebars have wood knobs at end and are fastened onto the steering column with a brass clip, stack above back wheel		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are three similar Ordinary 'penny farthing' bicycles in the collection, so we are proposing to keep the one that is in the best condition. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to cycle/transport museums
NWHCM : 1917.64	Bicycle, Otto dicycle, by B.S.A. (Birmingham Small Arms Company); two solid rubber wheels with wavy wire spokes set side by side with rider sitting between; pedals on two cranked counter shaft with belt drive to main axles, brake steering, brake drums on each main axle, trail balance wheel missing; 1880 to 1883		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. This bicycle is in poor condition and is in need of considerable conservation. It would be better served in a bicycle museum.	Disposal. Cycle was manufactured in Birmingham so offer to local museums as well as other cycle/transport museums.

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1917.6	Bicycle, Townend tandem safety bicycle, made by Townend Bros of Coventry; for lady in front and gentleman, rear handlebars coupled by rod to front handlebars, plunger brake on front wheel, pneumatic tyres, rear tyre missing, chain case, Carter's patent no..., cork handlebar grips, tangent spokes, soldered at crossings, about 1895; missing both saddles, rear tyre, bell, rear pedals with rubber footrests, probably a replacement; about 1892-4		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. This is the only conventional tandem in the collection, but it is in a poor state of repair. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. This cycle was manufactured in Coventry so offer to local museums or other cycle/transport museums
NWHCM : 1979.473.41	Bicycle, tradesman's, painted black with frame for basket (no basket with cycle) over front wheel, black-blank advertising panel in centre, from former butcher's shop of Blake's, Spinney Road, Norwich, Norfolk, 1930s to 1950s		There are nearly 40 bicycles in the Norwich Social History collection. We have made the decision to keep a representative selection and to dispose of the remainder. There are three other trade bicycles in better condition in the collection. One of them is on display at the Bridewell, one comes from Bonds and the other advertises the Bridewell Museum. This bicycle needs some conservation and would be better served in a bicycle museum.	Disposal. Offer to cycle/transport museums
NWHCM : 1969.235	Boat fender, wickerwork, early 20th century		This item has no provenance. Although it is a nice example of functional wickerwork it is not known what type of vessel would have had this type of fender. It is not a wherry fender. Suggest that it be offered to the museum of the Broads if it can be established that it is from an inland rather than a coastal vessel.	Disposal. Offered to Time & Tide, not interested so offer to other museums through Museums Journal
NWHCM : 2013.80.15	Bucket, two parts; large metal bucket with large heavy handle attached to each side. studded with metal rivets. Second piece looks like an attachment to floor?		It has not been possible to establish provenance for this item as it cannot be matched to any existing documentation. This might be a well bucket but is quite possible it may have belonged to Norwich City Works Department who shared stores at Trowse.	Disposal. Offer to museums via Museums Journal
NWHCM : 2013.80.28	Canvas stretcher attached to a wooden frame, with metal u-shaped rests. The stretcher folds up with two metal brackets. There is also a canvas strap.		It has not been possible to match this to any existing documentation; poor condition. No pressing reasons for retaining the item	Disposal. Offer to museums via Museums Journal. 493rd Bomb Group Museum might be interested.
NWHCM : 2013.80.4	Fence post, cylindrical; one section goes underground. There is a cast iron ball on the top.		This fence post has no manufacturer's plate or mark. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to museums via Museums Journal or consider sale as architectural salvage



Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1975.504.1	Hand powered black metal bench drill. Square base has three holes for it to be fixed to a solid surface. Base has different size square and rectangle holes. Iron on iron stand, drive from wheel with wooden handle through mitre gearing to drill shaft, no bits, used at home by donor's father Robert John Godwin in the early 20th century		The drill was used by someone who was a marine engineer working with the Port of Yarmouth Commissioners before moving to work at Lawrence & Scott, Norwich. It is possible that he might have used the drill at either place of work but the object record suggests that it was used at home as a hobbyist tool. It is of a fairly generic type and not unique to any particular branch of engineering.	Disposal. Offer to other museums via Museums Journal
NWHCM : 1974.474.3	Invalid chair, the Merlin self propelling chair, Allwin trade mark, 2 driving wheels 533 mm diameter, 25 mm rubber pneumatic tyres, 2 tangent wheels with ball bearings at rear, tubular handle with white rubber grip, sliding footboard, polished hard wood propelling rims, canvas seat and back, sprung frame, illustrated in Army and Navy Stores Ltd, price list 1939 to 1940		There are a number of wheelchairs in the collection. We have made the decision to offer to Gressenhall those with workhouse associations. The remainder are to be offered for rationalisation. This object was given to the museum by the Red Cross and has no local connections.	Disposal. Offer to museums related to disability. If no interest offer to other museums via Museums Journal
NWHCM : 1945.133	Model steam engine in glass case, ½HP horizontal single cylinder D.A. steam engine made by W.A. Arnott, circa 1893, model of a type used locally prior to the use of electricity, brass and copper band cylinder circa 1830 to 1860		This is an exceptionally fine model by a very skilled model engineer, Mr W.A. Arnott. We have examples of very fine quality wood turning by the same person. Arnott lived in Gorleston and this item falls outside the collecting area of the Bridewell. Suggest that it be offered to Yarmouth Museums.	Transfer. Offer to Time & Tide in first instance. If no interest offer to other museums through Museums Journal.
NWHCM : 2013.80.19	Oak moulded carved wooden beams, with rectangular base. Mortice through at right angles at one end; tenon with two peg holes at other, this allows them to slot into another beam.		It is not possible to match this item to existing documentation. It is quite possible that this is a component part, but it is difficult to establish this without visual inspection of all window frames in the collections. We do not actively seek to collect architectural salvage and structural components today.	Disposal. Offer to museums via Museums Journal




Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 2013.80.7.2	Rectangular wall panel, painted cream. This is one of two identical panels (see related object)		This item has no known provenance as it has not been possible to match the item to any existing documentation. Architectural salvage and building components would not be actively collected today	Disposal. Milford House Museum in Northern Ireland are interested. Otherwise offer to other museums via Museums Journal
NWHCM : 2013.80.7.1	Rectangular wall panel, painted cream. This is one of two identical panels (see related object)		This item has no known provenance as it has not been possible to match the item to any existing documentation. Architectural 'salvage' and building components would not be actively collected today	Disposal. Milford House Museum in Northern Ireland are interested. Otherwise offer to other museums via Museums Journal




Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 2013.80.108	Rug, rectangular in red, blue, green and yellow; three star designs in centre; two surrounding borders, inner with blue background outer with red background; fabric edge on top and bottom; long edges unfinished, appear to have been cut; tape on one side; hessian backing		This is a small rug which has been cut at some point, therefore is damaged. It is a retrospective accession with no provenance and is a duplication of other examples which we viewed. It is a fair example but we have selected more than 3 similar items to this which are better placed to fulfil any requirements for access or display we have in the future.	Disposal. Offer to museums via Museums Journal
NWHCM : 2013.80.114	Rug, rectangular, brown wool fleece, dark brown hessian backing; possibly felted goat / sheep / llama hide		This is a retrospective accession with no provenance and is extremely dirty, it has little merit.	Disposal. Offer to museums via Museums Journal
NWHCM : 2013.80.17	Set of green wheels. Hubcap inscribed 'Allen Oxford' Rubber tyres 'Dunlop implement' Traction tyre 'Made in GB' 2 - 75 - 21 on each tyre. Connected by shaft which allows tyres to move independently.		This item has no provenance as it has not been possible to match it to existing documentation. It is likely that the item may have belonged to Norwich City Works who shared storage facilities at Trowse. It may well have been mistaken for NMAS collections when items were moved to Gressenhall	Disposal. Offer to museums via Museums Journal. Ramsey Rural Museum (accredited) have agreed to take this object, pending approval from JMAC
NWHCM : 1973.369	Time recording device, Blick patent check action time recording device; from a building in Balderston's Court, Norwich, 20th century		There is no documented information as to the use or significance of this particular time recording device and its association with Balderston Court, Norwich. Local trade directories do not list Balderston Court or the nature of premises therein	Disposal. Offer to other museums via Museums Journal
NWHCM : 1970.5	Treadle operated leather sewing machine made by Wheeler and Wilson, Bridgeport, Connecticut, U.S.A. number 1022374, wood table, metal base, unusual shape, for cloth but adapted for leather use, lock-stitch, circa 1875		This item has no provenance. It is a hybrid - being a Wheeler & Wilson machine on a Singer frame - adapted and used for making clothing. There are other examples of machines made by this manufacturer. Suggest that this be offered in first instance to Cos & Tex.	Transfer. Offer to Costume & Textiles department. If no interest offer to V&A or other museums via Museums Journal





Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1970.7	Treadle operated sewing machine made by Wheeler and Wilson, Bridgeport, Connecticut, U.S.A. number 37928 type number 10, lock-stitch, at some time put on a Singer frame, for clothing, fore runner of industrial machine		This item has no provenance. It is a hybrid - being a Wheeler & Wilson machine on a Singer frame - adapted and used for making clothing. There are other examples of machines made by this manufacturer. Suggest that this be offered in first instance to Cos & Tex.	Transfer. Offer to Costume & Textiles department. If no interest offer to V&A or other museums via Museums Journal
NWHCM : 1953.162	Tyre bender used in a blacksmith's shop at Wroxham		This item originated from a blacksmith's shop in Wroxham and therefore lies outside the collecting area of the Bridewell.	Disposal. Offer to other museums through Museums Journal.
NWHCM : 2013.80.105	Window, wooden frame; one window is missing the other is in place, this has 12 panes (4 rows of 3), panes separated by metal strips, various panes are cracked or broken.		The item is not complete although the section of glazing may not yet have been identified; it is not possible to match this item to existing documentation but difficult to achieve without making an inventory of the window frames in the collections. We do not actively seek to collect architectural salvage and structural components today.	Disposal. Offer to museums via Museums Journal
NWHCM : 2013.80.106	Window, wooden sash window frame and window, 4 panes of glass (2 rows of 2), window frame is painted cream on the inside, paint has worn back to the wood on the outside, metal lock mechanism between top and bottom window, rope mechanism for lowering and raising the window. Incomplete, cill is missing.		It is not possible to match this item to existing documentation but difficult to achieve without making an inventory of the window frames in the collections. We do not actively seek to collect architectural salvage and structural components today.	Disposal. Offer to museums via Museums Journal
NWHCM : 1983.243.2	Wood turning lathe; once painted green. Wooden bench and frame. Legs attached to an 'L' shape frame - one leg is loose from frame. Treadle operated with lathe accessories - chisel rest, grind wheel and pulley. All metal items seem to be made from Iron.		The lathe is in poor condition and has no provenance. There is nothing to indicate that this item was used in an industrial/commercial context. Likely used by a hobbyist woodworker	Disposal. Offer to other museums via Museums Journal
NWHCM : 2013.80.21	Wooden beam with 4 rectangular notches cut out of the back of one side. 5 Diamond shaped notches cut out of another side.		It is not possible to match this item to existing documentation. It is quite possible that this is a component part, but it is difficult to establish this without visual inspection of all window frames in the collections. We do not actively seek to collect architectural salvage and structural components today.	Disposal. Offer to museums via Museums Journal









Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 2013.80.26	Wooden easel, A-Frame design hinged at the top. T-shaped section with holes in centre and metal chain with wooden stopper on end, used to secure and control shape/movement of easel.		This may not ever have been part of the collections, but used for teaching or display purposes	Disposal. Offer to museums via Museums Journal
NWHCM : 2013.80.51	Wool rug, rectangular, long and narrow; cream background with all over pattern in pale green, pink, blue, pale yellow, orange and brown; floral geometric design with border in pale green, pink and brown; about 1900 - 1910		This is a retrospective accession with no provenance and is a duplication of other examples which we viewed. It is in the poorest condition which is why it was selected for rationalisation. Cathy declined it suitable date and style wise for use at Stranger's Hall.	Disposal. Offer to museums via Museums Journal




Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1973.371.4	Lectern and box, varnished, front of desk carved with IHS device within a circle, around which four Celtic crosses within circles, stylised foliate border, sides foliate carving; four brackets from pillar support desk, each pierced by a trefoil; four supports of pillar form, cruciform base; brass candle holder either side of the desk, moveable to give maximum light to reader - these are loose and wil fall off so take care when moving; box for standing at lectern, carved top and sides, no base; four squares of abstract floral carving on top create uncarved area forming a cross; on underside of top board is carved within a heart, carved by H. Samson March 1926; from the chapel at Hill House, Pulham Market, a former workhouse; 1926		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1973.371.5.1	Suffolk armchair, one of two from Hill House, Pulham Market, former workhouse. Four turned legs, 'H' shaped stretcher. Curved arms , 4 slat back inbetween turned frame. Back curves outwards towards top. Top rail rounded at either end. Shaped seat. 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1973.371.14	Commode chair, light coloured wood. Three rungged seat back with top rung curved and thicker than the rest. This top rung is also adjustable (possibly for people of different heights). Front two legs are turned with iron nails holding everything together. Lid to commode is a trapizoid shape with two rusted/ corroding hinges (very stiff). Base of commode seat has a wooden upended dome shaped skirt. At the front the skirting has a wavy edge cut into it. From Hill House, Pulham Market the former workhouse, 19th or 20th century.		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1973.371.15	Wheel chair/Stair chair with 2 wheels, from Hill House, Pulham Market social services which was a former workhouse.Has a curved frame (which is varnished but worn off in places) at the back metal edging and turned front legs. Chair has leather square panesl on back and seat whcih are tacked to the wooden base, also has a hole in each arm. Chair has a wooden footboard and turned second bar. Has 2 small wheels inside frame fixed to an atxel at the front and has 2 medium sized wheels at back. 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1973.371.16	Long umbrella stand of decorative cast-iron, painted reddish-brown, from Hill House, Pulham Market, a former workhouse. Dates from 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1973.371.19	Cot. Wooden cot painted cream, though once painted green. Two sides have 10 bars, the other two ends have 5 bars, From Hill House, Pulham Market fomeryl Depwade Union Workhouse. The cots dates from the 20th Century. Mattress is missing.		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1973.371.20	Child's commode chair, painted white, four turned legs. Windsor back, supporting strip added to back and under seat. Arm rest either side one has hole in end. 'H' shaped base. 'L' shape slots either side of hole in seat to attach something? From Hill House, Pulham Market the former workhouse, 19th or 20th century.		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1973.371.23	Chapel chair, rush seated; 4 legs; front legs plain and cylindrical, back square. 4 stretchers; one at back, 2 either side positioned top and bottom, 1 at front turned - at top. Wide top rail, rectangular, shaped in centre. Two back rails, rectangular with shaped sides. Light coloured wood. From Hill House, Pulham Market, former workhouse, 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1974.587.7	Linen basket, cylindrical, wicker with lid, lid circular and concave, two handles, bottom is badly worm eaten; from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk; late 19th to early 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1974.587.8	White enamelled query wax foot bath with blue rim and pouring lip at one end, one small plug hole for drainage, from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk; early 20th century		This object falls outside Norwich collectioning policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1974.587.9	Sideboard / cabinet by George Diggers and Sons, Norwich, straight front in centre with glass doors to cupboard with one worn velvet covered shelf, sides are bowed and open fronted, one long shelf underneath, central drawer above cupboard with brass handles, some decorative carving on drawer and bowed part of sides, large back section has 1 large central mirror, 4 smaller ones, 1 large shelf and 2 smaller ones, the whole is stained dark and has been somewhat scratched; from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk; about 1870s		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1974.587.10	Rectangular patterned chest of whitewood, stained reddish-brown with an hinged lid. The chest has 8 metal strengthening pieces on edges/corners attached with six screws and a lifting handle on either side (painted black). There is a metal keyhole and locking system at the top front centre section of the chest but no key. The right side of the panel of the chest has a small metal hook screwed into the wood and a small nail protruding from lid in left front corner. The base is slightly extended round three sides. The chest contains some wallpaper which has a green floral design with a white/cream ground. Chest is from the Wicklewood Institution		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1974.587.13	Square topped stool, four legs but no stretchers which are square in section and taper slightly, flat unshaped seat. Metal tacks around seat and wooden blocks between seat and below seat to provide support. Stool is from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk; late 19th century		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1974.587.24	Windsor armchair, lath-back with turned legs, spindle arm supports, large comb, double H-stretcher; from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk; about 1890		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse
NWHCM : 1980.443	Smoker's bow chair set on wheels, elm seat, arms and back, legs probably beech, two large wheels one on either side, the wheels have inner wooden wheels for propelling the chair by hand, at the rear is a small wheel, the chair was found in the attic of the Crome Ward of the West Norwich Hospital and probably dates from the time when the hospital was a workhouse, about 1880		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse.
NWHCM : 1973.371.8	Vegetable trough, wood, used for washing vegetables in, 20th century, used at Hill House, Pulham Market, a former workhouse. Rectangular (almost square). Has indented handles either side fastened together with one piece of metal wire tacked and stapled to trough. Handles attached with three metal screws.		This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection	Transfer to Gressenhall Farm & Workhouse

Record number	Brief Description	Image	Disposal Reasons	NMS Rationalisation Committee recommendations
NWHCM : 1973.371.22	<p>Lawnmower, chain driven, by Ransomes of Ipswich; 19th century. Used at Hill House, Pulham Market, former workhouse by Norfolk County Council Social Services Dept. Inscribed 'Ransomes Patent Chain Automation'. This is a 12" cut cylinder mower. Mower has wooden roller at front, behind this is a cylinder blade mechanism that is driven by a chain. Behind this is another metal roller. The handles used to push the mower are wooden and are attached to the metal frame.</p>		<p>This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection</p>	<p>Transfer to Gressenhall Farm &amp; Workhouse</p>
NWHCM : 1973.371.15	<p>Cast iron bookbinding press with screw; 19th century. This is taken from Hill House, Pulham Market, Social Services. It has a flat horizontal base, set on a u-shaped frame. The metal plate is adjustable by screw handle on centre.</p>		<p>This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection</p>	<p>Transfer to Gressenhall Farm &amp; Workhouse</p>
NWHCM : 1974.587.11	<p>Small table with splayed legs made of pine or sycamore, legs have octagonal section and are fairly slanting, they are joined to the table top by means of two wooden brackets, screwed to the top, into which the pairs of legs are nailed, early 19th century, from Wicklewood Institution, the workhouse for the Forehoe Union, Wicklewood, Norfolk</p>		<p>This object falls outside Norwich collection policy and would be better suited as part of Gressenhall's collection</p>	<p>Transfer to Gressenhall Farm &amp; Workhouse</p>



5 Year Strategy 2014–18



## Norfolk Museums Service, 5 Year Strategy 2014–18

Over the past decade Norfolk Museums Service has transformed itself into one of the country's leading museum services. Investment from the national Renaissance programme for regional museums, alongside continuing support from Norfolk's county and district councils and significant contributions from key partners such as the Heritage Lottery Fund, has enabled impressive growth in visitor numbers, school attendances and community engagement at every level.

This 5 Year Strategy is an important marker for the Service as it looks to maintain this impressive momentum. It sets out the guiding principles of this unique Service and its priorities and goals in the next few years.

There is no lessening of the ambition and vision that led to NMS' successful bid in 2012 to become a Major Partner Museum supported by funding through Arts Council England. The overarching aim is to realise the potential of the Service's many assets – whether in terms of visitor experience, income generation or access to outstanding collections.

Ambitious plans include the transformation of Gressenhall Farm and Workhouse into the national centre for workhouse interpretation and research and a major project to develop

the medieval Keep at Norwich Castle, enabling it to rival the very best heritage attractions and museums in the country. The Service will also be continuing its on-going work to enhance our museums' contribution to the year round tourism economy.

As a frequent visitor to the Castle in my boyhood, I'm particularly pleased to see the commitment to ensure all Norfolk children visit at least one of our museums during their school lives. I hope that some of them might be inspired to want to work for the Museums Service in the future – a prospect made more attainable by the nationally recognised Teaching Museum programme, which is set to develop and extend the ways in which it opens up non-traditional career pathways into the heritage profession.

Fulfilling these ambitions in a challenging financial environment will not be easy, but Norfolk Museums Service is in a good position to do so with its combination of strong local roots, regional reach and national reputation.

Strong partnership working at all levels will be central to the delivery of this strategy – at Norfolk County Council we are proud to contribute to the success of the Museums Service and look forward to supporting these exciting plans over the next five years.

**Cllr. John Ward**

*Chairman of the Joint Museums Committee,  
Norfolk County Council*





## Mission

Inspiring pride in Norfolk's heritage through 10 award-winning museums

## Vision

- Engaging and inspiring the widest possible audience, both across Norfolk and beyond
- Enriching people's lives and creating a sense of place and identity
- Ensuring all Norfolk residents, especially children, experience high-quality learning in the museums we care for and through the collections in our trust
- Contributing significantly to the visitor economy of Norfolk and contributing to the development of sustainable tourism partnerships
- Developing our staff and volunteers to improve services and support wider employment and skills agendas
- Collecting, preserving and interpreting the material evidence of Norfolk's past
- Stimulating creativity, inspiration and enjoyment through the museums and collections in our care.

## Values

- We are committed to caring for Norfolk's rich heritage, both for future generations and for our communities and visitors today
- We are passionate about learning and fostering skills and knowledge amongst Norfolk's children
- We provide leadership to other museums across Norfolk and the East of England, along with support to other cultural, educational and heritage organisations
- We value and invest in our staff, trainees and volunteers so that they can deliver an outstanding service to our communities and to our visitors
- We are accountable and credible in the work we do and we are open to challenge and advice
- We are dedicated to the long-term care of the collections and historic buildings in our trust
- We will work in partnership to achieve our mission and we will ensure that we are a trustworthy and dedicated partner to others
- We will operate in a highly sustainable way, minimising our impact on the environment
- We will encourage innovation and commercial awareness across all parts of our organisation.



# Responding to local and national priorities



## Responding to Norfolk County Council's Vision

In the delivery of our 5 Year Strategy, we are committed to supporting the delivery of Norfolk County Council's Vision and Priorities, as detailed below.

We will also ensure that through a range of free entry days and special events, targeted promotion and working with partners in Norfolk County Council and beyond, all Norfolk residents, whatever their circumstances, are able to access our museums and wider services.

**Our ambition is for everyone in Norfolk to succeed and fulfil their potential. By putting people first we can achieve a better, safer, future based on education, economic success and listening to local communities.**

Our priorities are:

**Excellence in education** – We will champion our children and young people's right to an excellent education, training and preparation for employment because we believe they have the talents and ability to compete with the best

**Real jobs** – We will promote employment that offers security, opportunities and a good level of pay. We want real sustainable jobs available throughout Norfolk

**Good infrastructure** – We will make Norfolk a place where businesses can succeed and grow. We will promote improvements to our transport and technology infrastructure to make Norfolk a great place to do business.



## Responding to Arts Council England's Goals (as laid out in 'Great Art and Culture for Everyone')

- **Goal 1:** Excellence is thriving and celebrated in the arts, museums and libraries
- **Goal 2:** Everyone has the opportunity to experience and be inspired by the arts, museums and libraries
- **Goal 3:** The arts, museums and libraries are resilient and environmentally sustainable
- **Goal 4:** The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- **Goal 5:** Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

We will respond to these 5 goals through a number of programmes and activities, primarily through our Service Plan as laid out in our Major Partner Museum agreement.



## Responding to the Heritage Lottery Fund's key goal (as laid out in 'A lasting difference for heritage and people', the Heritage Lottery Fund's Strategic Framework 2013-18)

**'Our goal is to make a lasting difference for heritage and people'.**

The HLF have made a significant capital investment in the majority of Norfolk Museums Service's sites over the last 15 years and continue to make a major difference in all aspects of our work including our learning programmes. We will support the Heritage Lottery Fund's key goal through the HLF-funded programmes that we deliver, including Skills for the Future and Catalyst, and in the capital projects we undertake. We will also adhere to the spirit of this goal in all other aspects of our work as a county wide museum service.





## Introduction to NMS and our work

Norfolk Museums Service was established in 1974 when the County and District Councils in Norfolk agreed to delegate their museum powers to a Joint Committee to manage their diverse group of museums and to care for important collections within the ownership of the County and District Councils through a countywide Museums Service. This way of managing museum services, dependent on the foresight and generosity of the partners, was highly innovative at the time and is still a unique approach today.

NMS is now regarded as one of the leading museum services in the United Kingdom, being recognised in 2012 as an Arts Council England Major Partner Museum, one of 16 museums and museum consortia tasked with providing leadership to the sector.

All NMS sites are Accredited museums under the Arts Council Accreditation scheme and many of the collections in our care are Designated of national importance.



# 10 award-winning sites

Each one of the 10 sites in the stewardship of NMS is also of great regional or national importance, from the Norman splendour of Norwich Castle to the atmospheric Gressenhall Farm and Workhouse and the restored herring works at Great Yarmouth, home of the award-winning Time and Tide Museum.



## 1 Gressenhall Farm and Workhouse, near Dereham

This wonderful family-friendly 50 acre site is the home of Norfolk's rural life museum. It also features a working farm and a restored workhouse.



## 7 Cromer Museum

Located on the High Street this converted fisherman's cottage explores the history of Cromer as a popular seaside resort and a geological area of international importance.



## 8 Time and Tide, Museum of Great Yarmouth Life

Set in a preserved Victorian herring curing works the museum celebrates the unique story of Great Yarmouth from prehistoric origins to the present day.



## 9 Elizabethan House Museum, Great Yarmouth

This handsome 16th century home invites you to look into the lives of the families who lived there, from Tudor through to Victorian times.



## 10 The Tolhouse, Great Yarmouth

This 12th century site is one of the country's oldest prisons. It vividly brings to life the story of crime and punishment in Great Yarmouth.



## 2 Lynn Museum, King's Lynn

This vibrant community museum tells the West Norfolk Story and features a gallery dedicated to Seahenge, the unique 4,000-year-old timber circle.



## 3 Ancient House Museum of Thetford Life

This lively community-centred museum provides a fascinating insight into the rare Tudor house it occupies, alongside the wider history of Thetford and the Brecks.



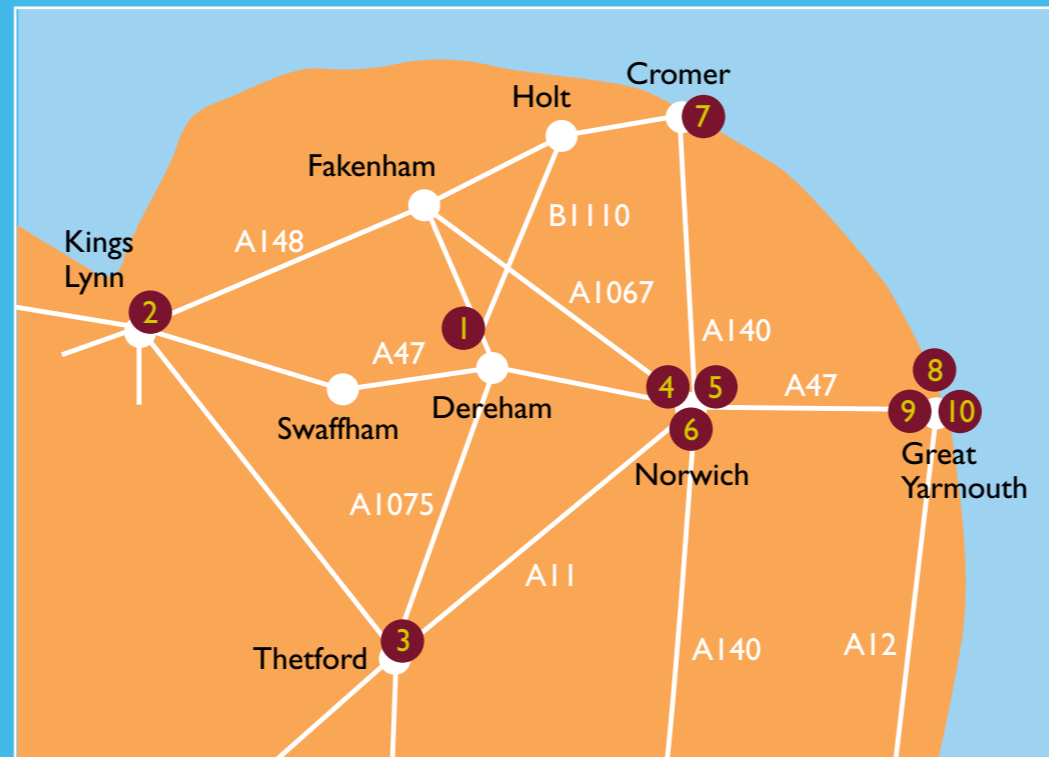
## 4 Norwich Castle Museum & Art Gallery

One of the region's most famous landmarks, Norwich Castle was built by the Normans as a Royal Palace over 900 years ago and spent at least 500 years as a prison. It is now a museum and art gallery and home to some of the most outstanding collections of fine and decorative arts, archaeology and natural history, not only in the region but the country.



## Norwich Castle Study Centre, Shirehall, Norwich

The Study Centre offers first-rate facilities to access and study NMS reserve collections. Museum staff can also assist visitors and researchers with their specialist knowledge.



## 5 Strangers' Hall, Norwich

Home to the wealthy merchants and mayors who made medieval Norwich a great city, visitors explore this intriguing and atmospheric building through period room settings, guides and creative interpretation.



## 6 The Museum of Norwich at the Bridewell

The Bridewell has been a merchant's house, a house of correction, a tobacco warehouse and a shoe factory. Now The Museum of Norwich, it tells the stories of the people who helped create our modern city.

# I Leadership

Since 2012, NMS has operated as an Arts Council England Major Partner Museum and is therefore committed to the delivery of a 3-year business plan as part of the funding it receives through the Arts Council's national Renaissance programme. NMS also provides a leadership role within the museum sector offering help and support to other museums in the region along with providing a national lead on key issues as and when appropriate.

NMS has also enjoyed tremendous support from the Heritage Lottery Fund since its inception and is grateful for the on-going support it receives for a number of projects including the HLF's Skills for the Future programme and Catalyst, which exists to build sustainability in the museums and cultural sector.



## SHARE Museums East

Norfolk Museum Service is one of nine organisations in England to be granted museum development funding by Arts Council England. This funding supports SHARE Museums East; the sector-facing workforce development arm of NMS. A small team based at the Study Centre at the Shirehall work regionally to deliver the programme. Its mission is to support excellence, resilience and cooperative working in museums in the East of England.

SHARE Museums East aims to:

- invest in and broker development opportunities, improving museums' services and sustainability
- encourage good practice in museums management in the East of England
- maximise opportunities for shared learning, networking and mutual support
- facilitate collaborative working, partnerships and communication across museums in the East of England
- invest in and nurture a skilled and flexible museums' community in the East of England, of paid staff, freelancers and volunteers
- build pride and awareness of museums in the East of England
- get best value out of museums development funding for the East of England
- represent and champion the interests of the East of England museums sector nationally

SHARE Museums East does this through:

- pioneering museum development programmes
- extensive free training programme
- creating and sharing resources
- supporting specialist networks

[www.sharemuseumseast.org.uk](http://www.sharemuseumseast.org.uk)

## Networks

### Fens Museums Partnership

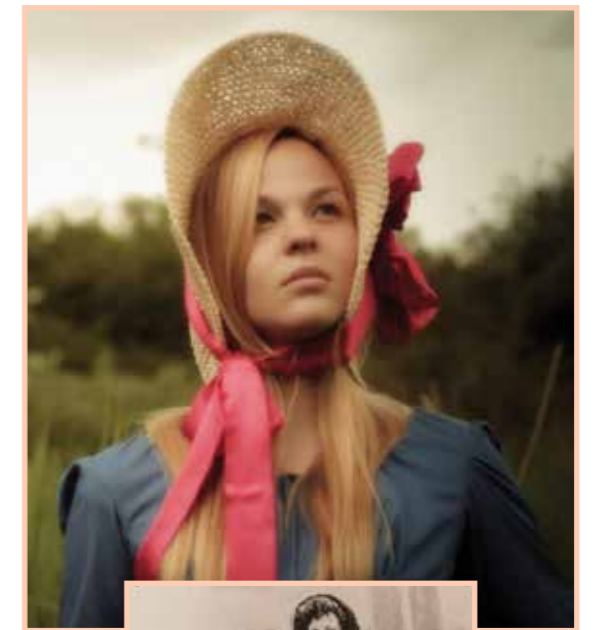
NMS formed the Fens Museums Partnership to bring together 19 partner museums, mainly smaller, volunteer-run, with a shared geographical and collections focus in Cambridgeshire, Norfolk and Lincolnshire. Members share expertise and take part in joint initiatives, including touring exhibitions such as the HLF-funded three year Fenland Lives & Land project. [www.fensmuseums.org.uk](http://www.fensmuseums.org.uk)

### Maritime Heritage East

Maritime Heritage East is a partnership of 33 museums in Norfolk, Suffolk and Essex and exists to develop regional and national partnerships that raise the profile and appreciation of maritime heritage in the East of England. The programme is managed by NMS' Time and Tide Museum in Great Yarmouth, one of 12 'gateway' museums in the UK promoting maritime heritage as part of a national subject specialist network led by the National Maritime Museum. [www.maritimeheritageeast.org.uk](http://www.maritimeheritageeast.org.uk)

### Rural Museums East

NMS is an active member of the national Rural Museums Subject Specialist Network through Gressenhall Farm and Workhouse. Regionally, Gressenhall also convenes the Rural Museums East network which organises training and networking opportunities for a number of rural life museums in the area.





## 2 Collections

Norfolk Museums Service possesses outstanding collections ranging from early prehistory to contemporary art. Key elements include the most comprehensive collection of the work of the Norwich School of Artists in existence, fine and decorative arts including ceramics covering the history of British pottery from the Neolithic to the present day and highly significant collections of Palaeolithic, Bronze Age, Iron Age, Anglo-Saxon and medieval material. Natural History includes Pleistocene vertebrate and Cromer Forest Bed collections of the highest importance. The Service also has important costume and textile collections, as well as the best collection of material in the United Kingdom relating to the Victorian Workhouse and an outstanding collection of social history material.

Whilst the 3.5 million artefacts in the care of NMS are of fundamental importance to telling the history of Norfolk, the collections relating to Archaeology, Natural History, Fine

and Decorative Art are Designated, each in their own right, and therefore are of national or international significance. The pre-eminence of the collections is reinforced through specialist staff knowledge and curation, together with integral archives and records.

NMS works to ensure that these important collections and our buildings are not only secure for future generations to enjoy but are available today for the widest possible audience. Specialist teams ensure that collections are publicly accessible, documented, cared for and well displayed. Initiatives include digitisation projects with partners such as Google, outreach work in libraries and community venues and national and international programmes of loans.

### Conservation & Display

NMS' Conservation Department comprises a team of conservators and conservation technicians with a variety of specialisms and wide experience covering the field of conservation and collections care. NMS conservation staff are professionally qualified or have received recognized training through in-house programmes and within the team we have staff accredited by the professional body, the Institute of Conservation (ICON).

The primary objective of the Conservation Department is to preserve the collections held by NMS. This is achieved through promotion and awareness-raising about the standards of collection care across our many sites as well as elsewhere around the region.

NMS' highly-skilled and qualified Design & Technical team provide high-quality professional services in terms of exhibitions and display to both the 10 NMS sites and to external organisations.





### 3 Skills and Training

#### Teaching Museum

The Teaching Museum is a unique, service-wide initiative to establish Norfolk Museums Service as the country's first teaching museum with the aim of developing a workforce for the future.

The vision follows that of a 'Teaching Hospital' – a widely practised model for equipping newly qualified doctors and medical professionals with the essential practical skills needed in the workplace.

The overarching aim of the Teaching Museum is to support the development of a highly skilled and flexible workforce that can meet the future needs of museums in a changing world. Through the Teaching Museum NMS will share skills and expertise with:

- People seeking to start a career in museums
- NMS staff and volunteers
- Existing museum staff and volunteers in the East of England
- Teachers and trainee teachers

As a teaching organisation, NMS is taking a leadership role in the vocational training of new recruits and support for the professional development of existing museum staff. It seeks to address challenges around entry routes to the sector and support for continuing professional development. NMS shares the learning from this approach with other museums in the country.

During 2012-15 NMS benefited from investment from the Heritage Lottery Fund in the delivery of the largest regional *Skills for the Future* programme, centred on Gressenhall and delivered in partnership with the Museum of East Anglian Life. Through this programme, the Service has been able to support a large number of placements covering a diverse range of heritage skills. The legacy of this programme is a better skilled workforce for the Service and a cohort of trainees with the skills needed to support the wider heritage sector in the years to come.

#### Volunteers

NMS supports 400 active volunteers who operate across many sites and functions. As part of this strategic plan, we aim to increase volunteer numbers by at least 10% and to ensure that all our volunteers are able to benefit from a wide range of opportunities including the ability to undertake accredited training.





## 4 Learning & Access

### Schools and education

Norfolk Museums Service has a deserved reputation for the quality of its innovative education work, securing a number of prestigious Sandford Awards for Excellence in Education over the last decade as well as a number of other awards including the Learning Outside the Classroom Quality Badge.

Each year more than 40,000 schoolchildren from across East Anglia and beyond enjoy award-winning sessions covering a range of National Curriculum topics. NMS also works with Under 5's in formal sessions as well as offering adult education sessions across the county.



NMS also has a deserved national reputation for the many ways in which it seeks to make its collections and sites as accessible as possible to the widest audience, including through targeted events and activities and outreach work across the county. These innovative and high-quality programmes include work with Looked After Children and Young People, foster families and Young Offenders.

The successful delivery of every level of Arts Award is also a significant achievement for the Service. The development of accredited programmes which involve the imaginative use of collections to inspire artwork has been pioneered by Ancient House Museum in Thetford.

NMS is also widely recognised for its work supporting Initial Teaching Training (ITT).

### Youth engagement

NMS supports a number of innovative youth engagement programmes across the county. These include young people aged 16-24 planning museum trails and events, working on reminiscence and inter-generational projects. The Service also works closely with the Museums Youth Fora in Norwich, Western and Eastern areas. These are advisory and participatory groups that have taken responsibility for planning and delivering events and activities designed to appeal to younger audiences.

Our provision for the age group also includes offering a range of skills development, work experience and volunteering opportunities. The Service has a good track record of supporting young people who are not in education, employment or training (NEET).



### Graduate and Postgraduate learning and research programmes

Working with a number of higher education and further education partners including UEA and Norwich University of the Arts (NUA), NMS delivers postgraduate museums and heritage programmes and supports a range of national and international research programmes. This important work will develop and diversify under the current strategic plan, increasing the profile of the collections and sites in the care of NMS.



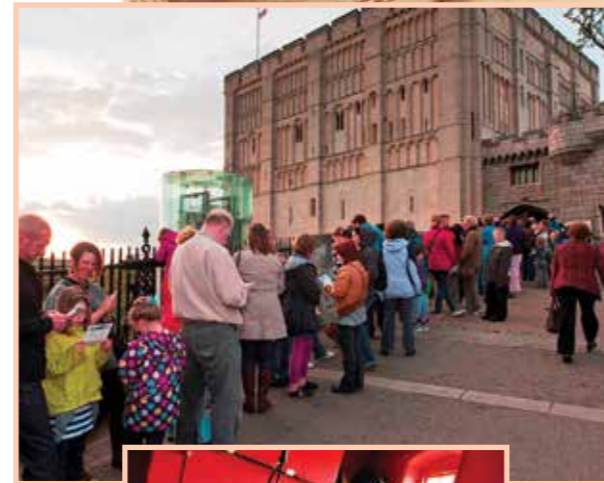
# 5 Resilience

## Sustainability

NMS is committed to working in a sustainable manner, both in terms of financial sustainability and in terms of environmental sustainability, of which Gressenhall Farm and Workhouse is the Service's flagship site. We particularly recognise the goal of integrating our museum sites and our tourism offer with the natural and heritage landscapes of Norfolk in contributing significantly to the visitor economy of the East of England.

Over the course of this strategy, NMS will embed a commercially-responsive culture across the whole organisation, increasing earned income as a percentage of total revenue by at least 100% on the figure as at 2013-14.

This will include delivering a high-quality retail and catering offer across all sites, creating a new conference and banqueting offer and improving the income generated from commercial events and lettings. The Museum Service will also provide income-generating services to third parties both from the cultural and commercial sectors. Finally, the Service will increase the amount it generates through fundraising by at least £100,000 per annum.



# Key Goals

## LEADERSHIP

1. Successfully deliver our Arts Council England programmes, ensuring access to our sites and collections for the widest possible audiences, providing leadership for the sector and supporting museum development across the East of England
2. Deliver a major capital project to transform Gressenhall Farm and Workhouse into one of Norfolk's premier museums and the national centre for workhouse interpretation and research
3. Develop our strong international partnerships through a range of exhibitions, collaborations and skills exchanges, with a focus on building cultural tourism packages with the Netherlands, China and the United States

## SKILLS AND TRAINING

4. Take a leadership role and achieve a national profile for skills development, extending the Teaching Museum model by working in partnership with other cultural and heritage organisations and Higher Education
5. Develop Gressenhall Farm and Workhouse's recognised role as a key regional provider of work-based accredited training in traditional skills



## COLLECTIONS

6. Achieve recognised excellence in relation to NMS' collections, curatorial expertise and exhibitions through our partnerships and our loans and research programmes and publications
7. Build on work to date to develop the Time and Tide Museum as a regional centre of excellence for maritime heritage through an inspirational exhibitions and events programme and outreach work with our local communities
8. Deliver the goals laid out in NMS' Digital Strategy and the wider Digital Norfolk Ambition (DNA) including the Google Art Project, to share our collections with as wide an audience as possible
9. Develop the Study Centre and Shirehall as a unique resource for public engagement with collections and our professional staff
10. Work in partnership with King's Lynn & West Norfolk Borough Council and Norfolk Record Office to deliver a key capital development to transform access to King's Lynn Town Hall and its collections



## LEARNING AND ACCESS

11. Ensure all Norfolk children visit at least one of the 10 award-winning NMS sites by the time they leave school
12. Support the delivery of a vibrant cultural, arts and heritage offer to Norfolk's communities as part of our 'Museums without Walls' programme. This offer will be informed and directed by partners and by the members of the Joint Museums Agreement
13. Support the County's commemoration of the First World War through a diverse programme of events, exhibitions and digital projects delivered through the Royal Norfolk Regimental Museum and a range of partnerships including Norfolk Libraries Service
14. Fully establish the Bridewell as the Museum of Norwich, ensuring it occupies a central position in the life of the City and provides an invaluable long-term resource for our communities



## RESILIENCE

15. Achieve at least 500,000 visits per annum across the 10 NMS museums by 2018
16. Ensure NMS' long-term prosperity through the delivery of the commercial and revenue targets laid out in the Service's annual business plans, creating a unique set of historic venues and experiences for people to enjoy and by providing a range of services for other museums and organisations
17. Establish the new Norfolk Museums Development Foundation as an effective and proactive fundraising body
18. Work with cultural and economic partners including the Norfolk and Norwich Festival to elevate Norwich Castle's position within the wider Norwich tourism offer, increasing visits to the City and contributing effectively towards the local economy
19. Deliver a major project to transform the Keep experience at Norwich Castle, positioning the museum as the flagship heritage attraction in the region
20. Work with District and Borough partners to contribute effectively towards improving public services and the year round tourism economy in North Norfolk and in the East of the County
21. Integrate the development of the Tolhouse Museum into Great Yarmouth's Heritage Strategy for 2014-19



## Developing our service

We are committed to continuous improvement for NMS through a programme of ambitious capital and major development projects. Some of these are underway and we will seek to extend them over the next few years. Others represent new and exciting areas of work which have the potential to deliver great benefits to our audiences.

### Future ambitions

- Gressenhall Workhouse – new gallery and linked projects including the development of a national centre of expertise in Workhouse research and interpretation
- Castle Keep development – major new capital development and interpretation project for Norwich's Norman Keep, one of the most impressive secular buildings of its period in Europe
- West Runton Mammoth display – a project to complete the display of the West Runton Mammoth, the largest complete example of its kind in Europe
- National Fossil Database – a collaborative project with the British Museum to create a national database for the identification and sharing of information on fossils

### Existing major development projects

- Skills for the Future - a Heritage Lottery Fund supported project supporting traditional skills training and the development of skills needed to engage people with heritage and utilise new media and technology
- Catalyst – a Heritage Lottery Fund supported project to encourage more private giving to culture and heritage, and to build the capacity and skills of cultural and heritage organisations to fundraise from private donors, corporate sources, trusts and foundations
- Museum development across the region
- Arts Council England Museums and Schools programme
- First World War commemoration programme
- Shine a Light – improved physical and online access to NMS reserve collections at Gressenhall
- Study Centre at the Shirehall development project
- King's Lynn Town Hall development project



## Photo credits

- Cover One of the teenage volunteers at Ancient House, Thetford with ammonites from the fossil handling collections
- Pg 2 Roman event for schools, Norwich Castle
- Pg 2 Apple Day at Gressenhall Farm and Workhouse
- Pg 2 The Geology Gallery, Cromer Museum
- Pg 2 Tudor feast day at Strangers' Hall, Norwich
- Pg 2/3 *Display on a budget*, SHARE Museums East training day
- Pg 3 Two Romano-British drinking cups from the Crownthorpe Hoard, 1st century AD, Norfolk Museums Service
- Pg 4 The Victorian gallery, Norwich Castle Museum & Art Gallery
- Pg 4/5 Roman event for schools at Time and Tide Museum, Great Yarmouth
- Pg 5 Studying the costume and textiles collection, Norwich Castle Study Centre
- Pg 6 Ruth Battersby-Tooke, Curator of Costume and Textiles, and Alison Hall, Exhibitions Coordinator at Time and Tide Museum, recipients of Norfolk County Council's OSCA (Outstanding Contribution Award) for their work on the *Frayed: Textiles on the Edge* exhibition
- Pg 6 Seahenge timber circle, c. 2,000 BC, on display at Lynn Museum, Norfolk Museums Service
- Pg 6 'Spong man', Pagan Saxon ceramic funerary urn with seated figurine, c. 6th century AD, Norfolk Museums Service
- Pg 7 Skills for the Future farrier apprentice in the forge at Gressenhall Farm and Workhouse
- Pg 7 *Stories from the Sea: Pirates* event for Key Stage 1 schoolchildren, Time and Tide Museum, Great Yarmouth; part of the Arts Council England funded *Museums and Schools* programme
- Pg 8 Norwich Castle's 900-year-old Norman Keep
- Pg 8/9 Exploring the legacy of the Maharajah Duleep Singh of Elveden Hall, Ancient House Museum, Thetford
- Pg 9 Free family fun at Time and Tide's 2013 Museums at Night event
- Pg 12 *Museums as Learning Spaces*, SHARE Museums East training day
- Pg 12 Snettisham tubular torc, c. 1st century BC, Norfolk Museums Service
- Pg 13 Still from *Bread or Blood*, a film created by Downham Market Academy about the Downham Riots of 1816 for the *Fenland Lives & Land* touring exhibition
- Pg 13 Photograph of a fisher girl at work, Great Yarmouth, Norfolk Museums Service
- Pg 13 Enjoying a cart ride, Gressenhall Farm and Workhouse
- Pg 14 Detail of an embroidered sampler created by Lorina Bulwer while resident in the lunatic ward at the Great Yarmouth workhouse, c. 1902, Norfolk Museums Service
- Pg 14/15 Conservation of an 1890s fairy doll for the *Magic Worlds* exhibition at Norwich Castle, 2013
- Pg 15 The Happisburgh Handaxe, c. 500,000 years old, discovered in north east Norfolk, Norfolk Museums Service
- Pg 16 Teaching Museum trainee for Natural History, Molly Carter, at the Biodiversity Conference for sixth formers, Norwich Castle, 2013
- Pg 16/17 *Once Upon a Time* event for Key Stage 1 schoolchildren, Gressenhall Farm and Workhouse
- Pg 17 The first cohort of Teaching Museum trainees celebrate the successful completion of their year at Norfolk Museums Service
- Pg 18 *Storming the Castle* maths event for Key Stage 3 schoolchildren, Norwich Castle
- Pg 18 Early years session at Norwich Castle
- Pg 19 Tudor schools session at the Elizabethan House, Great Yarmouth
- Pg 19 *Destinations* project exploring the history of Great Yarmouth's bridges for young people not in education, employment or training
- Pg 20 Early Years session at Norwich Castle
- Pg 20 Queuing at the Castle for a special evening opening, Museums at Night 2012
- Pg 20 Grandparents' Day at Gressenhall Farm and Workhouse
- Pg 21 Skills for the Future farm apprentice, Gressenhall Farm and Workhouse
- Pg 22 Victorian event for Key Stage 1 schoolchildren, Great Yarmouth Museums
- Pg 22 Visitors to the temporary exhibition *Hubert Duprat, Caddis, Crystal and Company*, Norwich Castle, 2011
- Pg 23 The Tolhouse, Great Yarmouth
- Pg 23 Interactives at the refurbished Museum of Norwich at the Bridewell
- Pg 24 Takeover Day 2013, Norwich Castle
- Pg 25 Shirehall courtroom following refurbishment, Norwich Castle Study Centre
- Pg 25 Ancient House Museum Club with fossils, Thetford

# KEY PARTNERS

NORFOLK COUNTY COUNCIL BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK BRECKLAND COUNCIL BROADLAND DISTRICT COUNCIL GREAT YARMOUTH BOROUGH COUNCIL NORTH NORFOLK DISTRICT COUNCIL NORWICH CITY COUNCIL SOUTH NORFOLK COUNCIL ARTS COUNCIL ENGLAND HERITAGE LOTTERY FUND EAST ANGLIA ART FUND NEW ANGLIA LEP THE ART FUND HEADLEY TRUST V&A PURCHASE FUND CONTEMPORARY ART SOCIETY FRIENDS OF NORWICH MUSEUMS FRIENDS OF GRESSENHALL FRIENDS OF CROMER MUSEUM FRIENDS OF KING'S LYNN FRIENDS OF THETFORD MUSEUM COSTUME & TEXTILE ASSOCIATION NORFOLK CONTEMPORARY ART SOCIETY NORFOLK LIBRARY AND INFORMATION SERVICE NORFOLK RECORD OFFICE NATIONAL TRUST ENGLISH HERITAGE TRUSTEES OF THE ROYAL NORFOLK REGIMENT MUSEUM UNIVERSITY OF EAST ANGLIA NORWICH UNIVERSITY OF THE ARTS MUSEUMS NORFOLK GROUP COLLECTIONS TRUST NATIONAL MUSEUM DIRECTORS' COUNCIL ASSOCIATION OF INDEPENDENT MUSEUMS MUSEUMS ASSOCIATION VISITENGLAND WRITERS' CENTRE NORWICH NORWICH & NORFOLK FESTIVAL NORWICH HEART (HERITAGE ECONOMIC AND REGENERATION TRUST) ARCHANT PRESS AND THE EASTERN DAILY PRESS JARROLD THEATRE ROYAL THE GARAGE, NORWICH SEACHANGE NATIONAL SKILLS ACADEMY BRITISH MUSEUM NATURAL HISTORY MUSEUM TATE ROYAL MUSEUMS GREENWICH NATIONAL GALLERY (TAKE ONE) THE GREAT YARMOUTH PRESERVATION TRUST COLCHESTER AND IPSWICH MUSEUMS SERVICE UNIVERSITY OF CAMBRIDGE MUSEUMS ARCHANT GOOGLE HASTINGS BOROUGH COUNCIL MEDWAY COUNCIL COMMUNE DE CAEN COMMUNE DE FALAISE COMMUNE DE BAYEUX COMITE DEPARTEMENTALE DE TOURISME DU CALVADOS CONSEIL REGIONAL DU CALVADOS MIND GREAT YARMOUTH THE FORUM TRUST BRADFORD UNIVERSITY NORFOLK SCHOOLS NORFOLK VIRTUAL SCHOOL FOR CHILDREN IN CARE NORFOLK YOUTH OFFENDING TEAM LEICESTER UNIVERSITY THETFORD TOWN COUNCIL THE NATIONAL ARCHIVES

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