

**NORFOLK JOINT MUSEUMS & ARCHAEOLOGY  
COMMITTEE**

<b>Date</b>	<b>Time</b>	<b>Place</b>
Friday 3 January 2014	2 pm	The Edwards Room County Hall Norwich

**Agenda**



**The Romans are coming! A fun workshop exploring the legacy of Latin will be held on 29 March - one of the many events supporting the Roman Empire: Power and People exhibition at Norwich Castle**

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

**2 To Receive the Minutes of the Previous Meeting held on 22 November 2013**

(PAGE 5 )

**3 Members to Declare Any Interests**

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

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

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

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

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

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

**4 Matters of Urgent Business**

**5 Public Question Time**

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

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

(PAGE 11 )

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

Report by the Head of Museums and Archaeology

- 8 **Norfolk Museums and Archaeology Service—Integrated Finance and Risk Monitoring Report for 2013/14** (PAGE 35 )

Report by the Head of Museums and Archaeology

- 9 **Service and Budget Planning For 2014-17 - Norfolk Museums and Archaeology Service** (PAGE 43 )

Report by the Head of Museums and Archaeology

- 10 **Presentation on the Gressenhall “Voices from the Workhouse” Project**

PowerPoint Presentation by Dr Robin Hanley, Western Area Manager

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

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

19 December 2013

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

**GROUP MEETING**

Conservative – 1.30 pm – Colman Room



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## **Norfolk Joint Museums and Archaeology Committee**

Minutes of the Meeting Held on Friday 22 November 2013  
2:00pm, Edwards Room, County Hall, Norwich

### **Present:**

#### **Norfolk County Council**

Mr S Agnew  
Mr H Humphrey  
Mr R Parkinson-Hare  
Mr M Storey  
Mr J Ward (Chairman)  
Mrs M Wilkinson

#### **Norwich City Council**

Mr D Bradford  
Mrs C Brimblecombe  
Mrs S Button

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

Mrs E Nockolds

#### **Breckland District Council**

Mr P J Duigan

#### **Broadland District Council**

Mr J W Bracey

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

Dr C Kemp

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

Mrs L Brettle

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

#### **Museum Friends**

Mr J Knight

#### **1 Apologies and Substitutes**

- 1.1 Apologies were received from Mrs J Brociek-Coulton, Mr J Joyce, Mrs M Somerville, Mr A Grey (Mr S Agnew substituting), Mrs K Robinson-Payne, Ms S Potts, Mr R Gurney and Ms H Lake.

#### **2 Minutes**

- 2.1 The minutes of the meeting held on 26 June 2013 were approved and signed by the Chairman.

#### **3 Declarations of Interests**

- 3.1 There were no declarations of interest.

#### **4 Items of Urgent Business**

- 4.1 There were no items of urgent business.

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

5.1 There were no public questions.

## **6 To Receive Reports of Area Museums Committees**

### **6.1 Breckland**

The annexed report of the Breckland Area Museums Committee meeting held on 24 October 2013 was presented by Mr P Duigan.

The Chief Curator reported that the Rationalisation Committee had thoroughly examined the list of items to be de-accessioned, and agreed with the recommendations. It was noted that some items were dangerous and that some of the taxidermy items had better examples within the existing collection. Dispersal involved finding a new owner for items, whereas disposal involved destroying items. It was confirmed that all items should have been listed for disposal.

It was **RESOLVED** to note the report and to agree with the recommendation to dispose of the items listed.

### **6.2 Great Yarmouth**

The annexed report of the Great Yarmouth Area Museums Committee meeting held on 24<sup>th</sup> November was presented by Mr R Parkinson-Hare.

It was confirmed that a high calibre member of staff had been appointed to the Operations Manager position, to start in the New Year.

It was **RESOLVED** to note the report.

### **6.3 King's Lynn and West Norfolk**

The annexed report of the King's Lynn and West Norfolk Area Museums Committee meeting held on 14 October 2013 were presented by Mrs E Nockolds.

Mrs Nockolds highlighted the interesting activities that had taken place at King's Lynn Town Hall in partnership with the Museums Service; and that the Greater Fens Museums Partnership had been successful in putting together exhibitions and artifacts.

It was **RESOLVED** to note the report.

### **6.4 Norwich**

The annexed reports of the Norwich Area Museums Committee meetings held on 9<sup>th</sup> July 2013 and 1 October 2013 were presented by Mrs S Button.

It was **RESOLVED** to note the report.

### **6.5 North Norfolk**

A verbal report of the North Norfolk Forum was given by Mrs L Brettle. A progress report meeting was held in October, which noted that targets had been met however

visitor numbers to Cromer Museum were down by 10%. School participation was being encouraged, and Friends and volunteers were being recruited. Contact with independent museums was being maintained.

It was **RESOLVED** to note the verbal report.

- 6.6 It was suggested that the presentation of Area Museums meeting minutes could be more consistent to allow improved comparisons between areas and to assist with benchmarking. This comment was noted.

## **7 Performance and Strategic Update Report**

- 7.1 The Committee received the annexed report (7) by the Head of Museums and Archaeology Service. The report provided an update on performance against Norfolk Museums and Archaeology Service (NMAS) service plans. The Head of Norfolk Museums and Archaeology Service briefed the meeting on the Teaching Museum, which was a unique scheme involving paid trainee posts lasting for 12 months. The first cohort had just completed their training, and the second cohort was just beginning. This scheme had been held up as an example of good practice by the Arts Council and other national bodies including the Museums Association.

- 7.2 During the discussion the following points were raised:

- It was confirmed that admission to museums was free for school groups, and that transport was subsidised.
- The proposed scheme to offer a 25% discount for library card holders was commended. A new admission pricing structure was being developed, giving simpler options and flexible family tickets to reflect modern family set ups. Two additional free admission days were being introduced.
- The new Development Foundation would provide a vehicle to maximise income and move the Service forward further than it could at present. One of the primary objectives would be to secure Gift Aid on museum membership.
- It was hoped that the discount for library card holders would be introduced in late spring or early summer of 2014. This would be widely promoted across Norfolk, especially through the library network. A marketing plan would be developed, and it was expected that this scheme would be highly effective and low cost.
- All opportunities for non-financial partnership working with the commercial sector would be explored, including the links between the Castle and the Castle Mall.
- The £100,000 expected to be generated through the Development Foundation had been calculated based on Gift Aid yield, together with an estimate of fundraising sums. It was hoped that this figure would be exceeded.
- Improved retailing, including online platforms, were being explored. The raw material would need to be digitised to be made available in a variety of ways. A fuller briefing would be presented to the next meeting.

7.3 The Committee **RESOLVED** to note the report.

## **8 Integrated Finance and Risk Monitoring Report for 2013/14**

8.1 The annexed report (8) by the Head of Museums and Archaeology Service was received. The report provided performance against Norfolk Museum and Archaeology Service (NMAS) budget outturns to 30<sup>th</sup> September 2013.

8.2 During the discussion the following points were noted:

- Replacement of equipment around education or retail opportunities was linked to income generation. The Castle Museum café would be moving to a more attractive space, and permission had been obtained from Norwich City Council to use some outside terrace space. A return on this investment was expected within two years.

8.3 The Panel **RESOLVED** to note the report.

## **9 Service and Budget Planning 2014/17**

9.1 The annexed report (9) by the Head of Museums and Archaeology was received. The report set out the financial and planning context for the authority and gave an early indication of what this meant for Community Services and the Norfolk Museums and Archaeology Service.

9.2 During the discussion the following points were noted:

- Plans for administrative efficiencies would be presented when they became available.
- The Museums Service was well placed as an income-generating service, and was confident that developments to supplement that income could be delivered. Savings would be provided in the second and third years of funding cuts in line with Putting People First.

9.3 The Panel **RESOLVED** to note the report.

## **10 NMAS Collections – Their Role in Reflecting Norfolk’s Identity Regionally, Nationally and Internationally**

10.1 A presentation was given by the Chief Curator. The presentation highlighted the unique and diverse collections held within Norfolk, and reported the wide range of countries that items were loaned out to.

10.2 During the discussion the following points were noted:

- It was suggested that an exhibition could be set up to explore the history of ideas and concepts, with particular reference to the local interest of the Walpole family.
- It was confirmed that loans to other countries were subject to stringent checking procedures which included insurance. International agreements were in place, although it was more difficult to loan to some countries than others.



10.3 The Panel **RESOLVED** to note the presentation.

## 11 **Norfolk Museums and Archaeology Service – A New Identity**

11.1 A presentation was given by the Head of Museums and Archaeology and the Programme Manager, NMAS. The presentation provided an update on the steps taken to design a new logo for the Service, and unveiled the proposed new logo. Panel members gave a variety of comments on the proposed design. It was recommended that the arch should incorporate a keystone. The Chairman thanked the designer for his work.

11.2 The Panel **RESOLVED** to note the report and recommend the inclusion of a keystone within the design.

The meeting concluded at 3.45pm.

### **CHAIRMAN**



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## MINUTES

### NORWICH AREA MUSEUMS COMMITTEE

2pm to 2:50pm

2 December 2013

Present:	<b>City Councillors:</b> Button (chair) Ackroyd Boswell Bradford Maxwell	<b>County Councillors:</b> Bremner (vice chair) Dearnley Gihawi Morgan
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Co-opted Non-voting members: Brenda Ferris (Norfolk Contemporary Arts Society), Charlotte Crawley (East Anglia Arts Fund) and Ceri Lamb (Friends of Norwich Museums)

Apologies: County Councillors Sands (M) and Watkins  
City Councillor Blunt  
Councillor Bracey (Broadland District Council)  
Councillor Hornby (South Norfolk Council)

#### 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 1 October 2013, subject to noting that the Norfolk Writer's Circle was established in 1943 and not 1945.

#### 3. THE NORWICH MUSEUMS – MEMBERS' BRIEFING DECEMBER 2013

Rachel Kirk, the Norwich museums manager presented the report and answered members' questions.

The Norwich museums manager said that it had been a good autumn for visitor numbers including school visits to the museums. She confirmed that the Friends of Norwich Museums had agreed to fund additional open days for Strangers Hall June – Sept 2014.

Vacancies for two learning officers had been filled so there have been a full complement of staff to maximise school visits to the museum. She said that Norwich Museums had expressed an interest in being one of the British venues to host an international dolls house exhibition from the V&A Museum of Childhood.

The museum service has been receiving increased requests for information surrounding the First World War so a training pack was being put together to provide help to individuals and other organisations coordinating WW1 projects.

The Norwich museums manager reported that eight new museums trainees had recently been appointed to start in January 2014 and they had received nearly six hundred applications for the eight positions.

She reminded members that they had been invited to the opening of the Norman Connections project.

**RESOLVED** to:

- 1) Note the report; and
- 2) To record the committee's appreciation of the support provided by the Friends of Norwich Museums to facilitate additional open days for Strangers Hall in 2014.

**4. NMAS COLLECTIONS RATIONALISATION PROGRAMME 2013-14**

Jamie Everitt, Collections Development manager, presented the report. He reminded the committee of the rationalisation process for items that are no longer suitable for display. He emphasised that the museum services tried to keep as many items in the public domain as possible. The items within the report were either previously displayed or stored in the Bridewell museum, in stores at Gressenhall or in storage in North Walsham. Some funding from the 'Shine the Light' project had been allocated to allow staff time to look through the stores and sort the items held. Some items had been collected in the 1970s for a proposed industrial museum which did not go ahead.




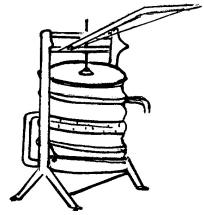

Members asked questions around the items in the report. With regard to the architectural salvage items, the Collections development manager said that he understood that such items were more likely to find a home within Norwich but said that he was obliged to offer the items to other museums in the first instance. He said that items which had been given to fire and rescue collections were usually displayed in individual fire stations with the ambition to eventually have a museum dedicated to such items. These items were usually taken to open days where they would be accessible to the public.





With reference to item number NWHCM 1974.639.1 an engine with a Lawrence and Scott generator, the Collections manager explained that although the item had Norwich connections, the museum service had more relevant items to represent






Lawrence and Scott. The museum of internal fire in Wales had expressed an interest in this item and this was the route he proposed.

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




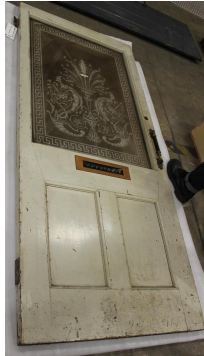
CHAIR





Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.76	architrave	Section of wooden architrave (pine) with a carved frieze with repeated pattern		This item has no known provenance. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.39	beam	Pilasters; two wooden pilasters; softwood; reeded face; carved corinthian capitals; square base; three groves cut out; one has metal wire wrapped around the base		These items have no provenance. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.130	beam	Oak beam, moulded timber; tenon at one end; twelve mortices along side of beam; some repair		The item is a substantial part of a building but is incomplete and has no known provenance; items relating to house structure and infrastructure would not be actively collected today.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1985.427	bellows	Set of circular double-blast bellows, wood and leather boards, set in an iron frame, leather blast pipe, tue iron missing, manufacturer's plate, Alldays and Onions Ltd London and Birmingham, early 20th century, used at St. Martins Road, Norwich, Norfolk		This set of bellows was given by Acre Joinery of Norwich who found it on their premises. We have not been able to establish any history of its usage on this site. It was made by Alldays & Onions Ltd. of Birmingham.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.62	building part	Part of building; a shaped wooden block to the back of which is fixed a flat iron bar with a bolt; around the top of the block is fitted a large shackle and ring; use unknown		This item has no known provenance. Its identity and identity are unknown. It is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.





Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.84	case	Clock case for a long case clock; incomplete with no hood or plinth; miscellaneous case parts; mid to late 19th century		This case may belong to a clock movement in the collections but it would be difficult to match case to movement. The case is incomplete and in poor condition and would need substantial restoration to be made usable	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.44	chair	Chair, wood; back is slightly arched with four horizontal slats; plain flat seat; plain stretchers; front legs have rounded feet; about 1890 - 1900		This chair is in poor condition. The back feet have rotted so that the front legs are considerably shorter than the front legs. The museum has another similar example in better condition.	Disposal - we have better examples of these in the collections. Offer to other museums via Museums Journal.
NWHCM : 1975.213.54	chest	Wooden chest of drawers. There are three drawers fronted with maple wood with recessed wooden knob handles. Cabinet surround is treated with wood stain or varnish in dark brown. Unit sits on four moulded feet. Early 19th century.		This chest of drawers is in poor condition, the top is scratched and it is missing a section of veneer at the base.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.60	cornice	Cornice in two sections; partially painted in green with some under-painting in red		This item has no known provenance. Although illustrative of a period of interior decoration, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.







Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.61	cornice	Three sections of wooden cornice decorated with a line of plain console-like blocks with a decorative carved frieze between and around each console; only one section has a bottom panel or architrave with matching frieze; and two sections of architrave		This item has no known provenance. Although illustrative of a period of interior decoration, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.66	cornice	Section of moulded cornice in a light-brown painted finish		This item has no known provenance. Although illustrative of a period of interior decoration, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1995.49.12	cupboard	Wall cupboard, wooden with side shelves, central cupboard with two wooden doors, lock and key, six shelves inside cupboard, at each side of cupboard are four small shelves, shelf over central cupboard with central shield motif, 1900 to 1910		The wall cupboard is part of a set of over twenty pieces of Arts and Crafts style furniture donated to the museum in 1995. This piece of furniture is quite roughly made compared with other pieces from the same source which will be retained in the collection.	Disposal - we have better examples of this maker's work in the collections. Offer to other museums via Museums Journal.
NWHCM : 1984.85.1	desk	Office desk, wooden, two drawers, brass top rails, sides and legs of desk painted white, item from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich, Norfolk; early 20th century		The desk came into the collection with two stools from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich. These items of office furniture contribute very little to the understanding of the work of a small local charitable organisation. The desk is large and difficult to store.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1971.134	door	Door and doorcase, from 18 Ashford Street, Norwich, Norfolk early 19th century, and demolished in February 1971. Door - Front, varnished with four panels two at top two at bottom. In between top two panels is the number '18' and a door bell. In the centre is a metal letter box and knocker. The front also has a keyhole with metal covering and the finial for a Yale lock. Foot board missing. Back is painted cream/white. A black, plastic circular disk is attached which held the door bell mechanism. Mechanism has since become detached and is in a ziploc bag tied to the knocker. Top has a slide bolt. Back of door also hosts interior part of Yale lock and plastic finger plate. Finger plate is painted cream and has been cropped slightly at the top. Beneath this is a metal locking mechanism for second lock. Foot board missing.		Although this item does have provenance originating from 18 Ashford Street, Norwich it does not have any exceptional features in terms of moulding, decoration or door furniture; this category of material would not be actively collected today	Disposal - does not sit within the current collecting policy, good provenance but no relevant history associated. Offer to other museums via Museums Journal.













Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 1975.223.1	door	Black painted door with large panel in centre advertising shop. Panel is made of two sheets of glass (inner glass sheet has dimpled effect). Letterbox, painted cream panel at bottom, metal panel along bottom also painted black, hinges, handles on both sides and the number 11 above the glass panel. The door is from the former property of S. Cooper, hairdresser of 11 Upper St. Giles' Street, Norwich, Norfolk, Cooper's ladies and gents' hairdressers in gold and black lettering, circa 1920s		This door came from the premises of S. Cooper, hairdresser, Upper St Giles' Street, Norwich. The glazed panel bearing the name of the shop is broken and is beyond repair. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.9.1	door	Door from a carriage / train / van, slightly curved. Metal exterior painted black with two metal hinges. Single, small glass window at top with slightly rounded corners. Interior panel is wood painted a red/ brown colour. Interior also has part of the metal locking system and a canvas strap. A second object was found with this door, small metal rectangle with four screw holes and two rubber stoppers. We are unsure if this item is part of the door but it is aging at a similar rate, could possibly be the locking mechanism.		This item has no provenance. The museum does not actively collect transport history.	Disposal. Offer to carriage museums in the first instance, then to other museums via Museums Journal.
NWHCM : 2013.80.9.2	door	Door from a carriage / train / van, slightly curved. Metal exterior painted black with two metal hinges. Single, small glass window at top with slightly rounded corners. Interior panel is wood painted a red/ brown colour. Interior also has part of the metal locking system and a canvas strap.		This item has no provenance. The museum does not actively collect transport history.	Disposal. Offer to carriage museums in the first instance, then to other museums via Museums Journal.
NWHCM : 2013.80.25	door	Public house door, with two panels at the bottom and a large glass window at the top. The window is acid etched with a patterned design around the edge with a flower design in the middle. The door is painted cream and has a metal letter box inscribed with the words 'Letters'. There is a brass door handle, below which is a finger sized hole which has been drilled through.		This item has no provenance. It is possible that it came from a public house, but we have no information about it. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.




Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.27	door	Wooden door, cottage style; front painted grey/blue paint flaking to reveal green paint. Metal handle and latch with keyhole underneath. Slightly raised lettering "GENTS W.C" painted over. Back, evidence of two metal hinges, now removed and metal latch mechanism.		This item has no provenance. It is possible that it came from a public house, but we have no information about it. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.29	door	Green wooden door, comprising 4 panels, one of which has seperated from the door completely. 2 metal hinges are still attached.		This item has no provenance. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.30	door	Green wooden door, comprising 5 planks of wood running vertically.		This item has no provenance. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.58	door head	Door head; a vertical timber and door head; oak with white limewash/paint; roughly square timber with mortices on sides, a peg and iron staple; repairs and additions made and inserted at right angles to the door head; arched door head with iron peg below for hanging door		This item has no known provenance and is incomplete. Although illustrative of wooden construction techniques, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.









Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.129	doorcase	Door frame; rectangular wooden door frame with moulding around top and sides; moulded circle within square at top corners; surface has traces of paint, which is flaking off; about 1800 - 1900		The item is incomplete and has no known provenance; items relating to house structure and infrastructure would not be actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1974.641.1	drill	Pedestal drill with belt drive made by Schulte and Van der Beek, Barmen, 1900-1910, bought from Boulton and Paul and used in workshop of W. Hagg, machine merchant of 70 King St, Norwich, in 1930		Although this item has provenance - it was purchased from the Norwich firm of Boulton and Paul and was used by a Norwich machine merchant, it is a generic piece of equipment and is not specific to a particular trade or operation	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1979.344.1	easel	Tripod wooden easel, with t shaped back leg, hinged on cross bar of t, back leg longer than front two, fixed horizontal bar to support board has shelf beneath, 20th century		This item has no known provenance. It is believed to have been used by the Education Department in the Castle Museum for talks and lectures.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1974.639.1	engine	Belliss and Morcom patent self-lubricating V type quick revolution steam engine with Laurence and Scott DC generator number 8505; 140 lb/sq in/steam pressure at engine stop valve, 10lb/sq in back pressure, 600 rpm; used at St. Andrew's Hospital, Norwich for generating emergency electricity until August 1974, it was one of four used at the hospital which now uses a Rolls Royce diesel engine		This engine was made by the Birmingham company Belliss and Morcom, although it does have a Laurence & Scott generator. It was one of four engines used at St. Andrew's Hospital, Norwich for generating emergency electricity. It was collected at a time when there was the possibility of a new purpose-built Industrial Museum for Norwich which would accommodate large objects of this kind. It is an extremely large and heavy object which will always be difficult to view and store. It is a specialist item and would be better served in a specialist collection. There are no examples of generators made by this company in the collections although there are examples of other types of motor and control gear made by Laurence & Scott.	Disposal. Offer to Fornsett Steam Museum, then other museums via Museums Journal.

Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 1971.199	extinguisher	Fire extinguisher; 'Messer and Thorpes Patent Bucket Fire Extinguisher, in case of fire remove cover and lift out ten buckets full of water, zinc box painted red with buckets inside, made by Shand, Mason and Company early 20th century and formerly used in the Castle Museum.		The apparatus was made by a well known London manufacturer of fire equipment but it has no manufacturing provenance as far as Norwich is concerned. It is doubtful whether it contributes much to our understanding of the operation of the Castle Museum and we do not collect examples of contemporary fire fighting equipment as a point of contrast. Suggest that it might be more appropriate to a more specialist collection.	Disposal. Offer to Norfolk Fire & Rescue Service's collections in the first instance, then to other museums via Museums Journal.
NWHCM : 2013.80.42	fire surround	Fire surround in pine / softwood in a purple-brown paint or stain; black painted inner panel with an outer frame decorated with foliate mouldings incorporating a barley twist pattern; the mantel piece has a frieze with foliate decoration, below six (indistinct) stamped shields; below a frieze with strap pattern design; late 19th century		Despite the mouldings on the lower part of the frame this is not exceptional. There are other and better examples of fire surrounds in the collections.	Disposal - we have better examples of these in the collections. Offer to other museums via Museums Journal.
NWHCM : 2013.80.38	fireplace	Fire surround, made of softwood stained or painted black; moulded top rail and two side panels with consoles		This object has no provenance. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.69	frame	Rectangular cast iron window frame; the frame is made up to form four separate glazed panels; white painted frame with fragments of glass in each panel; late 19th century		This item has no known provenance; it is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.23	ladder	Wooden shop ladder with 11 flat rungs. It tapers inwards towards the top. There is a metal edging on the side.		This item has no provenance. There is at least one example of a shop ladder in the Bridewell collection.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.24	ladder	Wooden shop ladder, two vertical poles 13 rungs, wooden rest at top. Tapers slightly inwards at top. Rungs are cylindrical.		This item has no provenance. There is at least one example of a shop ladder in the Bridewell collection.	Disposal. Offer to other museums via Museums Journal.








Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 1968.983	machine	Portable x-ray apparatus once possibly painted black, with oil filled condenser, a two gall light mineral oil removed. Has two coiled metal pipes, some fabric coated coiled wires with porcelain ends and funnel / channeling pieces.		This item came from a donor in North Walsham. It is not known where it was used or by whom. We have very little material in the collection relating to medical practice and this is not an area in which we actively collect.	Disposal. Offer to other museums via Museums Journal. May be of interest to St John's Ambulance Museum at North Walsham.
NWHCM : 1974.20	machine	Bottling machine, wooden stand with treadle and vice for bottling, school desk shape, painted black, metal vice with grooves, fixed on top, worked by a simple treadle, label of Berry Bros and Co, wine merchants, sticker on one side, metal loop fixed onto right hand side of stand, struts damaged, feet eaten by pests and stands unevenly, 20th century		The item is in poor condition. It is not a domestic item, being more likely to have commercial use. It has no local provenance. The object has a label from the London Wine Merchants, Berry Bros. & Co.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1975.213.31	mirror	Toilet mirror in a wooden frame. Mirror frame is lined with faint pattern. Base is veneered and had a single drawer with two metal teardrop shaped handles. 19th century.		This mirror is in extremely poor condition and is incomplete.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.64	mullion	Window mullion; rectangular plain wooden window timber		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, is in poor condition and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.65	mullion	Window mullion; oak with tenons; three nails protrude along one side		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.67	mullion	Oak window mullion		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.





Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.70	mullion	Oak window mullion with tenons at each end; one tenon is broken		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1974.639.2	panel	Electricity generating control panel, made of black heavy plastic supported by an iron frame, on the face are a meter, a voltmeter and a drop switch; it was used in conjunction with the Belliss and Morcom steam engine with Laurence and Scott DC, at St. Andrew's Hospital, Norwich, until August 1974 for generating emergency electrical power		This electricity generating control panel was used in conjunction with the Belliss and Morcom engine which generated emergency electricity at St. Andrew's Hospital, Norwich. It was collected at a time when there was the possibility of a new purpose-built Industrial Museum for Norwich which would accommodate large objects of this kind. It is an extremely large and heavy object which will always be difficult to view and store. It is a specialist item and would be better served in a specialist collection.	Disposal. Offer to Forncett Steam Museum, then other museums via Museums Journal.
NWHCM : 1915.95	piano	Square piano made by Broadwood; wooden veneer sides and varnished top. The lid covering the keyboard has a locking mechanism but no key and so is unable to be opened. The piano is hinged on the lid at the back as well as on the surface of lid. The piano has 4 screwtop fluted legs with brass casters. It also has one fluted L shaped foot pedal. Underside has 4 screw holes for legs and fitting for pedal, 1844		Better examples already in the collection	Disposal. Offer to other museums via Museums Journal. Contact Dickens House Museum which has expressed an interest in this type of material in the past.
NWHCM : 1922.135.25	piano	Square piano by Broadwood; inscription over keyboard reads - John Broadwood and Sons / Makers to His Majesty and the Princesses / Great Pulteney Street, Golden Square, London; wooden body with brass edging and floral decoration. Top can be lifted as a whole or in sections, large crack in top. Smaller front section of top in two halves, left side when lifted reveals keys, right reveals section of strings; ebony and ivory keys; above is inlaid panel with inscription and carved decorative panel either side. six fluted legs with brass castors. Legs removed for safer storage; about 1830		There are four square pianos made by John Broadwood (the world's oldest and most prolific maker of pianos) in the Strangers' Hall collection. One example dates from 1791, is in good condition and is on display in the Regency Music Room at Strangers' Hall. The other three are in poor condition and would need a great deal of expensive conservation work to restore them. This piano deserves to be in a specialist collection.	Disposal. Offer to other museums via Museums Journal.




Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 1922.135.26	piano	Square piano by John Broadwood; inscription over keyboard reads - Johannes Broadwood Londini Fecit 1789 Patent / Great Pulteney Street, Golden Square; serial number 1911; linear decoration, no drawers; 1789		There are four square pianos made by John Broadwood (the world's oldest and most prolific maker of pianos) in the Strangers' Hall collection. One example dates from 1791, is in good condition and is on display in the Regency Music Room at Strangers' Hall. The other three are in poor condition and would need a great deal of expensive conservation work to restore them. This piano deserves to be in a specialist collection.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1944.24	piano	Euphonicon upright piano, rosewood with iron frame; harp-like metal frame projects from the body on the left so that strings are open to view; three violin-type sound boxes; early example of drop action, the strings are struck with hammers rather than plucked; the euphonicon (from the Greek "sweet-toned") was invented by Dr John Steward in 1841 (patent no. 9023, granted in 1841) and manufactured by Frederick Beale and Company; it was never popular; label above keyboard - F. Beale & Co. / Steward's Patent Euphonicon / 201 Regent Street, London; about 1845		The euphonicon is an unorthodox type of upright piano which was produced only for a short time. Expensive to produce and not popular with the public, it represents an attempt by the manufacturer to cash in on the market for pianos by producing a novel design. There are eight pianos in the Strangers' Hall collection. This one is not typical and will require a great deal of expensive conservation work to restore it. It is an unusual instrument which would be better served in a specialist collection. It is difficult to store and is currently standing in the Coach House at Strangers' Hall. The removal of this object would enable us to display the brougham made by Thorn at the Patent Norfolk Carriage Works, Norwich.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1972.258.2	pilaster	Pair of cream painted wooden pilasters with Corinthian capitals from a former public house, in Norwich, Norfolk, 19th century. Front panel has 5 grooves cut into it and the top has a decorative scroll and flower design.		These items have no detailed provenance other than a note in the accessions register that they came from an unspecified Norwich public house. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.



Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.34	pump	Hand pump with stand; cylindrical metal reservoir with a wooden base; manufacturer's plate 'SHAND MASON & CO LONDON', two curved handles onto which are bolted two cast iron wheels; the reservoir has a pump barrel and handle and regulating valve and has a length of pink/red rubber tubing (possibly a replacement); the apparatus is painted dark red; the item likely forms part of the equipment used by the Carrow Fire Brigade at Carrow Works, Norwich; late 19th century		This hand pump is believed to be part of a collection associated with Carrow Works Fire Brigade. The item is in poor condition with severe paint loss and would require a considerable amount of conservation. There is another similar hand pump in the collection which is in better condition.	Disposal. Offer to Norfolk Fire & Rescue Service's collections in the first instance, then to other museums via Museums Journal.
NWHCM : 2013.80.35	pump	Hand pump, cylindrical metal reservoir with handle, set on three feet made from bar metal bent at right angles, a domed lid; pump with handle bearing a manufacturer's plate 'MERRYWEATHER & SONS FIRE ENGINE MAKERS LONG ACRE LONDON', a ribbed runner hose; the appliance is painted in dark red.brown paint; the item likely forms part of the equipment used by the Carrow Fire Brigade at Carrow Works, Norwich; late 19th century		This hand pump is believed to be part of a collection associated with Carrow Works Fire Brigade. The item is in poor condition with severe paint loss and would require a considerable amount of conservation. There is another similar hand pump in the collection which is in better condition.	Disposal. Offer to Norfolk Fire & Rescue Service's collections in the first instance, then to other museums via Museums Journal.
NWHCM : 2013.80.59	rain water head	Rain water head in lead; hopper and downpipe; opening in the back of the hopper for a gutter pipe		This item has no known provenance and is in poor condition. There are other better examples in the collection. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.1	saw	Pit saw blade. 3 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.2	saw	Pit saw blade. 2 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.3	saw	Pit saw blade. 1 rectangular hole at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.4	saw	Pit saw blade. 3 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.5	saw	Pit saw blade. Wooden handle attached to metal fixing. One half of the wooden handle is missing.		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.



Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.8.6	saw	Pit saw blade. 3 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.7	saw	Pit saw blade. 3 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.8	saw	Pit saw blade. 3 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.8.9	saw	Pit saw blade. 2 rectangular holes at wide end (possibly where handle was attached?)		This is one of nine pit saw blades of a standard form. There is no provenance for this item. There are several examples of pit saws in our collections.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.56	shutter	Wooden panelled wood window shutter. The outer frame made up in four sections. The panel painted white on one side.		This item has no known provenance. Although illustrative of a period of interior decoration, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.57	shutters	Pair of wooden window shutters for a sash window; outer frame made up in four sections; remains of sash cord in one panel; one of the panels is painted in a pink painted wash or primer		This item has no known provenance. Although illustrative of a period and type of interior decoration, it is not exceptional and is unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1984.85.2a	stool	Wooden desk stool, sloping seat, stretcher, having a tie on seat cushion, brocade, red on natural ground, item from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich, Norfolk, late 19th century		This stool is one of two which came into the collection with a desk from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich. These items of office furniture contribute very little to the understanding of the work of a small local charitable organisation.	Disposal. Offer to other museums via Museums Journal.

Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 1984.85.2b	stool	Wooden desk stool, sloping square seat slightly curved with rounded corners, 4 stretchers positioned at two different levels, an item from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich, Norfolk, late 19th century		This stool is one of two which came into the collection with a desk from Norwich Consolidated Charities, 10 Golden Dog Lane, Norwich. These items of office furniture contribute very little to the understanding of the work of a small local charitable organisation.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1975.213.11	table	Work table, circular veneered top painted with design of cherubs, brass key plate and brass mounts in form of masks and flowers, solid stretcher 'X' shaped, painted with design of flowers, four turned tapering legs, hinged lid, removable inner tray divided into 5 compartments, top damaged, 18th century, query French		This work table is in extremely poor condition and requires extensive conservation.	Disposal - does not sit within the current collecting policy, no relevant history associated. Offer to other museums via Museums Journal.
NWHCM : 1995.49.22	table	Bedside table, wooden, rectangular, varnished; two open compartments with a shelf in the middle; two hinges attached to the top; legs taper slightly towards base; back legs are plain and front legs have square feet; ply back panel; 1900 to 1910		The bedside table is part of a set of over twenty pieces of Arts and Crafts style furniture donated to the museum in 1995. This piece of furniture is in poor condition, having been used as a bathroom cabinet by the donor for some years before it came into the collection. Other pieces from the same source in better condition will be retained in the collection.	Disposal - we have better examples of this maker's work in the collections. Offer to other museums via Museums Journal.
NWHCM : 2013.80.63	timber joint	Wooden timber joint, possibly inserted at the level of the wall plate and principal rafter double tenoned, pegged and with a deep slot cut out at one end		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.

Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.71	transom	Section of oak timber with two rectangular mortices; believed to be a window transom		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.
NWHCM : 1974.474.5	wheelchair	Invalid chair, folding chair of simple construction with four wheels; front wheels spoked with rubber rims, brown metal frame and arm rests; wooden sliding foot board with lino (also brown) and chain connecting it to wheel shaft; footrest folds out and has two metal hinges; bolted / screwed together, metal studs used throughout; wooden seat and back padded with leather and minimal upholstery; turned wooden push handle at the back; navy concertina fabric (cotton?) hood; 20th century.		This wheelchair is one of a collection of five donated to Strangers' Hall by the Red Cross. It is of no special significance. There are nine wheelchairs in the Strangers' Hall collection. I suggest that we keep the two which have some special significance and dispose of the other seven. [One was the Wighton village wheelchair, and one came from the West Norwich Hospital when it was used as a workhouse. I suggest that these are transferred to the Norfolk Rural Life Museum].	Offer to Gressenhall. If no interest then recommend disposal - offer to other museums via Museums Journal.
NWHCM : 1979.400	wheelchair	Wheelchair with black metal frame, with wooden arm rests, canvas seat and back, padded arms covered with blue cloth, wooden foot rest with rubber covering and manufacturer's name, Alwin, two spoked metal wheels with solid rubber tyres at front and two castors at rear. From Old People's Home, Foulgers House, Ber Street, Norwich, early 20th century. Rubber / plastic handrail at back for pushing chair.		This wheelchair came from a Norwich care home, Foulgers House in Ber Street. It is of no special significance. It is one of nine wheelchairs in the Strangers' Hall collection. I suggest that we keep the two which have some special significance and dispose of the other seven. [One was the Wighton village wheelchair, and one came from the West Norwich Hospital when it was used as a workhouse. I suggest that these are transferred to the Norfolk Rural Life Museum].	Offer to Gressenhall. If no interest then recommend disposal - offer to other museums via Museums Journal.
NWHCM : 1972.410.3	winding gear	Winding gear comprising two cast iron A frames and a winding wheel from a well on the premises of Hope Brothers Ltd, 12 The Walk, Norwich; late 19th century		This well winding gear has no relevance to the trade carried out by Hope Brothers Ltd. outfitters at 12, The Walk Norwich. The frame was manufactured by the London firm of J. Warner & Sons, and therefore has no association with any local ironfounders.	Disposal. Offer to other museums via Museums Journal.

Record number	Simple name	Brief Description	Image	Disposal Reasons	Note
NWHCM : 2013.80.6	window	Wooden sash window case, painted cream. Rope pulley system to operate window, also various metal fittings		This item is in poor condition and has no provenance. Architectural salvage of this kind is not something that would now be actively collected.	Disposal. Offer to other museums via Museums Journal.
NWHCM : 2013.80.72	window sill	Window sill or head; rectangular section of oak squared one end and roughly shaped at the other; two mortices set on the diagonal to take window mullions; remains of yellow paint and blue under-painting		This item has no known provenance. Although illustrative of wooden constructional techniques, it is not exceptional, is in poor condition and unlikely ever to be displayed. Architectural salvage of this type is not a category of material that is actively collected today	Disposal. Offer to other museums via Museums Journal.

**Norfolk Museums Service  
– Performance & Strategic Update Report**

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

**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

**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 progress regarding the establishment of the new development foundation, commercial developments, advocacy work and the restructuring of the Service.

**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 – 31 October 2013 were 251,571 compared to 244,665 for the equivalent period 1 April – 31 October 2012. This 3% increase is the result of a varied and high-quality events programme, particularly over the October half-term holiday. Overall, these figures represent a continuing strong performance for the Service when compared to the very good numbers seen in 2012.

1.1.2 School visits across the 10 NMS sites for the period 1 April – 31 October 2013 were 23,043 compared to 21,519 school visits for the equivalent period 1 April – 31 October 2012. This represents a 7% increase, a very encouraging performance given the many barriers which schools currently face in making a school visit. School visits to Norwich Castle recovered well in October following a reduction in total visits in the early part of the summer, whilst

school visits to both Time & Tide and Gressenhall continue to exceed the equivalent numbers seen in 2012.

- 1.1.3 Overall, the performance in terms of total visitor numbers and school visits shows that the Service is well on track to meet or exceed its key performance indicator for the 2013-14 service plan.

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

### **1.2.1 Norman Connections – Castle Keep developments**

As part of the European funded Norman Connections programme, a re-development of part of the 11<sup>th</sup> century Castle Keep has been completed.

This exciting project includes a colourful re-interpretation of the famous Bigod Arch (the original entry into the Castle Keep) and the Chapel. The exhibition contains major loans from the British Museum, a long-term partner in the ongoing Keep development programme as well as many other NMS programmes and exhibitions.

The new development was launched on 3 December by special guest historian Dr Marc Morris.

### **1.2.2 A Vision of England: Paintings of the Norwich School**

A new publication, *A Vision of England: Paintings of the Norwich School* edited by Dr Giorgia Bottinelli, was launched at the Castle in November. Cllr George Nobbs, who wrote the foreword, gave the keynote speech at a well-attended launch. The launch at the Castle was accompanied the following day with a press launch at Waterstones in Norwich.

This important publication is an output from the Heritage Lottery Funded *Great British Art Debate* project, a four-year partnership between NMS, Tate, Museums Sheffield and Tyne and Wear Museums.

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

As well as a very positive increase in formal school visits during October, the period also saw the delivery of a number of high-profile and successful education and learning programmes including the Latin Celebration event at Norwich Castle and youth work with hard to reach audiences at Time & Tide as part of the wider *Maritime Heritage East* project.

### **1.2.4 Marketing and PR**

The period has seen a number of highly successful PR initiatives, including TV coverage as part of the BBC's *Great Railway Journeys* and local news coverage of a major project to take the finest works of art from museum collections into local schools.

As part of the Museum's wider marketing programme, the EDP are the confirmed media sponsor for the British Museum touring exhibition *Roman Empire: Power and People* (Norwich Castle, 1 February—27 April 2014) with the paper featuring the first of many articles on this major exhibition on 26 October.

PR consultant Sue Bond has been contracted to provide additional support for the forthcoming *Wonder of Birds* exhibition which will open at Norwich Castle in May 2014. Sue has an excellent track record of securing national coverage for arts and culture.

#### 1.2.5 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. Positive progress is being made in the following areas:

- Conference & banqueting – as previously reported, plans are in place to increase income from event hire including weddings. The relevant licences are currently being secured for several venues including Elizabethan House, Strangers' Hall, Gressenhall and Norwich Castle and essential equipment to enable the delivery of this new programme is being acquired. The programme is on track for the launch of the new offer on 1 April 2014
- Catering – as part of the expansion and re-branding of Norwich Castle Museum café permission has been secured from Norwich City Council to create a terraced area outside of the entrance to the Castle during fine weather. The first part of the redecoration of the internal café space 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'
- Retail – NMS is looking to develop a significant online retail presence over the next twelve months. As part of the development of the new platform, a satellite website is being developed and tested for wider public access and purchasing of images from our collections. We will present a final stage model of the site to JMAC in the Spring and demonstrate how the next stages of its development fits into NCC's Digital Norfolk Ambition (DNA)
- Events – the autumn period saw the very successful delivery of the major Halloween events at Norwich Castle and Gressenhall and the learning programmes linked to the *Frayed: Textiles on the Edge* exhibition at Time & Tide including the 'Stitch like Lorina' workshops for volunteers

### 1.3 Conclusion

- 1.3.1 NMAS 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.

NPLaw are currently helping NMS with the structuring of the new foundation's Memorandum and Articles of Association and a report will be going to Norfolk County Council's Cabinet regarding the recruitment of Trustees which will take place in the New Year.

## **2.2 5 Year Strategy**

NMAS is currently in the process of writing a new, 5 Year Strategy. This document will complement existing local authority strategies and the current service plans.

The strategy is expected to be completed by early January 2014.

## **2.3 Service identity**

Following a creative session with Elected Members and stakeholders on 8 November and consultation with a number of groups, the new logo and branding is expected to be completed by Norwich University of the Arts (NUA) by the end of the year.

Following completion, the Service will make a public announcement of both the change of name (to Norfolk Museums Service) and the new logo and branding.

## **2.4. Arts Council England**

NMAS is currently preparing to make an application to Arts Council England in January 2014 for a second tranche of funding under the Arts Council's Major Partner Museum/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%.

Advocacy work with Arts Council Directors and senior staff has included meetings during October and November and the submission of several key reports and publications (including the Curators' Report and the Learning Report). The successful delivery of the current programme is also of critical importance.

## **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. An application for this important project has also gone forward for consideration by DCMS/Wolfson, a major funder of gallery and museum developments. A presentation on the project will be given by Dr Robin Hanley, Western Area Manager, at the Meeting.

Also at Gressenhall, planning permission has been granted for 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.



The tender assessment is underway for the purchase and installation of a new Membership and Ticketing system. It is hoped that the new system will be fully operational by Spring.

## **2.6 Awards**

Ruth Battersby Tooke (Curator of Costume and Textiles) and Alison Hall (Exhibitions Coordinator) have won a staff Outstanding Contribution Award (OSCA) under the 'Working Together' value for the exhibition *Frayed: Textiles on the Edge*. The project is one of only four winning nominations from across the whole of Norfolk County Council.

The Museum of Norwich at the Bridewell was a finalist in the EDP County Tourism Awards in the category of Best Small Visitor Attraction 2013.

## **2.7 NMS Restructure**

As part of the Service's commitments to delivering its required budgetary savings for 2014-15, the Museum went out to staff consultation on 25 November regarding a new structure with a reduced number of posts.

As well as addressing the required budgetary savings, the structure will ensure that NMS is in a strong position to deliver its current and future commitments. The key goal with the restructure is to ensure no changes to opening hours across the 10 sites or any reduction in public services.

The new structure will be in place by 1 April 2014.

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

- 3.1 On 18th November, SHARE Museums East, the regional training and development programme based with Norfolk Museums Service, held its 3rd Annual Conference at The Athenaeum in Bury St Edmunds. Over 110 people attended this important regional event, which asked the question 'Museums: Who Do We Think We Are?'

The Conference saw presentations from local and national speakers, as well as a keynote speech from Mark Taylor, Director of the Museums Association, who asked the intriguing question 'who do others think we are?'

In addition to the Conference, forthcoming SHARE programmes include a mentoring programme to support lone curator managers working across the region and a range of practical training courses.

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

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

## 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.

## 7. Recommendation or Action Required

- 7.1 The Joint Museums and Archaeology Committee is asked to consider and comment on:
- Progress with performance against 2013/14 service plans
  - Future strategic planning for the Service including preparation for the Arts Council England Major Partner Museum funding in the New Year, capital developments including the Round One Heritage Lottery Fund pass for Gressenhall and the successful delivery of the annual SHARE Conference.

## Officer Contact

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**Norfolk Museums and Archaeology 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 and Archaeology Service (NMAS) budget out-turns based on information at 31<sup>st</sup> October 2013. Section 1 covers progress with the NMAS 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 NMAS Revenue budgets and Reserves and Provisions indicates that the service should achieve a break-even position at the year-end. The capital programme is set out in Appendix A1.
- Progress with risk management for NMAS.

**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 NMAS

**1. Budget Monitoring 2013/14**

**1.1 Revenue Budget**

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

1.1.2 At the end of October there is a projected surplus of £0.011m from Admissions Income. This reflects an overall 9% increase on Admissions Income compared to 2012/13.

1.1.3 There have been no Revenue Budget Changes during 2013/14 so far.

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

Service	Approved budget £m	Forecast Outturn £m	+Over/-Under spend £m	+Over/Under spend as % of budget	Variance since last report £m
Museums Service	3.526	3.526	0.000	0.00%	0
<b>NMAS Total</b>	<b>3.526</b>	<b>3.526</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 NMAS 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.
- The Museums Repairs and Renewals Reserve is expected to reduce by £0.074m to fund replacement equipment for audience development, galleries, shops and cafe.
- The Unspent Grants and Contributions Reserve shows expected project balances at year end with no conditions attached to the type of funding, although restrictions may apply.

<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	0.079	0.000
ICT Reserve	0.000	0.000	0.000
Museums Repairs and Renewals Reserve	0.340	0.266	-0.074
Unspent Grants and Contributions Reserve	0.633	0.250	-0.383
Service Total	1.052	0.595	-0.457

## 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 April 2013. A summary of the risk register based on the most recent review of 14 October 2013 appears at Appendix B.
- 2.2 The register contains six 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 and the other two are 'Met'.
- 2.4 The impact of the four unmet risks on the budget has been assessed as follows:
- 2.4.1 RM13947 – impact still under consideration.
- 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.
- 2.4.3 RM13949 – 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.
- 2.4.4 RM14096 – if additional income cannot be generated then an additional ongoing £87k savings would need to be identified from within the existing budget.

### **3. Resource implications**

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

### **4. Other Implications**

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

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

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

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

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

### **7. Conclusion**

- 7.1 The NMAS 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 and Archaeology Committee is asked to consider and comment on:

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

- Progress with the management of risk within the NMAS

## Officer Contacts

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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	0.065	0.065	0	Project estimated to complete in 13/14
Gressenhall Eco Building	0.139	0.139	0	Project in progress
Seahenge	0.007	0.007	0	
Gressenhall Biomass Boiler CERF *	0.014	0.014	0	Slippage for NPS final invoices from 2012/13
GFWH Wind & Solar CERF*	0.017	0.017	0	Planning application in progress
Museum Stock System	0.120	0.120	0	Tenders received – awaiting decision
Replace Lighting (Castle Museum)	0.008	0.008	0	Slippage from 12/13
Castle Keep Improvements	0.020	0.020	0	
Replace Lighting (Strangers Hall)	0.007	0.007	0	Slippage from 12/13
Replace Lighting (Gressenhall)	0.004	0.004	0	Now complete
Biomass Replacement Heating Incentive Scheme	0.009	0.009	0	
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>0.444</b>	<b>0.437</b>	<b>-0.007</b>	

\* CERF is the Carbon Energy Reduction Fund.

#### Funding of the NMAS Capital Programme

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

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

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# Risk Register - Norfolk County Council (Summary)

Risk Register Name		Norfolk Museums & Archaeology Service						Red	
Prepared by		Steve Miller and Stephen Andreassen				High			Amber
Date updated		14 October 2013				Med			Green
Next update due		30 November 2013				Low			Met
Area	Risk Number	Risk Name	Risk Description	Current Risk Score	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner	
Norfolk Museums & Archaeology Service	RM13947	Failure to maintain historic buildings	We operate our service from historic buildings that can be difficult to maintain. If we are not able to establish or ensure a robust relationship with our property management partner NPS that adequately identifies our additional needs it could result in damage to our exhibits, undermine safety and negatively affect our reputation.	Med 9	Med 9	01/04/2017	Green	Steve Miller	
Norfolk Museums & Archaeology Service	RM13948	Significant flooding in Gt Yarmouth area	If we have significant flooding in the Gt Yarmouth area this could lead to the Gt Yarmouth library basement being contaminated resulting in loss or damage to reserve museum collections.	Med 6	Low 1	01/04/2014	Green	James Steward	
Norfolk Museums & Archaeology Service	RM13949	Not delivering business plan targets as ACE funded Major Partner Museum	If we do not deliver on the targets set for our ACE funded business plan this could lead to a failure to draw down funding during 2012-15, the loss of funding in 2015, and a resulting reduction in service provision.	Low 3	Low 3	01/04/2015	Green	Steve Miller	
Norfolk Museums & Archaeology Service	RM14027	Theft of museum objects	Breaches in security resulting in loss of museum objects, damage to reputation and loss of confidence in the museums service.	Med 10	Med 10	31/12/2012	Met	John Davies	

Area	Risk Number	Risk Name	Risk Description	Current Risk Score	Target Risk Score	Target Date	Prospects of meeting Target Risk Score by Target Date	Risk Owner
Norfolk Museums & Archaeology Service	RM14065	Failure to follow data protection procedures	Failure to follow data protection procedures can lead to loss or inappropriate disclosure of personal information resulting in a breach of the Data Protection Act and failure to safeguard service users and vulnerable staff, monetary penalties, prosecution and civil claims.	Low 4	Low 4	31/03/2013	Met	Steve Miller
Norfolk Museums & Archaeology Service	RM14096	Failure to generate additional income streams in accordance with service plan.	Failure to generate additional income streams will lead to reliance on alternative budget savings to balance the budget.	Med 12	Med 6	01/04/2014	Green	Mark Clancy

**Service and Budget Planning 2014-17 for Norfolk Museums and  
Archaeology Service**

Report by the Head of Museums and Archaeology

**Summary**

This paper sets out the financial and planning context for the authority and gives an early indication of what this means for Community Services and the Norfolk Museums and Archaeology Service.

It highlights specific known impacts of new national policy initiatives which are likely to affect the way the Service carries out its business and plans its future priorities. It sets out proposals for changing service delivery currently being consulted on, along with identified efficiency savings which have been identified by Officers and Members in order to meet the funding gap.

On 2 September Cabinet agreed the projected funding gap for planning purposes of £189m over the three year period 2014-17. This is based on assumptions for additional cost pressures facing services and a reduction in Government funding taking into consideration the latest information from Department for Communities and Local Government (CLG).

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

**Action Required**

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

- a. The revised service and financial planning context and assumptions
- b. The revised spending pressures and savings for the Norfolk Museums and Archaeology Service
- c. Members are also invited to identify further ideas to achieve additional revenue budget savings

**1 Background**

- 1.1 On 19 September the County Council launched the Putting People First consultation about future focus for Council spending. The context for the consultation is the Council's need to bridge a predicted funding gap over the next three years and a desire to focus council spending on areas that will support or lead to;
  - a. Excellence in education
  - b. Real jobs – leading to sustainable employment throughout Norfolk
  - c. Good infrastructure

- 1.2 A report to Cabinet on 2 September confirmed that the projected funding gap for planning purposes should be increased from £182m to £189m over the three year period 2014-17 based upon information from the Department of Communities and Local Government (CLG).
- 1.3 This paper brings together for Committee Members the following:
- a. Revised financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals
  - b. The revised budget position for Norfolk Museums and Archaeology Service based on updated financial forecasts and budget proposals for emerging cost pressures, new savings and revisions to future savings for 2014-17.
  - c. A detailed list of the updated costs and pressures facing Norfolk Museums and Archaeology Service
  - d. A detailed list of updated proposals for savings
  - e. Known priorities for the service for the period 2014-17

## **2 Financial and planning context**

- 2.1 The context for the County Council's three-year planning was set out by Cabinet in its report in August 2013, when it also confirmed a vision for Norfolk called 'Putting People First' which aims to achieve a better, safer future, based on education, economic success and listening to local communities.
- 2.2 The financial strategy which underpins these elements is:
- a. Faster and greater service innovation and transformation helping to squeeze further savings and efficiencies from improved processes. Investing to save where necessary to make this happen
  - b. Continuing to drive down costs across the board
  - c. Rationalising assets and property. Working closely with others to develop and implement new shared arrangements that save money and take account of the wider social and economic impact of any option for change
  - d. Utilising and releasing land where we can to build new homes (subject to sound business cases)
  - e. Investing in the economy – and by doing so, helping build skills and create real and sustainable jobs
  - f. Using new technology to help improve services and release savings and take account of changing customer expectations and practice
  - g. Collaboration with others across the public sector, especially colleagues in the NHS, to achieve the most effective use of public monies and better outcomes for Norfolk people

### 3 Service Specific Context

#### 3.1 Norfolk Museums and Archaeology Service Priorities

3.1.1 The following covers the main priorities for the Community Services Department that will form the basis of service planning and budget proposals for 2014 -17.

3.1.2 Norfolk Museums and Archaeology Service priorities for 2014-17 are principally contained within the Priorities listed at 1 and 7. However the NMAS supports overall Community Services priorities through its service plans wherever possible. Priorities are not ranked in any particular order.

Priority	This involves:
1. Deliver budget savings as set out in the County Council Plan	<ul style="list-style-type: none"> <li>• Delivering the first year of the Putting People First programme</li> </ul>
2. Making sure vulnerable people are safe	<ul style="list-style-type: none"> <li>• Our key safeguarding responsibilities</li> </ul>
3. Keeping people independent and preventing admissions to hospital or residential care	<ul style="list-style-type: none"> <li>• Making sure that the best use is made of personal budgets</li> <li>• Making sure people have a choice</li> </ul>
4. Integrating health and social care services so that services are efficient, effective and easy to understand	<ul style="list-style-type: none"> <li>• Planning services together with Clinical Commissioning Groups</li> <li>• Health and social care integration</li> <li>• Commissioning the right services in the right local places</li> </ul>
5. Supporting carers	<ul style="list-style-type: none"> <li>• Making sure our services are focused on keeping people independent</li> <li>• Promoting community-based services and community-driven initiatives to support vulnerable people</li> <li>• Supporting people with better information</li> </ul>
6. Working with providers of care services to ensure the quality and availability of services	<ul style="list-style-type: none"> <li>• Our key safeguarding responsibilities</li> </ul>
7. Delivering high quality and accessible cultural services	<ul style="list-style-type: none"> <li>• Maintaining current high levels of performance in Cultural Services</li> <li>• Ensuring services are accessible to all people in a range of ways</li> </ul>

- 3.1.3 The priorities will be used to drive planning through the service. Practically this means that, when developing more detailed service, locality and team plans, managers will be required to demonstrate how they are delivering the priorities.
- 3.1.4 The priorities will also continue to shape how we manage and report our performance. The Norfolk Museums and Archaeology Service reports performance with regular updates to the JMAC.

## **3.2 Service specific drivers**

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

## **3.3 Changes in demand**

- 3.3.1 Norfolk's demographic and economic challenges are well documented and understood. In planning our services and expenditure we consider these trends to take account of:
- a. The changing economic climate which impacts on employment and consumer spending, the reducing availability of funding from external sources for projects, and
  - b. Competition from the wider cultural sector and increasing access to the cultural digital 'economy'.

## **4 Review of progress within the current three year programme and proposed changes**

- 4.1 Good progress has been made on achieving efficiencies during the three years of the Big Conversation programme. However, due to the funding gap identified further savings have been proposed as part of the Putting People First programme.

- 4.2 Revised cost pressures are detailed in Appendix A.

## **4.3 Pressures and changes to budget**

- 4.3.1 Norfolk Museums and Archaeology Putting People First savings for 2014/15 total £0.499m. This includes £0.008m as a contribution to Administrative efficiency savings for Cultural Services as a whole. The impact on the overall budget is set out below:

<b>Description</b>	<b>2013/14 budget £000</b>	<b>Additional Costs 2014/15 £000</b>	<b>Saving 2014/15 £000</b>	<b>Proposed 2014/15 Budget £000</b>	<b>Saving Reference</b>
Salaries	4,240	42	(140)	4,142	8
Staff Related Costs	59			59	
Premises	657	22		679	
Transport	39	1		40	
Supplies & Services	1,405	29	(8)	1,426	9
Support Services	79			79	
Depreciation & Impairment	305			305	
Building Maintenance	411			411	
Income	(3,669)	(25)	(351)	(4,045)	16, 20
<b>Total</b>	<b>3,526</b>	<b>69</b>	<b>(499)</b>	<b>3,096</b>	

A breakdown of the additional costs and savings is given in Appendix A.

- 4.3.2 Appendix A also rates the risk of each proposed saving not being made in terms of Red, Amber, Green. The additional income targets under References 16 and 20 are rated 'Red' as these depend on outside factors to be achieved. The others are classed as 'Amber' as they are still being consulted on but the saving will have to be made in some form.

## **5 Resource Implications**

### **5.1 Finance**

- 5.1.1 Finance implications are covered in section five of the report.

### **5.2 Staff**

- 5.2.1 The financial implications of reductions in staffing levels for all services was assessed corporately as part of the overall budget proposals for 2014-17. There may be an impact from the restructuring programme.

## **5.3 IT**

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

## **6 Other Implications (where appropriate)**

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

- 6.1.1 Individual Equality Impact Assessments are being carried out on all the Council's budget proposals that potentially have an impact on identified groups with protected characteristics.

The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommends that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment.

At the time of writing this report, the consultation is still on-going, so this Overview and Scrutiny report provides an interim position until findings are brought to the Panel in January.

A full equality impact assessment report will be published alongside the Cabinet budget papers. This is consistent with legislation and will allow Cabinet Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the Cabinet meeting on 7 January 2014 to agree the recommendations to Full Council in February 2014.

In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty:

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

Where the Council identifies potential adverse impact on protected groups, it must do two things. Firstly, it must consider whether to go ahead with the proposal, or amend it in some way, with a view to promoting equality and tackling disadvantage for the protected group affected. If it takes the decision to go ahead with the proposal in its current form, it must identify actions to reduce or mitigate the adverse impact.



## 6.2 Section 17 – Crime and Disorder Act

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

## 7 Risk assessment

- 7.1 The main risks and issues associated with these proposals have been highlighted in Sections Three and Four, and Appendix A.

## 8 Action Required


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

### Officer Contact

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		Risk Rating (R/A/G)	2014-15
			£'000
	<b>Opening 2013/14 Budget</b>		3,526
Ref	<b>ADDITIONAL COSTS</b>		
	Basic Inflation - Pay (1% for 14-15)		42
	Basic Inflation - Prices (agreed items and contracts)		27
	<b>Sub Total Additional Costs</b>		<b>69</b>
Ref	<b>BUDGET SAVINGS</b>		
8	Salaries – Restructuring – Museums	Amber	(140)
9	Supplies and Services - Museums share of Administrative Efficiencies	Amber	(8)
16	Income – Renegotiating Joint Museums funding	Red	(50)
20	Income – Gift Aid and Cultural Exemptions for Museums	Red	(200)
20	Income - Income generation and external funding for Museums	Red	(101)
	<b>Sub Total Savings</b>		<b>(499)</b>
	<b>Proposed 2014/15 Budget</b>		3,096
	<b>NET CHANGE</b>		<b>(430)</b>