



ANNUAL REVIEW
2016-17





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Foreword

It's my pleasure to provide a few words for this Annual Review, the third and final one in our current three-year cycle of funding from Arts Council England (ACE). Earlier this summer we had the welcome news that Norfolk Museums Service will continue to be funded by ACE as a National Portfolio Organisation. This four-year investment from April 2018 to March 2022 will total £6,557,808 – NMS will receive £4,812,680 directly with a further £1,745,128 awarded to the Service's Sector Support Organisation, SHARE Museums East, which manages museum development across the East of England.

This significant investment from ACE – in the face of stiff competition – paves the way for a very exciting few years for the Museums Service. It will enable the Service to deliver on its ambitious plans which include our international exhibitions programme, supporting learning programmes for all ages and growing visitor numbers to 500,000 a year by 2022. It is a wonderful vote of confidence in the staff at the Museums Service, our collections and our vision for the future.

The achievements outlined in these pages suggest this faith in the ability of Norfolk Museums Service to deliver excellence over the next four years is well placed. In a year of memorable highlights including the *British Art Show 8* and the stunning *History Train*, the performance at Gressenhall Farm and Workhouse of *Together to the Workhouse Door* was particularly moving. Led by the team at Norfolk Arts Service, voices from the past came to life through words and music created by local

schools and community groups in partnership with Orchestras Live, Sinfonia Viva, Writers' Centre Norwich and the Norfolk Music Hub.

This conviction in the importance of our heritage is shared by all of us who support the Museums Service – ACE investment is underpinned by continuing funding from Norfolk County Council and Norfolk's District Councils through the Joint Museums Service arrangement, while the Heritage Lottery Fund's wide-ranging support across a number of projects is hugely significant, particularly their role as the primary funder of the £13.5m *Norwich Castle: Gateway to Medieval England* development.

Alongside these major funders, smaller donations and grants from a host of trusts, individuals and business sponsorships are vitally important in sustaining the work of the Museums Service. At the time of writing our newly launched Keep Giving campaign to raise £50,000 from the public towards the project is well underway, with many donations accompanied by touching comments about the importance of the Castle in people's lives.

To all our supporters over the past twelve months, a huge thank you on behalf of the Museums Service – you are helping to ensure our extraordinary past has a glorious future.

Cllr. John Ward

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



Introduction

Looking back on the past twelve months I'm struck by how much of our work combines a strong local identity with national and international context, none more so than the *Norwich Castle: Gateway to Medieval England* project, our flagship project to transform Norwich Castle Keep with the invaluable support of the Heritage Lottery Fund and the players of the National Lottery.

At the heart of this project is a building which embodies these dual perspectives: built by an invading power out of French Caen stone, over time the Castle has come to be a proud symbol of the City. It is both a much-loved landmark for the people of Norwich and Norfolk and also one of the most important secular Norman buildings in the whole of Europe. Our plans to return the Castle to its original form – the Great Hall and palatial residence of Norman kings – will do justice to both aspects of its heritage. The addition of a permanent British Museum Partnership Gallery of the Medieval Period in the Keep itself is a mark of the strong and ongoing relationship between NMS and the British Museum.

One of our major exhibitions this year focused on restoring to prominence an artist of international stature with local connections. *Fishermen & Kings: The photography of Olive Edis* brought to light the remarkable life of this pioneering photographer whose career encompassed the full range of early 20th century society as well as her important work as Britain's first official female war photographer.

Together to the Workhouse Door at Gressenhall Farm and Workhouse drew on local communities to animate the lives of former residents of the workhouse in a stunning choral performance. Meanwhile, back at Norwich Castle a key painting from our art collections, René Magritte's *La Condition humaine* found itself at the centre of an amazing international art work mystery.

The global diversity of the art world was also celebrated in *British Art Show 8*, Hayward Gallery's prestigious five-yearly show which came to the Eastern region for the first time in 2016 through a partnership between Norwich Castle Museum & Art Gallery and Norwich University of the Arts. Many of the featured artists were not originally from Britain, their work providing a fascinating and varied dialogue across cultures and media.

British Art Show 8 also featured one of our most ambitious projects to date, *The History Train* which brought six pairs of heavy horses onto the streets of Norwich in a remarkable spectacle. Inspired by the City's historic horse parades, *The History Train* was a unique fusion of local history and contemporary art.

Norfolk has always been an international City: trade and the ebb and flow of people has been central to the County's prosperity across the centuries. At Time and Tide in Great Yarmouth the *Sea History Differently* project funded by the Esmée Fairbairn Collections Fund will transform access to the museum's fantastic maritime and historic boat collections, while Strangers' Hall collaborated with New Routes to provide valuable work experience for newly arrived migrants.

Our collections reflect this cultural diversity, one of the factors which enables us to offer such rich learning experiences. I'm incredibly proud that our school figures for the past year have broken records once again, achieving close to 50,000 visits. Children visiting our sites can truly experience the world and come away with a deeper understanding of Norfolk's place within it.

Steve Miller

Assistant Director (Culture and Heritage)
Head of Norfolk Museums Service

NMS: Our Sites

Norfolk Museums Service comprises 10 museums and a study centre. The collections they house and the buildings themselves are all of great regional or national importance.

1 Norwich Castle Museum & Art Gallery

Built by the Normans as a Royal Palace over 900 years ago, Norwich Castle is now a museum and art gallery and home to some of the most outstanding collections of fine and decorative arts, archaeology and natural history, not only in the region but the country. Over the next few years major investment from the Heritage Lottery Fund is set to transform the Castle's iconic Keep into a world-class visitor experience.

Norwich Castle Study Centre, Shirehall, Norwich

The Study Centre offers first-rate facilities to access and study NMS reserve collections.

2 Strangers' Hall, Norwich

This atmospheric building was once home to the wealthy merchants and mayors who made medieval Norwich a great city.

3 The Museum of Norwich at the Bridewell

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

4 Gressenhall Farm and Workhouse, near Dereham

This wonderful family-friendly 50 acre site features a working farm and Grade II listed workhouse complex. This houses Norfolk's rural life museum and the moving new *Voices from the Workhouse* displays which explore the day-to-day lives of those who lived and worked within its walls.

5 Lynn Museum, King's Lynn

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

6 Ancient House Museum of Thetford Life

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

7 Cromer Museum

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

8 Time and Tide, Museum of Great Yarmouth Life

Set in a preserved Victorian herring curing works, the museum celebrates the unique story of Great Yarmouth from prehistoric origins to the present day alongside an ambitious temporary exhibitions programme.

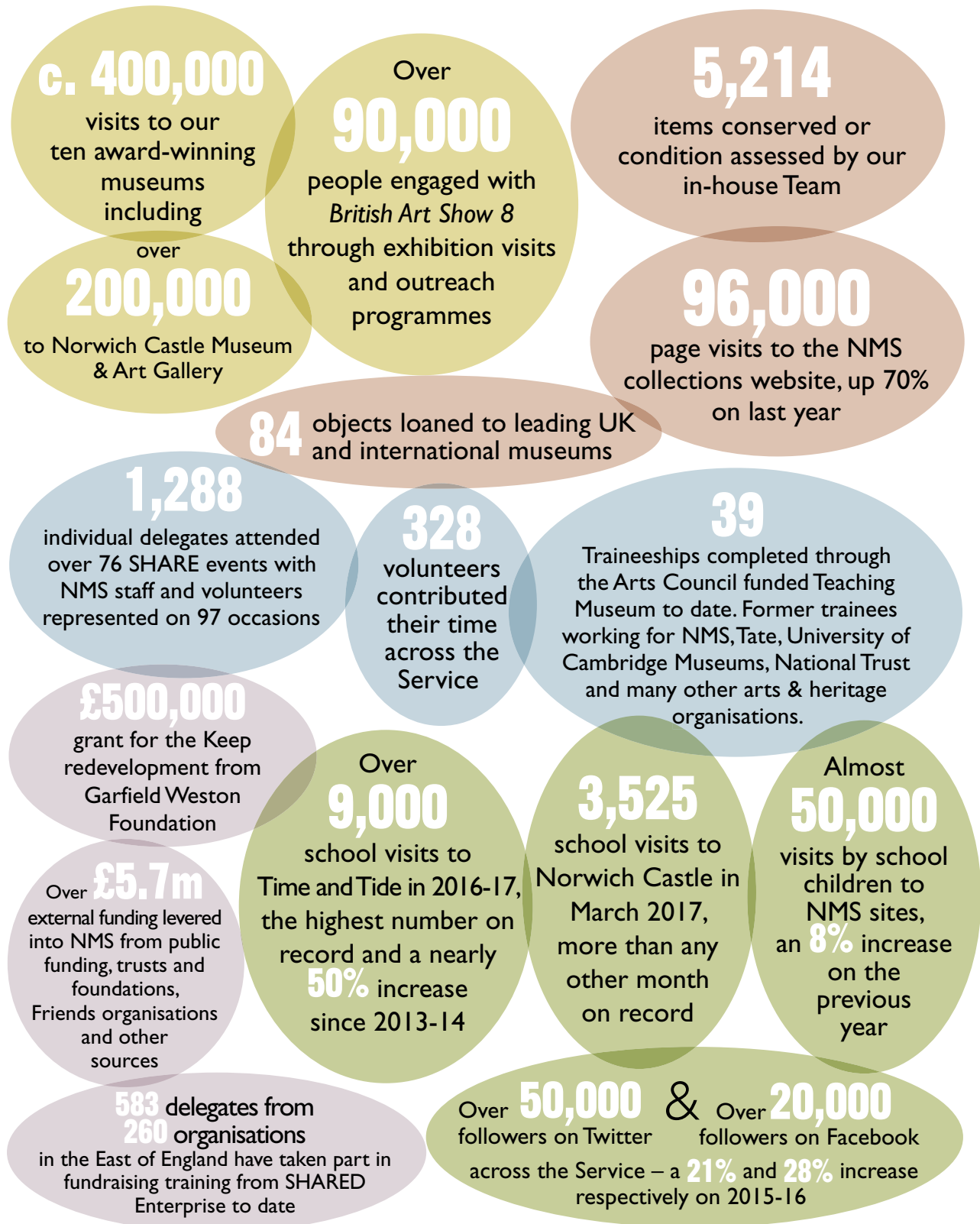
9 Elizabethan House Museum, Great Yarmouth

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

10 The Tolhouse, Great Yarmouth

One of the country's oldest prisons, this 12th century site vividly brings to life the story of crime and punishment in Great Yarmouth.

Key Achievements in Numbers





British
Art
Show
8

Chapter 1: Leadership

Our successful bid to Arts Council England for funding to become a National Portfolio Organisation (NPO) confirmed Norfolk Museums Service's (NMS) reputation as a leader in the heritage sector. NMS is one of only 12 museums across England to be awarded the highest level of NPO funding in a much-expanded heritage portfolio.

This significant investment from Arts Council England, alongside that from the Heritage Lottery Fund and the County Council and district councils of Norfolk, is a tremendous vote of confidence in the future direction of the Service.

This investment will help us deliver on our ambitious plans, not least the *Norwich Castle: Gateway to Medieval England* project. The plan to restore Norwich Castle's magnificent Norman Keep to its heyday as a royal palace took significant strides this year. The awarding of a first-round pass from the Heritage Lottery Fund's Heritage Grants Scheme in May 2016 was the green light for rapid progress, with significant work undertaken on all aspects of the project.

This year also saw the fruition of the £1.8m *Voices from the Workhouse* project at Gressenhall Farm and Workhouse supported by the Heritage Lottery Fund. The project has totally transformed the workhouse galleries, creating a moving and involving experience for visitors as they discover how life was actually lived by inmates and staff. A choral community project, *Together to the Workhouse Door*, funded by Arts Council England, and led by Norfolk Arts Service captured the project's spirit, bringing together children from local schools and other members of the community to work with a composer, poet and professional musicians to develop a new oratorio based on real stories uncovered by the *Voices* project.



NMS continued to offer cultural experiences of the highest quality. Staff worked with the Hayward Gallery, the V&A Museum of Childhood, the V&A, the National Maritime Museum and Compton Verney to bring an extraordinarily rich range of art and culture to the East of England.

In 2016, for the first time in its history, the *British Art Show* came to East Anglia through a partnership between Norwich Castle Museum & Art Gallery and Norwich University of the Arts. Featuring over 100 art works by 42 artists, *British Art Show 8* received very positive critical and audience feedback, developing new audiences for contemporary art in the City and region.



Fisherman & Kings: The Photography of Olive Edis was the first comprehensive exhibition dedicated to the

50-year career of this pioneering Edwardian photographer and entrepreneur. Featuring more than 190 rare photographs and related material, the exhibition showcased Edis' wide-ranging portraiture from British royalty to Norfolk fishermen, together with her important



work as the first-ever accredited female war photographer. The exhibition at Norwich Castle was followed in March by the opening of the new permanent Olive Edis galleries at Cromer Museum, created and installed by our talented in-house Design and Technical team. The galleries are the culmination of a three-year project supported by the Heritage Lottery Fund to preserve and promote the work of this extraordinary woman.

If these high profile projects and exhibitions are the 10% tip of the iceberg, NMS' focus on the day-to-day excellence of the customer experience across all our sites forms the other vital 90%. The Excellence in Learning Framework, which embeds Arts Council England's Quality Principles, has now been rolled out across the Service to ensure a consistent approach to the evaluation and improvement of our public programmes.

“Not only did the children work hard to achieve such an amazing performance but they were inspired and showed great enjoyment throughout the contact days. It has been a real delight to welcome the professional musicians into Cawston Primary to work with our staff and pupils... It will be an experience that we will all remember with pride.” **Kay Swann, Headteacher, Cawston Primary Academy on Together to the Workhouse Door**

“Starting with the wonderful *History Train* horses the whole exhibition has been excellent – both in the quality of the work and the superb venues.” **Respondent to British Art Show 8 online survey**

Leadership Highlights

Transformation: Norwich Castle: Gateway to Medieval England

Norwich Castle Museum & Art Gallery

Following the successful award of a first-round pass from the HLF, the Project Team have embarked on the Project Development Phase. New methods of interpretation are being designed to convey the story of Norwich Castle and medieval Norwich. The potential of digital technology is being explored to bring the sights and sounds of the royal palace to life, while an extensive programme of activities is being developed, alongside ongoing consultation with the public. Key appointments have been made including the roles of architect, structural engineer, project manager, cost consultant and designer. Our partnership with the British Museum to create a Gallery of the Medieval Period has also developed in exciting ways with curators from the Castle working alongside their BM counterparts to create the first permanent BM presence in the East of England. Successful applications to grant-making organisations have been made, which include a £500,000 award from the Garfield Weston Foundation. With a major sponsorship drive and public fundraising campaign – *Keep Giving* – planned for autumn 2017, we are on track to hit the £12.6 million target for the project by the end of the year.



LOTTERY FUNDED



Excellence: British Art Show 8: The History Train

Norwich Castle Museum & Art Gallery

The British Art Show is a prestigious five-yearly exhibition curated by the Hayward Gallery to showcase the most exciting contemporary art coming out of the UK. Building on the success of *ARTIST ROOMS: Jeff Koons* in summer 2015, British Art Show 8 engaged an amazing 90,000 plus people as visitors and participants in the exhibition's wide-ranging outreach programme. The undisputed highlight was an extraordinary one-off procession of six wagons drawn by pairs of heavy horses through the centre of Norwich in a spectacular event devised by *British Art Show* artist, Alan Kane. Inspired by the City's history of parades of working horses, the event combined tradition with contemporary artistic practice to create a once-in-a-lifetime event seen by an estimated 15,000. A film of the event can be viewed here:

<https://tinyurl.com/y8jnovnf> *The History Train* was part of a wider community engagement programme, led by a specially appointed City Co-ordinator which worked with people from a wide range of groups including the Norwich Men's Shed, Earlham Early Years Centre, Eyebrow Arts and young artists in the City.

**British
Art
Show
8**





Chapter 2: Collections

Three exciting projects undertaken in 2016-17 have highlighted the importance of conservation in not just preserving an object for the benefit of future generations, but also its role in helping us understand more about an object's history and ultimately the context from which it came.

The loan of René Magritte's masterpiece, *La Condition humaine*, from the Norwich Castle collections to the Pompidou Centre in Paris for a major retrospective of the Belgian artist's work saw the painting become the focus of



international attention. Conservation work preparing the painting for loan revealed an amazing secret which caught the art world's imagination – see page 15.

The Castle conservation team was also involved in a project to conserve and relocate the Norwich Roll of Honour from Norwich Castle Keep to the entrance area of Norwich City Hall where it is much more accessible to the general public. The Roll lists the names of the 3,544 men from the City who lost their lives in the

First World War. Conservation work has helped stabilise and preserve this important record for the future while research by Royal Norfolk Regimental Museum staff has uncovered a wealth of information, now accessible via a special website: www.norwichrollofhonour.org.uk

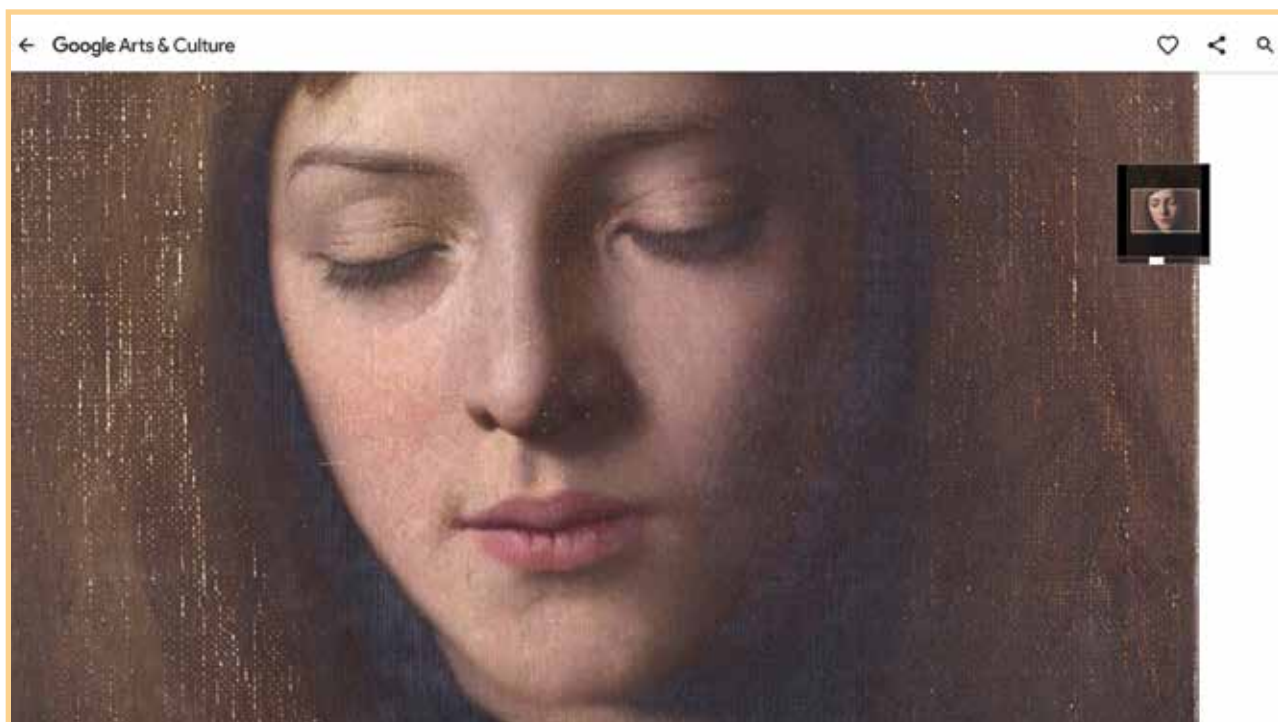
Perhaps most spectacular of all, last year also saw the start of the project to conserve the monumental Ensign of *Le Généreux*. At 16m x 8.3m (about the size of a tennis court) this is the largest item in the whole of the Norfolk Museums Service collections.

Captured by Lord Admiral Horatio Nelson's flag captain, Captain Berry, in 1800 and sent back to the City as a gift, the Ensign went on display for the first time in over 100 years as the centrepiece of 2017's major summer exhibition, *Nelson & Norfolk*. The painstaking work required to make the fragile flag display-ready began with a condition assessment in St Andrew's Hall – an historic occasion captured in this film:

<https://tinyurl.com/ya7qygvk>

The conservation process revealed all sorts of fascinating information about the flag's history





which was shared with the public through the exhibition.

Meanwhile the work to increase digital access to the Service's collections took another step forward with Lynn Museum's entry going live on the Google Cultural Institute, a global platform designed to open up collections from around the world. Lynn Museum became the second museum in the Service, alongside the Museum of Norwich, to have its collections promoted in this way.

NMS' permanent collections have continued to be an engine for discovery and engagement. The Olive Edis project has brought the work of this pioneering photographer to new audiences

through the opening of a permanent display at Cromer Museum, a touring exhibition *The Road to Ypres*, and learning projects which have encouraged young people to respond creatively to her life and work:

<https://tinyurl.com/ycr6rhf7>

At Ancient House Museum the museum's collection of flint artefacts has been at the heart of an expanding cultural exchange between Thetford and the Nagawa region of Japan, exploring the links between their flint and obsidian archaeological heritage. A conference, *East Meets West*, in 2016 brought experts together from a variety of fields to explore the archaeology of the two regions, alongside a public events programme highlighting this work.

6 Norfolk is, after all, Nelson's county, and it can be nothing but inspirational to have the Ensign of Le Génereux on display, to invite people to come and see this great treasure. 9 **Mark Pendlington, Chairman of the New Anglia Local Enterprise Partnership**

Collections Highlights

Access: Google Art Project

More than 160 artefacts and artworks from Lynn Museum can now be explored online by people around the world through a partnership with the Google Cultural Institute. These include 55 artworks shown in never-before-seen definition thanks to Gigapixel technology, a powerful high-resolution photo capturing process. With one of the largest numbers of gigapixel images in the UK so far, viewers can explore the collection in extraordinary detail and experience it far beyond what is visible to the naked eye. Highlights from the Google platform include sketches and paintings by local artist Henry Baines and a gold coin hoard found in a cow bone at Sedgeford. Also available on the platform is a specially curated virtual exhibition developed by staff at Lynn Museum, *Blubber, Bone and Baleen: Lynn's Whaling Industry*. This digital exhibition explores the area's maritime heritage through objects from the museum's collection. Using the Street View feature, people can also move around Lynn Museum virtually. A specially designed Street View 'trolley' took 360 degree images of the galleries which were then stitched together. This has enabled smooth navigation of public areas within the museum, including the fascinating display of the Bronze Age timber circle, Seahenge.

<https://www.google.com/culturalinstitute/collection/lynn-museum>

Research: *La Condition humaine* – revealing the secrets of a René Magritte masterpiece

In early 2016 Conservator Alice Tavares de Silva examined a painting by Magritte, *La Condition humaine* (The Human Condition) 1935, prior to the loan of the work to a retrospective exhibition at the Pompidou Centre, Paris, which then travelled to the Kunsthalle in Frankfurt. Inspecting the de-framed painting, Alice was puzzled by the edges which did not match the paint used in the finished picture on the front of the canvas. Intrigued, she did some further research and, as a result, made a surprising discovery: *La Condition humaine* is painted over one quarter of an earlier work by Magritte, *La Pose enchantée*, long since thought lost. Alice had been alerted to this possibility by news that staff at the Museum of Modern Art in New York and the Moderna Museet in Stockholm had discovered two quarters of the same missing painting beneath their Magritte canvases. Could Norwich's Magritte be part of the same international art mystery? X-ray investigation undertaken by the specialist Hamilton Kerr Institute in Cambridge confirmed that it was, with the revelation receiving international news coverage. The painting has now returned from its travels and is back on show in Norwich Castle at the centre of an exhibition-in-focus display documenting this remarkable discovery.



Top Acquisitions 2016-17

Norwich Castle Museum & Art Gallery

Archaeology

1. Anglo-Saxon Bracteate

A glorious example of 6th century Germanic abstraction, this gold Anglo-Saxon bracteate pendant is from Eccles and depicts a warrior riding a horse.



Funded by The Friends of Norwich Museums, including a donation from Mrs Mary Emerson, The ACE/V&A Purchase Grant Fund and the Dorset Foundation.

2. Medieval finger-ring

A gold medieval iconographic finger-ring depicting St George from South Creak. The use of St George is unusual on such finger-rings but has a ready resonance in Norfolk with the importance of the Gild of St George in Norwich.

Funded by the Friends of Norwich Museums, The ACE/V&A Purchase Grant Fund and The Headley Trust.

3. Norwich Gaol Paperwork

A collection of eighteenth and nineteenth century paperwork relating to Norwich Gaol. Such paperwork ephemera is very unusual to find and represents a significant addition to our existing holdings relating to the prison and law and order.

Funded with donations from the Friends of Norwich Museums and the Norfolk and Norwich Archaeological Society.

Natural History

4. Replica British Birds' Eggs

After Dennis West retired as a potter he began making replica birds' eggs in his spare time. These hand-painted replica eggs were bought by people the world over, and undoubtedly helped to limit the illegal act of collecting wild birds' eggs. When Mr West sadly passed away earlier in the year, his children donated the remainder of his collection of ceramic replica half birds' eggs to NMS. His



complete set of replica extinct Great Auk eggs now graces the Natural History Study Room wall at Norwich Castle Study Centre. The rest of the British birds' eggs are due to be displayed in the Bird Gallery, Norwich Castle Museum.

Donated by the late artist's son and daughter.

Museum of Norwich

5. Elfrida Long album

This album documents the early life of Elfrida Long, the much loved only child of Dr Sydney



Long, physician at the Norfolk and Norwich Hospital and founder of what was to become the Norfolk Wildlife Trust. The album contains a beautiful mix of handwritten entries in the voice of Elfrida, studio portraits and natural history illustrations and is a fascinating insight into the life of an upper middle class girl growing up in Norwich between 1910 and 1920. This album will feature as part of the Armistice exhibition in 2018 at Norwich Castle Museum.

6. The Duvet of Love

The Duvet of Love is a bold LGBT+ artwork depicting a male couple embracing, created by the artist and illustrator David Shenton. The artwork is a mosaic, made up of 1000s of badges, pinned to a double duvet cover, sorted into colour groups, to create the image. The badges were collected by David and his friends, and are a combination of historic LGBT+ badges, and badges of local and social historical relevance, especially to Norwich, dating from the 1970s to the present day. This artwork forms part of a new contemporary collecting initiative, to broaden

representation of LGBT+ communities within the social history collections.

Lynn Museum

7. Model house money box

A model house money box made in 1870 by Robert Hague for his daughter Anne Elizabeth. It is a model of their family home in King's Lynn. Money is deposited through the chimney and retrieved via a small door at the back of the model.

Donated to the Lynn Museum by descendants of Robert Hague.

8. Contemporary photographic survey of King's Lynn

In 2016 the Friends of Lynn Museum commissioned and conducted a contemporary photographic survey of King's Lynn replicating an earlier series of photographs titled *A Portrait of Lynn*, taken in 1983. The two sets of photographs show change in the town over a thirty year period.

Commissioned and conducted by the Friends of Lynn Museum.

Ancient House Museum

9. Copy of Thomas Paine's *Rights of Man*

Written in support of the ideas of the French Revolution, Thomas Paine's *Rights of Man* was widely read throughout the world. A copy which was published in 1791 and translated in French as *Droits de l'Homme* was presented to the town's Ancient House Museum in February 2017 to add to its Paine collection. Born in Thetford in 1737, the political activist became a major figure in both the American and French Revolutions. The rare edition of the book was discovered at an auction by Portuguese literature and English teacher José António Soares da Silva, who had visited Thetford's Trade fair in 2014.

Funded by the Thomas Paine Society UK, the Friends of Thetford Museum and the Tom Paine Legacy Group.



Top Loans 2016-17

Our programme of loans ensures greater access to our collections and builds important partnerships. Over the course of this year 84 loans were made to a number of institutions, including national museums.

1. Medieval Children's Toys made of bone including horse jaw skates for a sledge

Loaned to: Museum of Archaeology and Anthropology, Cambridge

Exhibition: *Hide and Seek, Looking for Children in the Past*, 30 January 2016 – 29 January 2017

2. Fourteen items of Iron Age Celtic Art and personal ornament including gold torcs found at Snettisham and the Ashmanaugh boar figurine

Loaned to: National Museums Scotland, Edinburgh

Exhibition: *Celts*, 10 March – 25 September 2016

3. Rudham Dirk

Loaned to: National Museum of Antiquities, Leiden, Netherlands

Exhibition: *Unsheathing History*, 31 March – 4 October 2016



4. Oil painting, *Rockland Broad* by Thomas Goodall

Loaned to: Tate Britain

Exhibition: *Painting with Light: Art and Photography from the Pre-Raphaelites to the Modern Age*, 11 May – 25 September 2016

5. Oil painting, *The Red Shop (October Sun)* by Walter Sickert

Loaned to: Musée de Dieppe

Exhibition: *Sickert in Dieppe*, 25 June – 26 September 2016

6. Oil painting, *La Condition Humaine* by René Magritte

Loaned to: Pompidou Centre, Paris

Exhibition: *The Treachery of Images*, 21 September 2016 – 23 January 2017, & Schirn Kunsthalle, Frankfurt 10 February – 5 June 2017



7. Oil painting, *Thinking About Women* by Allen Jones

Loaned to: Kunstmuseum, Wolfsburg, Germany

Exhibition: *This Was Tomorrow, The Invention of Pop Art in Great Britain*, 13 October 2016 – 19 February 2017

8. Three 18th century sporting paintings by Peter Tillemans, a jug with a boxing scene and a lady's riding habit

Loaned to: National Heritage Centre for Horseracing and Sporting Art, Newmarket, (Art Fund Museum of the Year finalist)

Exhibition: New museum opened November 2016

9. Oil painting, *The Rent Collectors* by Pieter Brueghel

Loaned to: Holburne Museum, Bath

Exhibition: *Breughel: Defining a Dynasty*, 11 January – 4 June 2017

10. Oil painting, *A Street Scene (La grande-rue à Argenteuil)* by Alfred Sisely

Loaned to: Bruce Museum, Greenwich, Connecticut

Exhibition: *Alfred Sisley, Impressionist Master*, 21 January – 21 May 2017





MUSEUMS
ASSOCIATION

Esmée
Fairbairn
Collections
Fund

Chapter 3: Skills and Training

Norfolk Museums Service has continued to prioritise the development of workplace skills – for the organisation’s own staff, for the wider sector and for the local community.

The Teaching Museum programme successfully recruited and trained a fourth cohort of seven trainees. An evaluation of the programme so far concludes that it has been very effective in opening up alternative entry routes into the heritage profession. Looking to the future, we are revising our recruitment process to attract even more diverse applicants.

The Teaching Museum has built capacity which enables NMS to make the most of further opportunities. Our first British Museum Learning Museum Trainee was successfully appointed through a targeted recruitment process in Great Yarmouth. The successful candidate, a young unemployed Portuguese man, joined Time and Tide Museum in September 2016 and has proved a real asset. Both our British Museum trainee and second SOCL (Strengthening Our Common Life) trainee have been able to access the weekly in-house Teaching Museum training sessions. The strength of the Teaching Museum programme was recognised by its shortlisting last year for a prestigious Museums + Heritage Award. It was also named Best Regional Employer in the Festival of Learning Awards.

Other work aimed at diversifying the museum workforce included NMS’ support of Arts Council England in delivering recommendations from the *Character Matters* report (BOP/



Museum Consultancy). This resulted in NMS convening the conference *Increasing Diversity in the Workforce* in December 2016 to share learning in this area with other museums.

To change perceptions of working in the heritage sector long-term, it's vital museums





work with potential employees as well as employers. A partnership with Kids in Museums and Norwich Castle used the existing successful Takeover Day programme to deliver a workforce diversity initiative targeted at children and young people.

NMS has also continued to develop and diversify its volunteer workforce, now some 330 strong.

The Service has been able to offer unique experiences to its volunteers – from working on the conservation of the Ensign of *Le Généreux* to a Family Volunteering Day at Gressenhall which trained family groups to assist in the packing up of objects in the Collections Gallery ahead of a major refurbishment.

The *Sea History Differently* programme at Time and Tide Museum, funded by a £90,500 grant from the Esmée Fairbairn Collections Fund, includes volunteer programmes as part of its plans to transform access to the museum's

fantastic maritime and historic boat collections.

NMS continues to be a hub for the professional development of the sector in the East of England through its Museum Development programmes. SHARED Enterprise, the HLF Catalyst Umbrella project, has helped museums in the East of England unlock their fundraising potential. It proved so effective that in 2016 the HLF awarded an additional grant to continue the support until June 2018.



SHARE Museums East meanwhile has had another very successful year working in partnership with local authority Museum Development Officers to support the region's 165 Accredited Museums. Its model of offering different levels of support – from in-depth cohort programmes, to 15 Subject Specialist Networks and training calendar of over 100 events – gives the widest range of opportunities to museums in the East of England to increase knowledge and raise standards.

“I really enjoyed this activity because I had never seen objects like these before.”

“I would love to do it as a job one day.” **Participants in the Collections Gallery Family Volunteering Project, Gressenhall Farm and Workhouse.**

Skills and Training Highlights

Diversity: Offering opportunities to everyone

NMS is committed to providing volunteering opportunities across all age-ranges. The Norwich Learning Team worked with pupils from local complex needs schools and Kids in Museums as part of the national Takeover Day initiative. Staff undertook outreach work in the schools to establish confidence with the pupils who went on to devise and deliver two days' worth of visitor-focused activities around the *Olive Edis: Fishermen & Kings* exhibition. These were used as a springboard for two family-friendly autism days held at the Castle in January 2017. A survey conducted at the beginning and end of the project showed a positive shift in their perceptions of a career in the heritage sector. In Great Yarmouth the *Sea History Differently* project has been recruiting volunteers for its boat conservation and collections and exhibitions programmes. The 15-strong team includes four men who are currently helping with the restoration of *The Coronation YH671*, a Clinker built shrimp fishing boat, made in Great Yarmouth in 1902. This group was recruited through the Great Yarmouth and Waveney Mind group and MAP (a youth counselling service). The group are learning a variety of new skills while developing a great team spirit. The restored boat will be the centrepiece of the museum courtyard.



Self-sufficiency: SHARED Enterprise – Helping museums help themselves

SHARED Enterprise – funded through the Heritage Lottery Fund's Catalyst Umbrella Project – has to date worked with over 500 staff from 80 museums, supporting them to increase income through a range of approaches. These include developing links with the business sector; improving on-site retail, supporting staff and trustees in formulating a fundraising strategy, running crowd-funding campaigns and developing legacy giving. Support has been delivered through a mixture of cohort training which provides tailored, in-depth support, one-to-one consultancy, a programme of training sessions, day-long workshops and conferences. One project at Museum of East Anglian Life has supported the museum in its fundraising plans to realise a long-term vision of a Heritage Farm on the site which will be a centre for conservation and education about rural heritage, food and where it comes from. With advice from SHARED Enterprise, staff devised a campaign which led on the rare-breeds animals which the farm will help preserve. An imaginative campaign has already raised £11,500 towards their £16k target.

www.sharemuseumseast.org.uk/shared-enterprise.





Chapter 4: Learning and Access

Norfolk Museums Service works to promote inclusion and participation, both on and off its 10 museum sites, taking practical action to become a 'Museum Without Walls'.

Engaging young people

School visits across the Service this year were close to the Service's long-term aspirational goal of 50,000 p.a., an increase of 9.5% on 2015-16 record figures. This result is at odds with the national picture of declining school visits to museums. Strong programming relevant to a changing National Curriculum has been key to this success, as well as liaison with teachers to ensure our formal learning offer meets their needs and is well publicised. Norwich Castle's first ever GCSE History conference, for instance, attracted over 20 secondary school History teachers from across East Anglia.

Outside the classroom, NMS offered an amazing range of proactive, participatory experiences for young people in the County, helping them develop skills, fire their imaginations and raise aspirations. During this

period NMS has: enabled a group of young people from Thetford to visit Japan as part of the Brecks/ Nagawa cultural exchange programme; worked with students from Paston Sixth Form College to produce films inspired by the work of Olive Edis <https://tinyurl.com/ycr6rhf7>; mentored a group of young photographers which saw them develop their skills and begin offering their services as photographers to the local community; built up the monthly ST*ART club at Norwich Castle for budding young artists and supported a group of teenagers from the Creative Collisions youth arts network in Great Yarmouth to takeover Time and Tide Museum's Twitter feed, one of many Takeover events across our museums.

These are not isolated projects, but part of an overall strategy to enable young people to access their cultural heritage. The Enjoy Great Yarmouth Cultural Education Partnership is one example of cross cultural collaboration aimed at achieving this. Chaired by Colin Stott, the Learning Manager at Time and Tide, the CEP's



focus this year was to implement an arts and culture pledge for local schools and support the successful *Making Waves Together* Great Place Scheme bid for Great Yarmouth and Lowestoft which will bring £700,000 of cultural investment to the area over the next three years. New CEPs are planned for Norwich and King's Lynn with NMS set to contribute to both.

Supporting communities

NMS has long worked to overcome barriers – actual and perceived – which may prevent people from accessing our museums and the collections they hold in trust.

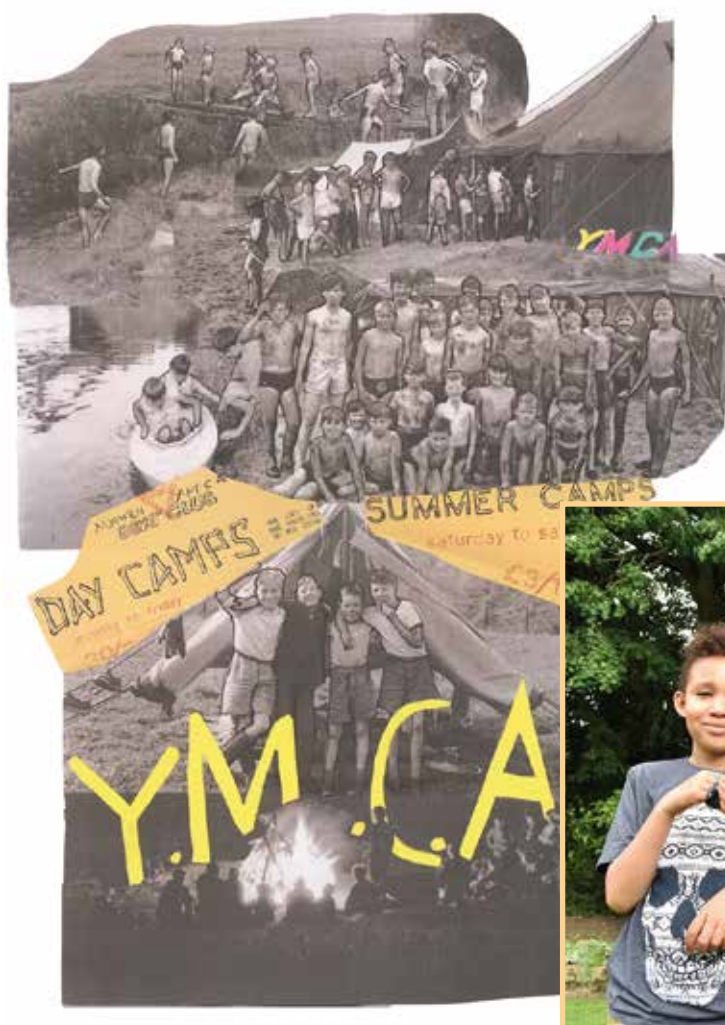
One way to achieve this is to work in partnership with those organisations which are already involved with specific groups. Museum of Norwich is working with Age UK, Norfolk County Council Social Services and Adult Education teams and the Alzheimer's Society along with local care providers to develop services accessible to those living with dementia. Museum of Norwich also worked with the local

YMCA on a co-produced exhibition to mark the 160th anniversary of the YMCA in Norfolk.

In Norwich the learning team at the Castle delivered another successful art project with the Youth Offending Team which gave young offenders the chance to learn about the history of the Castle and respond creatively to it. Gressenhall Farm and Workhouse once again hosted the popular Adopted Families day, while the *Voices from the Workhouse* project provided a more in-depth learning experience for Looked After Children.

Access for everyone

This year the Service has worked with communities across the County, finding ways to make our collections relevant and engaging to people of all ages and backgrounds.



The Endeavour: Titanic Stories project at Time and Tide Museum looked at the history of migration against a backdrop of news headlines on the subject. Running in conjunction with the *Titanic: Honour & Glory* exhibition and working in partnership with the National Maritime Museum, *Titanic Stories* empowered a group of ESOL (English for Speakers of Other Languages) young people in Great Yarmouth to create a film about local migration stories linked to the migration stories of passengers aboard the ill-fated ship.

Strangers' Hall worked directly with new arrivals in the City through a collaboration with New Routes as part of NMS' commitment to the City of Sanctuary initiative

while at Ancient House Museum, the local Sikh community were consulted to inform proposed new displays dedicated to Duleep Singh, the Punjab Maharajah who lived at nearby Elveden Hall.

Engagement with online audiences continues to grow: social media champions in each museum ensure a coordinated approach to high-profile initiatives like #MuseumWeek and Takeover Day, while providing regular fun and informative content. Comprehensive campaigns for major exhibitions are important in driving visits, while exhibition blogs are meeting a desire for more in-depth information.

🟡 Finding out about all the work done by the YMCA, especially supporting soldiers during the wars, makes me feel proud to be a part of this history. 🟡 **Aston Redmond**, participant in the YMCA 160 project, Museum of Norwich.



Learning & Access Highlights

Growth: Increasing school numbers and attainment

A key contributor to the overall growth in school visits to NMS museums has been the spectacular success of the learning programmes at Time and Tide Museum in Great Yarmouth. In 2016-17 the museum recorded its best schools visit figures ever; with 9,117 visits, an increase of 21% on the previous year. Over 50% of these visits were made by pupils attending schools within the Borough of Great Yarmouth, demonstrating how Time and Tide is engaging young people through their local heritage. One contributory factor to this success is the *Stories from the Sea* project. This year the Department for Education and Arts Council England confirmed a further extension to the Museums and Schools literacy programme of which this project is a part. The continuing funding has enabled NMS to roll out *Stories from the Sea* in North Norfolk whilst continuing to build the programme in Great Yarmouth. The learning team has also strengthened its provision for English for Speakers of Other Languages pupils who make up a large percentage of the local school population. Working with a specialist consultant in the area, staff introduced various techniques into their Key Stage 1 delivery such as using multi-sensory approaches to maintain engagement. Evaluation has shown that 91% of ESOL pupils saw an improvement in writing following the museum project.

Support: Working with vulnerable young people

Norfolk Museums Service has deepened its engagement with Looked After Children and their families over the past twelve months. Gressenhall Farm and Workhouse hosted its 10th annual Adoptive Families Day attended by over 450 people. Run in partnership with the Norfolk County Council Fostering and Adoption Services, the day provides an important opportunity for adoptive families to make positive memories together. More in-depth engagement with this group came through a four-day art project, *Make It Work_House*, part of the *Voices from the Workhouse* learning programme which sensitively utilised the building's former history to explore voices of the marginalised. Seven Looked After Children explored the newly displayed workhouse galleries in creative ways, all achieving their Arts Award Discover. At Time and Tide staff worked with Norfolk County Council Children's Services & the Virtual School to host an Easter School for Looked After Children over two days. In May 2016 Norwich Castle's learning team was represented at the Adoptive Parents Conference organised by the Norfolk Adoption Service and attended by over 250 delegates. The conference deepened the learning staff's understanding of the needs of adopted children and provided an opportunity to publicise what we already have in place for adoptive families.



Inclusion: Volunteering for newly arrived migrants

Strangers' Hall teamed up with New Routes, a Norwich-based charity which aims to foster community links for recently settled refugees, to offer refugees and asylum seekers some valuable experience working on the museum's annual 'deep clean'. The group were given training and then went to work alongside other volunteers and museum staff, cleaning the museum and its contents from top to bottom with the utmost care. The aim was to give the refugees a constructive work experience, help them make connections in the local community, and to understand a little more about the history of the City. Strangers' Hall is a particularly appropriate venue, given that it takes its name from the thirty refugee families known as 'The Strangers' who fled religious persecution in the Low Countries to settle in Norwich and help found its weaving industry. Today's refugees found the experience very rewarding. The project grew out of the City of Sanctuary movement of which Norwich has been a part since September 2016. City of Sanctuary is a national movement to encourage local communities to find practical ways of welcoming those seeking refuge from war and persecution. NMS is an active member of the Norwich network and is working on future projects to build on this first success.



Participation: The Voices from the Workhouse learning and engagement programme

Imaginative projects inspired by the *Voices from the Workhouse* project have engaged participants from many different communities. *Brick by Brick* focused on the role of the workhouse building with a number of hard-to-reach groups, including participants from HMP Wayland who explored the contemporary symbolism of walls before creating a display of 158 bricks containing their own secrets. The learning and engagement programme also encompassed a community photography exhibition, a film project with Creative Media students at City College and three music and film-making days for the Gypsy Roma Traveller community, working in partnership with GRT Education. The choral community project, *Together to the Workhouse Door*, funded by Arts Council England, delivered a new artistic work of the highest standard, owned by the local community. Rachel Duffield, the learning and engagement officer at Gressenhall, was recognised for this work with a Norfolk County Council Outstanding Achievement Award (or OSCA). Gressenhall's spirit of participation is also exemplified by the Collaborate initiative, the framework through which the museum encourages and celebrates collaborative projects, engaging local artists and creative people in generating imaginative responses to the new displays and collections.





Chapter 5: Resilience

Norfolk Museums Service is an entrepreneurial organisation, looking at imaginative ways to generate income without diluting its core purpose of inspiring pride in Norfolk's heritage.

The commercial activities of our highly experienced, national standard Design and Conservation teams have really taken off in the past year. Their professional services have been sought by a range of cultural sector clients, generating over £40,000 profit for NMS.

Alongside Norwich Castle's wedding offer, an increasing number of commercial bookings continue to be delivered, including major events and celebrations for local businesses. We also explored hosting new kinds of events in the Castle Keep including a ballet as part of *British Art Show 8* and a new production of the Norwich Medieval Mystery plays.

Retail performance was boosted at the Castle by well-chosen and well-marketed exhibition merchandising, particularly for *Fishermen & Kings: The Photography of Olive Edis*, which helped boost shop sales for November by an amazing 77% compared to the same month the previous year. Income from exhibition sponsorship has also increased with major commercial sponsors secured for both *British Art Show 8*, and *Nelson & Norfolk*.

Audience development remains crucial to the Service's sustainability. Research via postcode analysis and visitor interviews helps ensure our event programming and marketing are as effective as possible. Using this research, our learning and event teams have created progressive programmes which add value to our core museum offer and keep people visiting. 'Medieval Madness', Norwich Castle's summer holiday programme, trialled new approaches including a participatory drama session. Evaluation showed 86% of visitors surveyed rated the activities 'Excellent'.



Temporary exhibitions remain an important draw, at our smaller museums as well as the larger sites. Lynn Museum's collaboration with the British Museum to display two of the beautiful Anglo-Saxon Pentney Brooches boosted museum visits and attracted great local press coverage while the arrival at Norwich Castle of *Small Stories: At home in a dolls' house* from the V&A Museum of Childhood was an opportunity to publicise the wonderful toy collections at Strangers' Hall museum, generating considerable extra footfall.

NMS museums are an important element of the County's tourism offer. This was recognised by the success of Time and Tide Museum in winning the EDP Tourism Award for Best Small Attraction, a year after Ancient House Museum won in the same category. NMS is a partner in the Arts Council-supported Cultural Tourism project developed by the New Anglia LEP Cultural Board to increase the numbers of cultural tourists to Norfolk and Suffolk. NMS

also works closely with our local Destination Management Organisations, Visit Norwich and Visit Norfolk, on campaigns to grow visitor numbers, for example contributing to their ongoing City of Stories campaign.

Increasing national and international media coverage is helping us reach audiences abroad, while specific initiatives such as developing Anglo-Dutch connections for the forthcoming *Rembrandt: Lightening the Darkness* exhibition at Norwich Castle will help bring in overseas visitors.

All these strands – entrepreneurship, innovative programming, partnership and tourism – will be exemplified in our approach to the *Norwich Castle: Gateway to Medieval England* project. The building itself has proved resilient over 900 years of change and challenge – a great example as we seek to ensure the future sustainability of the Service.



“Rated by TripAdvisor as number one in Great Yarmouth and number three in Norfolk, Time and Tide really does deserve this accolade... the museum is an absolute gem of an attraction which needs to establish itself on every visitor's 'must do' list.”
Judges of the Eastern Daily Press/ Hosesons Tourism Awards, 2017.

Resilience Highlights

Income Generation:

Weddings at Norwich Castle

An agreement with Norfolk County Council's Registrar Service saw Norwich Castle host its first civil ceremonies in 2016, using the beautiful Benefactors' Room with its interesting architectural features and attractive selection of paintings from our collections. This partnership between the Museums and Registrar Services has exceeded all expectations with a total of 511 weddings conducted in 2016-17 (up to 8 per day!). NMS receives a fee per wedding which is used to support learning programmes and the wider work of the Service. Norwich Castle has received excellent feedback from wedding guests, many of whom have not visited the museum before, or not for a long time, and may be encouraged to return as visitors in the future. There's particular appreciation of the Castle as a fantastic backdrop to wedding photographs! This association with people's special day and the spectacular location is raising the Castle's profile in a new way with local communities.



Image: Fuller photography

Income Generation: Conservation

The Conservation Department encompasses a broad range of conservation and collections care skills. Over the years, busy schedules of exhibition and capital project work has increased the team's expertise in project delivery, management, and working with external heritage organisations and consultants. Since 2014 these skills have also been used to generate income with a range of services including remedial conservation, preventive conservation, consultancy advice and delivery of training, offered to external clients. One of these recent clients, the Chatham Historic Dockyard Trust, was awarded a major grant from the Esmée Fairbairn Collections Fund to research, conserve and digitise a core collection of objects retrieved from the submerged wreck of an 18th century ship of the line – HMS *Invincible*. The conservation element of this project was awarded to the NMS Conservation team and involved the preparation of this fascinating collection for display in their new galleries which opened in early 2016. Two of our conservators also hosted a discussion day at the Dockyard to showcase some of the conservation work that had been undertaken on a range of items, many of which were very delicate including an 18th century child's shoe and a Monmouth wool cap.



Norfolk Museums Development Foundation



The Norfolk Museums Development Foundation (NMDF) is an independent charity working to provide support to Norfolk Museums Services (NMS) and its partner organisations in the museums, heritage and charity sector.

The charity was established in 2014 with the purpose of supporting NMS to secure funding for the care and development of its outstanding collections and buildings and for a wide range of activities for public benefit, including extensive formal and informal learning programmes, skills development and volunteering opportunities, public exhibitions and events.

The NMDF seeks to complement the work of NMS, with Trustees using their wide range of skills and expertise to provide guidance and advice to museum staff. The Trustees also help to develop important links with a range of external organisations.

The Foundation's fundraising strategy supports activities at all ten museums across the Service but

during 2016-17 the Trustees focused their efforts primarily on raising funds for the Gateway to Medieval England project to develop the Medieval Keep within Norwich Castle and were successful in securing grants from a range of national and local trusts and foundations.

The NMDF is a registered company limited by guarantee and is registered with the Charity Commission.



The Board of Directors/Trustees during 2016-17 were:

Cllr John Ward (<i>Chair</i>)	Chair of the Norfolk joint Museums Committee
Brian Horner (<i>Company Secretary</i>)	Retired Chief Executive of Voluntary Norfolk
Donna Chessum	PR Consultant
Cllr Margaret Dewsbury	Chair of Norfolk County Council's Communities Committee
Dr Natasha Hutcheson	Heritage Consultant
Mark Jeffries	Retired Consultant, Mills & Reeve LLP
David Missen	Chartered Accountant
Sarah Steed	Business Director, Norwich University of the Arts
Tim Sweeting	Chief Executive, YMCA Norfolk
Caroline Williams MBE	Retired Chief Executive of Norfolk Chamber of Commerce
Helen Wilson	Chair of the New Anglia Cultural Board

Mark Pendlington, Chairman of the New Anglia Local Enterprise Partnership, joined the Foundation in the summer of 2017

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Charity Number: 1158727 Company Number: 9027498

KEY PARTNERS AND SUPPORTERS

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Norfolk Museums Service is a partnership between Norfolk County Council and Norfolk's District Councils, funded through council tax, earned income and grants.

