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Foreword

I am delighted to be asked to write a foreword for the Annual Review for 2017-18, a record-breaking year for Norfolk Museums Service with more than 426,000 visits across our 10 museums and a period with saw a host of awards and accolades bestowed upon our hard-working staff and volunteers.

Norfolk is a County which is proud of its heritage and continues to care deeply about its preservation and interpretation. The Keep Giving public fundraising campaign to support the *Norwich Castle: Gateway to Medieval England* project was an inspiring example of the connection people feel to the County's unique history.

The Adopt an Object scheme in particular is a way for people to feel a direct connection to the past, while the online giving campaign fired the imagination of one of our youngest residents, a little boy called Joe who heard his parents talking about the Keep project and, unprompted, donated the contents of his money box because he loves coming to the Castle so much!

This investment – both literal and emotional – by our audiences has been crucial in enabling us to move towards the delivery phase of the *Norwich Castle: Gateway to Medieval England* project, and our heartfelt thanks goes to everyone who has supported the project so far.

As Chairman of both the Norfolk Joint Museums Committee and the Norfolk Museums Development Foundation, I am in the privileged position of seeing so much of

what goes into making our Museums Service one of the most successful in the country. Our collections and sites are the most wonderful raw material, but it is our staff, supporters and audiences who turn these assets into a living encounter with the past.

The team of stonemasons who took tonnes of Caen stone and carved a Norman Castle from it would, I think, appreciate these high levels of commitment and engagement – without which we couldn't achieve the many wonderful outcomes contained in the pages of this Review.

As always, our sincere thanks go to our major stakeholders including Norfolk County Council, our seven District partners, Arts Council England, the Heritage Lottery Fund, the Norfolk Museums Development Foundation, East Anglia Art Fund, The Friends of the Norwich Museums and our other County Friends organisations, the Costume & Textiles Association and the many other partners, funders and supporters who make our work possible. The full list at the end of this Review shows how many organisations and individuals are involved in caring for our heritage and sharing the impact with the widest possible audiences.

Cllr. John Ward
*Chairman of the Norfolk Joint Museums Committee
 Chairman of Norfolk Museums Development Foundation*



Introduction

2017-18 was a landmark year for Norfolk Museums Service, with the welcome news of our successful application to become an Arts Council England National Portfolio Organisation and the completion of the development phase of the *Norwich Castle: Gateway to Medieval England* project, leading in turn to the welcome announcement in October 2018 of the success of our second stage bid to the Heritage Lottery Fund for £9.2m of funding for this ambitious project. We are deeply grateful to players of the National Lottery for this incredible support.

The vision to transform the Keep, returning it to its Norman heyday as a royal palace, has been shaped at every stage by partners and individuals generously offering their insight and advice. In total over 3,700 people took part in the Keep project consultation ensuring that as we move forward into the delivery phase, we are realising a collective ambition for the Castle's future.

It has been humbling to experience the love and pride which our 'Square Box on the Hill' inspires. The exhibition of the same name presented a fascinating overview of the Castle's 900-year long history. Its sister exhibition, *Inheritance: Norwich Castle Open Art Show*, also demonstrated how that history continues to be a lived experience, presenting the eclectic responses of 116 artists from the East of England to the theme of 'Inheritance'.

The ever-increasing participation of our audiences in the curation and interpretation of our shared past was a key theme across a number of other initiatives this year. In Great Yarmouth staff from Time and Tide Museum coordinated the extraordinarily moving community performance *Requiem*, the culmination of a project to commemorate the town's experience in the First World War. Also at Time and Tide community volunteers co-curated the exhibition *Drawn to the Coast: Turner, Constable, Cotman* while at Gressenhall Farm and Workhouse the ongoing Collaborate programme presented creative responses to the museum's temporary exhibitions programme.

At times of rapid social change, museums offer

audiences the chance to take 'the long view', reflecting on the past to make sense of the present. This year saw two milestone anniversaries with the 50th anniversary of the partial decriminalisation of homosexuality and the 100th anniversary of the extension of suffrage to some women. The Museum of Norwich displayed a stunning LGBTQ+ artwork, David Shenton's *Duvet of Love*, in the museum's window to celebrate Norwich Pride 2017 while staff helped develop a podcast trail around the city featuring people from the LGBTQ+ community speaking about their experiences. At Ancient House the ongoing reassessment of the life of the Maharajah Duleep Singh continued to create connections with the Anglo-Sikh community, while Duleep Singh's daughters, Sophia and Catherine, were rightly celebrated for their important role in the Suffragette movement.

Engagement was also crucial to the success of a particularly ambitious temporary exhibitions programme this year. Whether queuing to see the awe-inspiring Ensign of *Le Généreux* on display in the *Nelson & Norfolk* exhibition or using magnifying glasses to pore over the exquisite detail in the etchings presented in *Rembrandt: Lightening the Darkness*, visitors to Norwich Castle were able to experience extraordinary objects close up.

In total during this year, Norwich Castle presented four back-to-back exhibitions created in-house, while planning for a fifth – *The Paston Treasure: Riches & Rarities of the Known World* – a remarkable achievement on the part of our Curatorial, Conservation, Collections Management and Design and Technical teams.

2017-18 was an outstanding year for the Service, demonstrating once again how our collections, sites and staff are central in fostering a rich dialogue between the past and the present for all our audiences.

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 and other key funders 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.

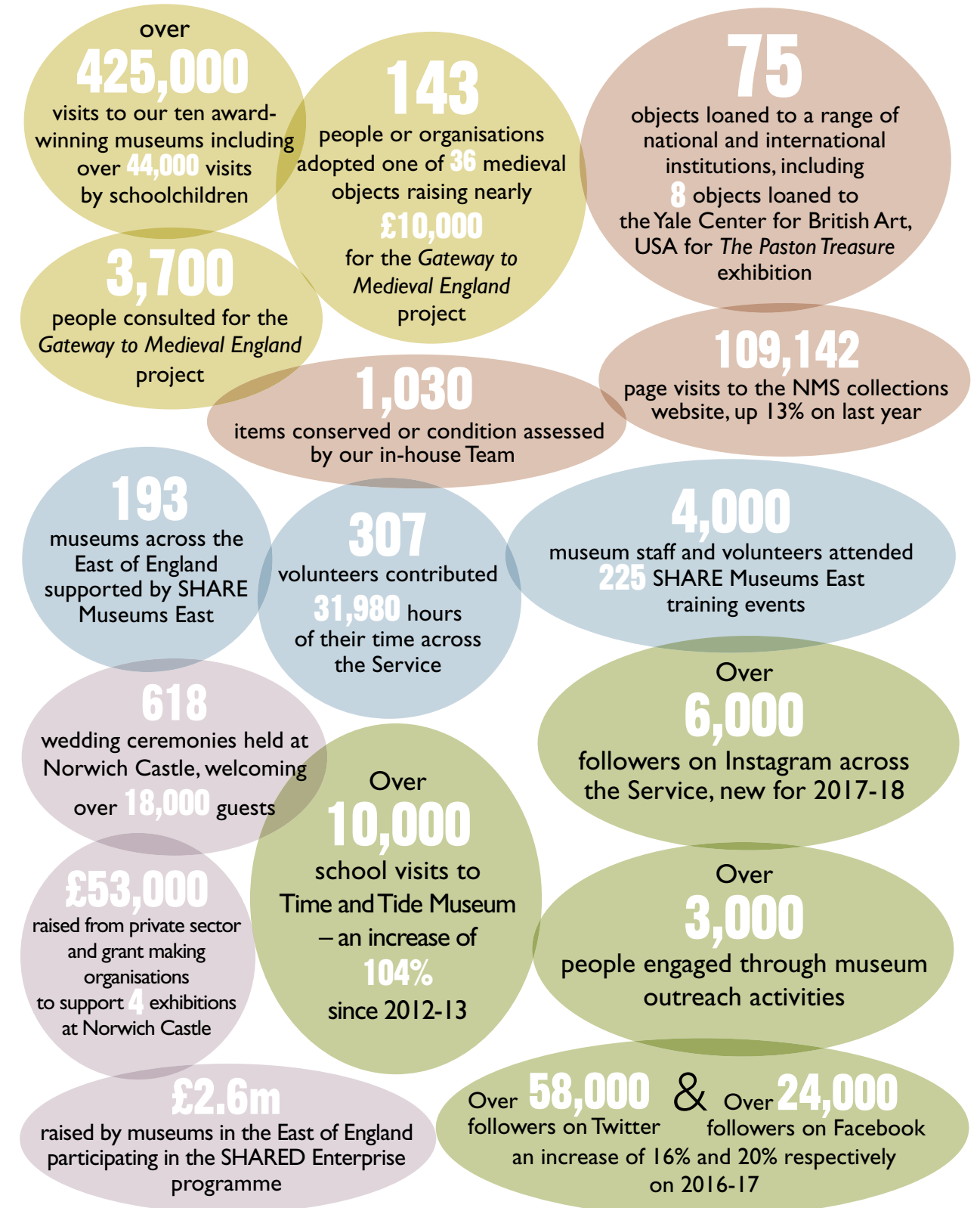
9 Elizabethan House Museum, Great Yarmouth

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





Chapter 1: Leadership

By striving for excellence the Service aims to lead by example, embodying good practice and demonstrating museums' unique contribution to communities. In this, the Service is assisted by Arts Council England National Portfolio Organisation investment, ensuring core principles of quality, access, and diversity inform all aspects of our work.

These high standards continue to inform the *Gateway to Medieval England* project to transform Norwich Castle Keep back to its 12th century glory as the palatial residence of Norman kings.

This year saw the completion of the project's development phase, including the delivery of a major exhibition, *The Square Box on the Hill*, which presented a fascinating overview of the Castle's history informed by new research. The learning team at Norwich Castle trialled ambitious new Keep-related activities, including a special Digital Takeover event. A public fundraising campaign, Keep Giving, raised awareness and levels of engagement, as well as income. All these strands fed into the submission for second-round funding to the Heritage Lottery Fund in June 2018 for the delivery phase of this flagship project for the region.



National and international partnerships promoted an exchange of expertise resulting in high quality experiences for our visitors. Our ambitious exhibitions programme at Norwich Castle secured major loans for *Nelson & Norfolk* and *Rembrandt: Lightening the Darkness* from institutions including the National Maritime Museum, the Royal Collection, National Galleries of Scotland, the National Gallery and



the British Museum. Combined visitor figures for the two exhibitions exceeded 93,000 – a tribute to our talented in-house teams who curated, designed and delivered both exhibitions.

A five-year research partnership with the Yale Center for British Art came to fruition with the opening of *The Paston Treasure: Microcosm of the Known World* exhibition at Yale in February 2018. The partnership with Yale fostered contacts with international lenders and also facilitated the publication of a lavishly illustrated catalogue by Yale University Press presenting this major new body of research to a global audience. The Norwich version of the exhibition opened in July 2018.

At Gressenhall Farm and Workhouse an ongoing research project with the Digital Humanities department at Carleton College, Minnesota saw the creation of a virtual 3D model of the workhouse.

NMS became a partner in the British Museum's International Training Programme, hosting five Fellows from Guatemala, Armenia, Egypt and Palestine during summer 2017. The ITP offers museum professionals the opportunity to spend time in the UK to develop skills, disseminate best practice, increase specialist knowledge and create a global network of colleagues.

NMS' reputation as a leading museums service was borne out by invitations to contribute to national publications and events: the Teaching Museum programme was featured as a case study in the Mendoza Review from DCMS, Norwich Castle's work with secondary schools was chosen as a case study by GEM (Group for Education in Museums) while the Time and Tide learning team gave a live demonstration of their immersive approach at the *Stories from the Sea* Literacy Conference.

This high profile within the sector was matched by significant media coverage, particularly for the exhibitions programme at Norwich Castle,



with features and reviews appearing in the *Financial Times*, the *Mail on Sunday*, *Sunday Times Culture*, *The Daily Telegraph*, *The Guardian* and *Country Life* to name but a few. Strangers' Hall, Museum of Norwich, Lynn Museum and Norwich Castle all reached national audiences through Channel 4's *Britain's Most Historic Towns* and *Treasures of the Bronze Age* presented by Ray Mears which was linked to the BBC's major *Civilisations* series.

Through the Teaching Museum, NMS has been successful in eliminating some of the traditional barriers to a career in museums or cultural heritage, offering a route into the sector not reliant on long periods of unpaid placements or expensive higher education. The Mendoza Review, November 2017, Department for Digital, Culture, Media & Sport

Fantastic exhibition, beautifully presented. Children's area a delight. Difficult to express just how enjoyable it has been. Visitor comment, Rembrandt: Lightening the Darkness

Leadership Highlights

National partnerships: Working with the National Maritime Museum, part of Royal Museums Greenwich

Norwich Castle Museum & Art Gallery and Time and Tide Museum of Great Yarmouth Life

Nelson & Norfolk was a major exhibition at Norwich Castle exploring the life and legacy of the County's most famous son. Significant loans from the National Maritime Museum helped the curator examine Nelson's career through iconic objects associated with him. These included the officer's undress coat which Nelson wore at the Battle of the Nile, a dramatic oil painting depicting the final moments of the same battle and a delicate picture embroidered in silk showing Nelson with his beloved Emma Hamilton. Without these and loans from other national institutions, the exhibition could not have shown Nelson's understanding of the symbolic power of objects in curating his own reputation. The National Maritime Museum loaned a gold pocket watch to Time and Tide Museum which had belonged to *Titanic* victim, Robert Norman. This was one of a number of loans to regional museums as part of the *Endeavour Galleries* project to explore new ways of engaging with their collections. The watch was the centrepiece of a display complementing the *Titanic: Hope and Glory* exhibition. The display included a film created by English as an Additional Language students from Great Yarmouth College exploring migration stories and objects of personal significance loaned by a group of EAL adult students.



International profile: Rembrandt: Lightening the Darkness

Norwich Castle Museum & Art Gallery

The Norwich Castle collections are home to one of the most significant holdings of etchings by the Dutch master Rembrandt Harmenszoon van Rijn (1606-1669). *Rembrandt: Lightening the Darkness* (21 October 2017 – 7 January 2018) highlighted this less well-known aspect of the artist's output, displaying 83 of the etchings from the Norwich Castle collection. The exhibition explored his remarkable skill in using variations of light and shade to express emotion and atmosphere across different media, presenting the etchings alongside drawings and three significant oil paintings on loan from the British Museum, National Galleries of Scotland, the Royal Collection and the National Gallery. Given Norfolk's strong historical, cultural and business relationship with the Netherlands, the exhibition provided an ideal opportunity to strengthen NMS' own links across the North Sea. The exhibition was sponsored by Birketts LLP, a law firm with a significant Dutch practice, one of whose partners is the Honorary Consul of the Kingdom of the Netherlands in East Anglia. He helped broker a visit to the region by the Dutch Ambassador (pictured below, left) who formally opened the exhibition at a packed Private View.





Chapter 2: Collections

This year our diverse collections worked harder than ever, travelling beyond the walls of our museums through outreach work and loans, and helping us reveal new stories about our communities.

Several projects involved museum staff working with partners to take objects into the community. Staff supported the 12 Towers Festival working with Broadland District Council and the Aylsham and District Ministry to create micro pop-up museums and events at churches in and around Aylsham.

For the fourth time the Museum of Norwich took part in the City of Ale event using brewing-related items from the collections to engage the clientele at three city centre pubs.

Staff at Ancient House Museum continued established partnerships with US and RAF airbases, strengthening relationships with these important local communities including delivering a series of special History Days for gifted students at Liberty Intermediate School, RAF Lakenheath.



including *Visible Women* and *We Came Here to Conquer*, funded by Arts Council England, which showcased new work by 11 contemporary Norfolk-based artists alongside the prints which inspired it.

2018 saw two celebrations marking significant social change with the 50th Anniversary of the partial decriminalisation of homosexuality and the 100th anniversary of the extension of suffrage to some women. NMS worked creatively with our collections to highlight local stories connected with these national events.

The Museum of Norwich displayed the LGBTQ+ artwork *The Duvet of Love* in the museum's front window to mark the day and coincide with Norwich Pride. Created by local artist David Shenton, *The Duvet of Love* depicts a male couple embracing, the image created by thousands of pin badges collected by David



Cromer Museum's wonderful Olive Edis collections reached audiences further afield thanks to a touring exhibition, *The Road to Ypres*, focusing on her war photography. This project, supported by the Heritage Lottery Fund, saw an exhibition of this groundbreaking photographer travel to venues around Norfolk and to the Museum of Farnham, Surrey, where Edith had a temporary studio.

At Norwich Castle exhibitions highlighted important aspects of the permanent art collections

and his friends. Three of our museum trainees curated a pop-up exhibition and developed a podcast trail around the city featuring LGBTQ+ community members speaking about their memories and experiences.

A remarkable art work by Mark Mann of a urinal cast in highly decorative bronze and created in response to the 50th anniversary of the Sexual Offences Act featured in *Inheritance: Norwich Open Art Show*. Mark was awarded the Emerging Artist prize by exhibition sponsors The Gallery in the Lanes.

Curators highlighted the contribution of Norfolk Suffragette, Caprina Fahey, to the campaign for women's votes. A far-reaching PR campaign yielded new information about Caprina and her story and helped engage the wider public in this important moment in our history.

An event at Ancient House Museum explored the involvement of Princesses Sophia and Catherine Duleep Singh, the Maharajah Duleep Singh's daughters, in the Suffragette movement. A picture of Princess Sophia selling the *Votes for Women* newspaper was featured on a commemorative Royal Mail stamp.

During the year the Collections Management, Conservation and Design and Technical teams successfully delivered three major exhibitions at Norwich Castle, as well as a programme of gallery improvements and temporary exhibitions across the county. Well-deserved public recognition came in the form of a Highly Commended Award for the conservation of the Ensign of Le G  n  reux at the 2018 Museum + Heritage Awards.

“...it's a memorial of my time in Norwich... of my friends... and the tragedy of their deaths... I tried to make the picture as loving and as happy as I could... You can imagine how happy I am that Norfolk Museums Service has accepted my *Duvet of Love* to be part of their collection.” **David Shenton, artist**



Collections Highlights

New audiences: Adopt an Object scheme

Adopt an Object is one element of the Keep Giving public fundraising campaign to raise £50,000 towards the *Norwich Castle: Gateway to Medieval England* project. The aim is also to highlight our wonderful medieval collections and trial a new way of connecting audiences to the objects in our care. The scheme offers 35 weird and wonderful medieval items for adoption. Ranging from arms and armour, beautiful gold jewellery, to a medieval cauldron the objects were chosen for their local interest and fascinating stories. Adoptions are offered at two levels – Silver for multiple adoptions of one item and Gold for exclusive adoptions – and at a range of prices from £25 to £1,000. The scheme has proved incredibly popular, with just under 150 adoptions to date raising £10,000. Many adopters are local, but some have come from as far afield as Sweden, Italy, Belgium and the USA. Two Norwich businesses – Colemans Opticians Hearing and Vision Centre and Computer Service Centre – became Gold adopters choosing the ear scoop and Snap dragon respectively. The Computer Service Centre went on to become the Keep project's first Corporate Benefactor. The scheme has caught the imagination of our audiences, engaging a new group of supporters and helping us advocate for the project as a whole.

www.adoptanobject.co.uk



Equality: Visible Women

Norwich Castle Museum & Art Gallery

This year NMS has placed greater focus on its contribution to the Creative Case for Diversity. During 2017 research into the Castle's fine art collection revealed that out of a total of 3,440 works only 7% were by women. The *Visible Women* exhibition was developed to explore the issues that have led to this underrepresentation, not just in Norwich but in museums across the UK. The exhibition was timed to coincide with the Norwich contribution to the Southbank Centre's *Women of the World* festival and the centenary of the Representation of the People Act extending suffrage to some women. As well as presenting work by well-known female artists such as Gwen John, Barbara Hepworth and Maggi Hambling, the exhibition included a new commission by leading Mexican artist Aliza Nisenbaum whose painting depicts a two-mother mixed race family. The acquisition was made possible through a successful bid to the Valeria Napoleone XX Contemporary Art Society scheme. Not only is the acquisition actively addressing the underrepresentation of women artists in the NMS collections, it is also the first work to enter the collection that represents women of colour.



Top Acquisitions 2017-18

Norwich Castle Museum & Art Gallery

Archaeology

1. Sculthorpe Hoard of Iron Age staters This hoard of twenty-one gold stater and four silver units shows the earliest type of Iceni gold 'Norfolk Wolf' stater coins circulating with the preceding Continental Gallo-Belgic staters. The silver 'units' are important in demonstrating that from the very beginning of the Iceni producing their coins, it was multi-denominational with gold and silver circulating side-by-side.

Funded by a private donor, The V&A Purchase Grant Fund, The Headley Trust and The Art Fund

2. Binham bracteate, bracteate fragment and silver brooch

These objects represent the final known instalments from a unique hoard of gold bracteates (pendants) and other jewellery buried in Binham in the 6th century, the largest gold hoard known from 6th century Britain. It points to an important centre in the Binham area in the early Anglo-Saxon period with intimate Continental contacts.

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

3. An Anglo-Saxon Grave Assemblage from Winfarthing

Probably the most important Anglo-Saxon grave to be excavated in Norfolk in the last thirty years, this rich 7th century interment from Winfarthing near Diss was found by a metal-detectorist who called out archaeologists to excavate the grave properly. Among the treasures buried with the adult female was this large, opulent, gold and garnet pendant. The grave is helping to rewrite our understanding of Conversion-period East Anglia and the magnificent pendant will be loaned for



the British Library's forthcoming Anglo-Saxon Kingdoms exhibition.

Funded by the Friends of the Norwich Museums, The Art Fund and the National Heritage Memorial Fund

Art

4. Aliza Nisenbaum (b. 1977), Susan, Aarti, Keerthana and Princess, Sunday in Brooklyn, 2018, oil on canvas

This stunning painting (see p15) by Aliza Nisenbaum, a Mexican artist based in Harlem, New York, depicts a two-mother mixed-race family with a collective heritage that is Indian and African-American. This landmark acquisition for Norwich Castle Museum & Art Gallery actively addresses the underrepresentation of art made by women in the collection. It is also the first work to enter the collection that represents women of colour.

Commissioned by the Contemporary Art Society for Norwich Castle Museum & Art Gallery through the Valeria Napoleone XX Contemporary Art Society (VNXXCAS) initiative

Costume and Textiles

5. Fabric samples from the Dove Clothing company

The Dove Clothing company (1969-76) was an independent Norwich business selling imported Indian fabrics and later selling a range of women's clothing designed and made in-house. This collection of 41 samples – donated by an ex-employee of Doves – comes from the silk-screen print workshop the company established in 1972. It forms a unique record of a well-loved Norwich brand.

Private donation

Museum of Norwich

6. Collection of items commemorating the 700th anniversary of the Freeman of Norwich



Today the Norwich Freeman number over a thousand, with a third of them women. As part of their 700th anniversary celebrations in 2017, the Freeman of Norwich supported two weeks of free admission to the museum and a set of commemorative items were produced to mark the importance of the organisation in the city's history. Many of the trades associated with the Freeman, such as weaving are represented at the Museum of Norwich.

Donated by the Freeman of Norwich

Cromer Museum

7. Thomas Preston (active 1826-1850), View of the East Beach looking towards Overstrand, 1833, Ink on paper (below); Unknown artist, Cromer, watercolour



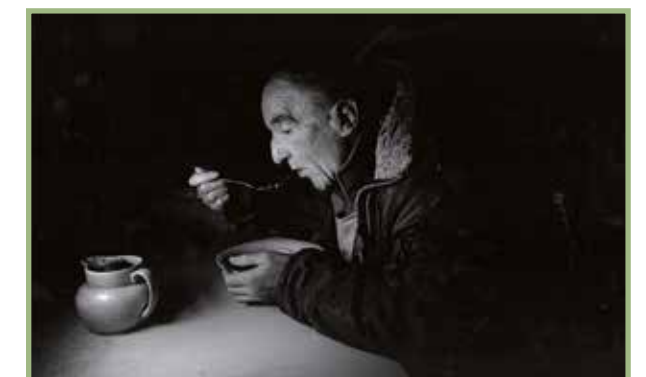
These two wonderful images of Cromer show the town's beach from before and after the completion of the first sea wall in 1838. They include features long since gone including Randall's Warm Sea Baths – pictured at the centre of Thomas Preston's drawing – and the house of Alexander Webb, reputedly built of salvaged ships timbers which stood on the cliff to the left of the Church. The pictures date from a time when a relatively small number of images exist and capture, possibly, things that are recorded nowhere else.

Funded by the Friends of Cromer Museum

Gressenhall Farm and Workhouse

8. J.A. Motram, Collection of documentary photographs of people in receipt of welfare support and within social housing

Jim Mortram lives near Dereham, a small market town in Norfolk. For over seven years Jim has been photographing the lives of people in his community who, through physical and mental problems, face isolation and loneliness in their daily lives. His work covers difficult subjects such as disability, addiction and self-harm, but is always with hope and dignity, focussing upon the strength and resilience of the people he photographs.



9. Collection of items from The King's Arms pub in Shouldham in current use

This pub is the first community run pub in West Norfolk. Items collected include an engraved pint glass, gin tasting board and barrel ends. These objects have been collected as they reflect the current changing nature of rural pubs.

Lynn Museum

10. Henry Baines (1823-1894), The Cemetery Chapels, King's Lynn, c.1856, Oil on canvas

This rare painting of Victorian Lynn has been returned to the town after spending decades in America. Artist Henry Baines documented buildings which have long since disappeared from today's landscape. The painting depicts the two chapels with connecting turret that once stood at the town's Hardwick Road Cemetery which were demolished in 1972. There are plans to include the painting in an exhibition to mark the bicentenary of the Baines artist brothers in 2020.

Funded by a private American vendor with support from the Art Fund, the Friends of King's Lynn Museum, the ACE/V&A Purchase Grant Fund and the Friends of Hardwick Road Cemetery

Top Loans 2017-18

Loans from our collections to other institutions, both at home and abroad, ensure greater access to our collections and build important partnerships. During 2017-18, 75 objects were loaned to a range of national and international institutions. These included complex projects involving multiple loans to individual institutions: 18 objects to the Sainsbury Centre for Visual Arts, 30 to the Norfolk Record Office and 8 to the Yale Center for British Art.

1. Dress of Spitalfields silk

Loaned to: Gainsborough's House

Exhibition: *Silk Production*, June 2017 – October 2018

2. Muff of Great Crested Grebe feathers

Loaned to: Horniman Museum

Exhibition: *Nature in Fashion*, September 2017 – September 2019

3. Items including: St Gregory's Rood Screen; The Annunciation stained glass, St Peter Mancroft, by Cornelius Winter, watercolour

Loaned to: Norfolk Record Office

Exhibition: *Norwich Medieval Churches*, August – November 2017



4. Items including: The Paston Treasure, by an unknown artist, Dutch School, c1663, oil on canvas; The Ashwellthorpe Triptych; Shell cup with brass and enamel mounts

Loaned to: Yale Center for British Art

Exhibition: *The Paston Treasure: Microcosm of the Known World*, February – May 2018

5. Items including: Sunny June, by Alfred Munnings, oil on canvas; Dying Birds, by Eloise Stannard, oil on canvas and Taxidermy specimen Squirrels' Tea Party

Loaned to: Sainsbury Centre for Visual Arts

Exhibition: *Fabergé: from St Petersburg to Sandringham*, October 2017 – February 2018

6. Portrait of Sir Harbord Harbord bt (1734-1810), MP for Norwich, by Thomas Gainsborough, oil on canvas

Loaned to: National Trust, Kenwood House. Reciprocal loan for *The Paston Treasure* exhibition at the Yale Center for British Art



Loans Highlight

Exhibitions: Receiving loans

A significant part of the work of our Exhibitions team, supported by the Collections Management team, is the receiving of loans from external institutions. Such loans are vital for our temporary exhibitions programme across the Service, enabling us to tell fascinating stories in more detail and bring rare or seldom seen artefacts to local audiences. Each inward loan needs to be carefully managed to ensure its safety and security while on site. Everything from the environmental conditions in which the loan will be displayed, through to courier arrangements, condition-checking by our Conservation team on arrival and installation by our Design and Technical team has to be agreed and coordinated with the loan institution. This year a number of loans from high profile national and international institutions pay tribute to the professionalism and excellent reputation of the NMS staff involved in the loans process. Highlights include the first ever loan to the East of England region by the Royal Collection of the bullet which killed Nelson at the Battle of Trafalgar for the *Nelson & Norfolk* exhibition, the loan of three Rembrandt oil paintings from National Galleries of Scotland, Royal Collection and National Gallery for *Rembrandt: Lightening the Darkness*, and securing loan agreements from international lenders including the Rijksmuseum, Amsterdam, private donors and, for the first time, The Metropolitan Museum of Art, New York, for *The Paston Treasure: Riches and Rarities of the Known World* for summer 2018.





Chapter 3: Skills and Training

NMS continues to offer people of all ages the chance to develop new skills and life opportunities.

Clubs across the County are helping young people develop practical skills. These include the Teenage History Club and after school History Club at Ancient House Museum, The Saturday Club at Time and Tide Museum and ST*ART Club at Norwich Castle. Members of these clubs this year have visited the Victoria & Albert Museum and Central St Martins in London; had the chance to do art and design free of charge with a range of professional practitioners; created colourful flags for the Great Yarmouth carnival and worked on their Arts Award Discover.

Evidence suggests these clubs are having an educational impact on participants. For example some members of Norwich Castle's ST*ART Club, which is supported by East Anglia Art Fund and Norwich Freeman's Charity, are now actively pursuing creative fields. The Club, which encourages schoolchildren in the Norwich area to develop their artistic talent, is now working with Norwich University of the Arts as a strategic partner, helping ST*ART in its ambition

to be a pathway to higher education.

Volunteering opportunities at NMS continue to evolve and diversify with 307 volunteers contributing 31,980 hours of their time to areas including research, collections management, conservation, and front of house.

At Time and Tide the restoration of three boats as part of the *Sea History Differently* project, funded by the Esmée Fairbairn Foundation, equipped a group of volunteers with valuable and transferable skills. All the work was carried out in view of the public, engaging visitors actively in the town's maritime history. Also at Time and Tide a group of community curators worked on the exhibition *Drawn to the Coast: Turner, Constable, Cotman*, making key decisions around the curation and design of the show.

The Museum Service's flagship Teaching Museum Trainee programme offered six more year-long paid traineeships which are increasingly regarded by the sector as the gold standard of work-based training. They were joined by our British Museum Learning Museum trainee, appointed through targeted recruitment aimed at attracting unemployed young people





living in the Great Yarmouth area, and our SOCL (Strengthening Our Common Life) trainee who went on to secure employment with the Glasgow International Biennial.

Shorter professional internships included an MA Museums Studies student who worked on the *Gateway to Medieval England* project and a Biomedical PhD student from UEA who developed a medical history session for the Norwich Castle summer programme.

SHARE Museums East, the region's museum development agency run by NMS, continues to equip the sector with the skills it needs to thrive. The development programme in 2017-18 included 225 events attended by 4,000



people with 95% of attendees at SHARE training courses rating them 'excellent' or 'good'. NMS' staff contribution to this success is considerable hosting 9 SHARE events and supporting 29 SHARE training sessions.

SHARED Enterprise, the HLF Catalyst Umbrella project, entered its final year, and leaves the sector in the region in a far better position to secure its financial future – see opposite.

SHARE's unique ethos of reciprocal contributions of skills and resources is as strong as ever and has enabled the programme to provide the widest range of support and development of any region in the UK. With funding now confirmed until 2022, SHARE will continue to provide support to the region's museums through a period of ongoing major change.

6 The cohort has been a catalyst for change – it has inspired our team to raise more money and we feel more supported by our trustees. People working and volunteering for the museum are energised and have new belief in our ability to fundraise 9
Participant in SHARED Enterprise cohort

Skills and Training Highlights

Sustainability: SHARED Enterprise: An investment that paid off

After four years delivering specialist fundraising and income generation training to museums in the East of England, the Heritage Lottery Fund project SHARED Enterprise has come to an end. One of nine HLF Catalyst: Umbrella projects operating in the UK between 2014 and 2018, SHARED Enterprise enabled museums to learn more about different methods of fundraising, develop fundraising and income generation skills, cultivate productive partnerships with the private sector and build commercial opportunities within their organisations. The project delivered a total of 164 events to 660 individual delegates from 289 different organisations across the East of England and beyond. In excess of £2.6 million has been raised by participating museums that have attributed their fundraising success directly to their learning through the project. That's more than £7 raised for every £1 of HLF money invested in the project! Programmes of work have included: cohort training with key areas of focus such as developing a funding ready board, maximising income from commercial operations and developing a fundraising strategy; day workshops and seminars; a joint conference with Hampshire Cultural Trust and a small grants programme which gave over £66,000 to support 31 heritage organisations and business innovator groups. Resources produced as part of the project will continue to be available for free download from:

www.sharemuseumseast.org.uk/resources



Developing skills: Wide Angle Volunteer Photographers group

Time and Tide Museum of Great Yarmouth Life

The Wide Angle Volunteer Photographers group was formed in 2016 by Creative Collisions Youth Arts Network to provide photographic services to cultural and community organisations in Great Yarmouth. Creative Collisions worked with Voluntary Norfolk to identify organisations who could benefit from the service. The young photographers received mentoring and master classes with professional photographers to develop skills in documentary, events, press, reportage & social media photography. At the end of the year the group created an exhibition at Great Yarmouth Community Library and a publication which celebrated the great work being done by cultural and community organisations in the town. In addition, six members of the group exhibited as part of the *Only in England* exhibition at Time and Tide. Two of the young photographers are now working in local theme parks where part of their role includes photography. Another is starting to work as a freelance photographer while several previous participants have used their Wide Angle images to gain places at university. While this project has finished, Creative Collisions is currently working with Young Norfolk Arts Trust to form a broader Youth Communications team for Great Yarmouth.



Chapter 4: Learning and Access

Promoting access to culture: Children and young people

Formal Learning:

Once again NMS museums achieved fantastic school visit numbers with 49,229 visits across all age groups. Time and Tide had another record-breaking year with 10,226 school visits – an increase of 104% since 2012-13! The quality of our learning programmes was also recognised this year with two prestigious Sandford Awards for excellence in heritage education presented to Gressenhall Farm and Workhouse and Norwich Castle.

New programmes ensure NMS' learning provision covers the youngest children to sixth formers and beyond. Childminding is a priority in Norfolk which prompted the Norwich Castle learning team and the Norfolk County Council Home Learning Environment team to develop a special day for childminders and the children in their charge. Regular childminder days are planned for the future and staff are working together on a pilot Babies in Museums event.

Programmes linked to temporary exhibitions offer innovative approaches to attract



schools. Schools workshops based on Time and Tide's *Titanic: Hope and Glory* exhibition transported pupils back to April 1912. Short films of school sessions uploaded to YouTube and the NMS website proved very useful in promoting the offer to teachers.

New programmes for older age groups include a collaboration with the Springboard East Theatre Company, supported by the Heritage Lottery Fund. This presented re-created Victorian trials in the evocative old courtroom at the Norwich Castle Study Centre exploring the history of the English criminal legal system. The Higher Education team helped broker a partnership with three of the largest 6th form colleges in Norfolk to support A-level law through these sessions which will be offered to all schools and colleges next year.

Informal learning:

Outside the classroom, NMS museums provide many different ways for children and young people to develop their interests and talents, with clubs focusing on art, history and archaeology. A particular emphasis this year has been the enhancement of our digital content. A free Digital Takeover Day delivered as part of the development phase for the *Norwich Castle: Gateway to Medieval*



England project trialled activities which made use of augmented reality and virtual reality, giving visitors exciting new ways to experience Norwich Castle.

The Takeover ethos which encourages young people to actively participate in the life of our museums is increasingly central. Teenagers from the Saturday Art and Design Club at Time and Tide took over the museum's Twitter feed for a day and delivered a 'provocation' at the Museums Association Conference designed to make museums professionals consider how they engage with young people. NMS' successful bid to the Heritage Lottery Fund's *Kick the Dust* programme for the *Norfolk Journeys* project will see these opportunities deepen and expand, empowering young people to develop their own pathways into the County's heritage.

NMS works closely with Norfolk County Council's Children's Services team to support their work in transforming the life chances of vulnerable children. At Norwich Castle eight youngsters from the Council's Virtual School for Children in Care took part in a summer school creating amazing art work inspired by the collections. Time and Tide Museum also worked with the Virtual School on delivery of a two-day Easter School for Looked After Children while Gressenhall ran its annual Family Fun Day for foster and adoptive families, delivered in partnership with Norfolk County Council's family placement and adoption services, which attracted over 400 visitors.

NMS increasingly has a role in shaping services for young people at a strategic level. The Enjoy Great Yarmouth Cultural Education Partnership continues to be chaired by the Learning Manager at Time and

Tide, working closely with a range of partners to increase cultural engagement in the Great Yarmouth area. NMS is liaising with the Festival Bridge organisation to develop CEPs for Norwich and the King's Lynn West Norfolk area.

Promoting access to culture: Communities

NMS works hard to remove barriers to access, whether physical, intellectual or cultural. NMS is an active member of Norwich's City of Sanctuary Steering Committee. This initiative supports a network of groups committed to welcoming people seeking refuge from violence and persecution. NMS staff helped local schools achieve 'School of Sanctuary' status and are using the learning to work towards becoming a 'Museum of Sanctuary'.

The Collaborate initiative at Gressenhall is now in its third year of providing a fruitful space for individuals and community groups to develop interests and skills inspired by the temporary exhibition programme. For 2017 the photography exhibition *Rural Lives* was the catalyst for a range of artistic interventions, from poetry to paintings, sculptures to stitched works.

NMS social media output grew and has become an increasingly important and inclusive means of

creating a dialogue with audiences. Results from market research undertaken by the Audience Agency at Norwich Castle show that 30% of visitors found out about events through social media.

Underpinning all our learning provision is a commitment to the seven Arts Council England quality principles which provide the foundation for our Excellence in Learning Framework (ELF). ELF informs all of our learning teams' practice and is being used to demonstrate quality and make continuous improvements to family learning activities. The benefits of using this framework were disseminated to the arts and heritage sectors in workshops and presentations at the GEM conference.

“... Time and Tide Museum have changed the way we as a school approach curriculum planning. Whether it be literacy, history, science or maths, the first thing we do at the beginning of each term is call Time and Tide to see how they can support us because we know how much of a positive impact their immersive experiences have on our pupils' learning...” **Headteacher, St George's Primary School, Great Yarmouth, presentation at Stories from the Sea Literacy Conference at the National Maritime Museum**

“I want to be a curator” **Josh, Looked After child, Norwich Castle Summer School**

“Gressenhall Farm and Workhouse Museum provides excellent teaching in a wonderful Heritage environment. With careful reference to all key stages of the National Curriculum, pupils learn about current issues while experiencing a step back into the history of Norfolk...” **Thoroughly recommended Sandford Award judges**



Learning & Access Highlights

Attainment: Embedding Arts Award

Time and Tide Museum of Great Yarmouth Life and Gressenhall Farm and Workhouse

Arts Award is a range of unique qualifications that supports anyone aged up to 25 to grow as artists and arts leaders, providing a framework of development through five levels. NMS has built up expertise in using collections to inspire young people's creativity in a variety of art forms. Time and Tide Museum successfully embedded the inclusion of Arts Award Discover (the first level of Arts Award) into their schools offer for local pupils by offering 'Arts Award in a Day' sessions to schools. In 2017-18 almost 500 pupils from the Great Yarmouth area received an award. Bronze Arts Awards (the third level) were achieved by 28 participants through youth engagement projects in Great Yarmouth including the Crafting History workshops and the Wide Angle young volunteer photographers group. The National Art & Design Saturday Club members will embark on their Silver Awards in 2018. At Gressenhall Farm and Workhouse 64 participants in the community choral project Together to the Workhouse Door achieved their Arts Award Discover. During the year our learning teams planned more strategies for helping young people to gain Arts Awards in the future, integrating the achievement of Arts Awards into wider learning initiatives.



Creativity: Requiem

Time and Tide Museum of Great Yarmouth Life

The Creative Collisions Youth Arts network based at Time and Tide was awarded a Heritage Lottery Fund Young Roots grant for *Requiem*, a project commemorating the experiences of Great Yarmouth people during the First World War. This seven-month creative partnership brought together youngsters aged 7 to 18 years from 15 local primary schools, high schools and further education colleges with partners including NMS, composer Sarah Freestone and the BBC Concert Orchestra. Young people were involved in the organisation and delivery of the project throughout, working with professional artists on everything from designing the project logo to creating visual projections, key musical themes and phrases, spoken word pieces and a touring exhibition based on their own research. Students from local schools were also part of the project steering group. The project culminated in performances of *Requiem* at Great Yarmouth's iconic Hippodrome theatre, including a massed choir of 196 children from seven local primary schools. The whole process was documented by film students from East Coast College and East Norfolk 6th Form, under the guidance of the BBC Voices team, and is available to view online. BBC Voices also filmed the performance to create a legacy DVD for each participant. A further legacy will be the composition of a *Requiem Suite* suitable for future performance by local youth orchestras.



Inclusion: Building links with the Sikh community

Ancient House Museum

Maharajah Duleep Singh was the last Sikh ruler of the kingdom of the Punjab in northern India. Wars with the British in the 1840s ended when the young Duleep Singh surrendered his lands and possessions. He came to Britain, was befriended by Queen Victoria and settled at Elveden Hall, near Thetford. Duleep Singh's second son, Prince Frederick, was the founder of the Ancient House Museum. Interest in Duleep Singh and his legacy has continued to grow, with Ancient House proactively making links with the Sikh community across the UK. This year the museum worked in partnership with the Essex Cultural Diversity Project and Norfolk Arts Service on plans for the inaugural Thetford and Punjab Festival for summer 2018. The Festival is a cultural celebration and exploration of the story of Duleep Singh, his legacy and the links between Thetford and Punjab due to this shared heritage. 2017 also saw the release of *The Black Prince*, a film biopic of the life of Duleep Singh which also created an upsurge in interest in Ancient House from the Sikh community. Ancient House staff supported and introduced two special screenings of *The Black Prince* and also welcomed several visits from Gurdwara groups and Sikh schools from Peterborough, Slough, Birmingham, London and Wolverhampton.



Inclusion: Autism-friendly museums

Norwich Castle Museum & Art Gallery and Gressenhall Farm and Workhouse

This year both Norwich Castle and Gressenhall signed the Autism Charter aimed at developing an autism-friendly approach to ensure services are more accessible to this community. Both museums worked with Autism Anglia to trial new approaches. Norwich Castle developed an Autism Aware weekend aimed at dispelling some of the negativity surrounding autism. Students from Hall School in Norwich created a vibrant exhibition of paintings in response to recent visits to the Castle. Specially designed crafts offered families the chance to explore the senses while two young men with autism performed songs and stand-up comedy, demonstrating their performing arts skills. Local organisations presented examples of their autism-friendly services while the Wherry School and James Paget Hospital chose the occasion to publicly sign up to the Autism Charter. Staff at Gressenhall ran training sessions with all staff and volunteers on how best to make autistic visitors and their families feel more at home. One important learning point is that busy, noisy environments can cause sensory overload and distress for autistic visitors. In response to this, three Early Bird events were trialled over the summer during which video projectors and sound installations were switched off to enable pre-booked visitors to explore the galleries at a relaxed and quiet time. The new initiative was warmly welcomed and is set to continue.



Chapter 5: Resilience

Developing cultural tourism

NMS continues to contribute to the initiative led by the New Anglia Local Enterprise Partnership's Cultural Board to raise the region's profile as a cultural tourism destination.

New tourism packages aimed at the US alumni market have been developed in collaboration with Visit England and UK Countryside Tours resulting in the first bookings for the 'Friendly Invasion' tour.

NMS is also involved in other initiatives aimed at developing the region's visitor economy including the *Deep History Coast* project working with North Norfolk District Council to highlight the area's exceptional natural and archaeological attractions, and the *Making Waves* project, led by Great Yarmouth and Waveney Councils, which will support a

significant increase in heritage and cultural activities across Great Yarmouth and Lowestoft.

Grass roots partnerships complement these strategic initiatives in boosting the local tourism offer. The Museum of Norwich worked with Visit Norwich, Jarrolds and the Norfolk-based horse welfare charity, Redwings, to promote their temporary exhibition *Cecil Aldin: The Art of Black Beauty* to a wider audience.

Also in Norwich the Freeman's Charity celebrated the 700th anniversary of the first recorded name of a Norwich freeman by funding free entry to both Museum of Norwich and Strangers' Hall for a fortnight. This proved a huge success in attracting first time visitors: almost 4,000 people visited during the fortnight with 56% never having been to the museum before.

In King's Lynn, staff at Lynn Museum collaborated with the Borough Council to secure £89,500 of funding from the Heritage Lottery Fund to renew the interpretation of the South Gate, one of the town's most interesting and ancient buildings.

A new website for NMS launched this year with a much improved appearance and mobile compatibility, a crucial tool in ensuring we meet visitors' needs and in encouraging repeat visits.



Income generation

New income-generating activities include the Keep Giving public fundraising campaign launched in September 2017 with the aim of raising £50,000 towards the *Norwich Castle: Gateway to Medieval England* project. The campaign trialled a number of fresh approaches which generated strong media coverage. To date 46% of the total has been raised with Adopt an Object proving particularly popular. A corporate scheme for the project was also launched with the first Corporate Benefactor (Computer Service Centre) and Corporate Member (Expert Print Management) signed up.

The six-week crowdfunding campaign to raise £15,000 to display the recently conserved statue of Samson reached a successful conclusion at the end of March with more than 300 generous donors contributing, along with support from the Friends of the Norwich Museums and local heritage charities. The campaign was run through the Art Fund's 'Art Happens' platform and attracted extensive media and social media coverage. The success of the campaign means staff at the Museum of Norwich will be able to display this much-loved Norwich icon in pride of place within the galleries.



“I am delighted to be Patron of the *Norwich Castle: Gateway to Medieval England* project... Norwich Castle is not only a world-class museum and art gallery, but an historic monument of international standing – in supporting this project, you will be protecting its precious legacy for future generations.” **Stephen Fry**

“We are quite literally rooted in the County of Norfolk so this exhibition has a special resonance for us as Nelson never forgot the County of his birth...Sponsoring this exhibition brings our family and business connections together in a wonderful way.” **Ben Turner, Director of Ben Burgess, Headline sponsors of Nelson & Norfolk**



The development team at Norwich Castle, with the support of the East Anglia Art Fund, also succeeded in securing £39,000 in commercial sponsorship for major exhibitions with support from Birketts LLP, Woodforde's Brewery, Ben Burgess, Brown and Co. and Gallery in the Lanes.

Income from weddings conducted at NMS venues continued to grow, with bookings for the year totalling 622 and an increasing number delivered at Strangers' Hall and Gressenhall.

The Service's national-standard Design and Conservation teams undertook work for an impressive array of external clients including the Sainsbury Centre for Visual Arts and the National Trust.

Resilience Highlights

Diversifying income: History Mystery Escape Games

Museum of Norwich at the Bridewell

In a first for Norfolk Museums Service, curators at the Museum of Norwich have been working with historical escape games experts, History Mystery, to develop a new game that allows players to experience history hands-on in the atmospheric setting of the museum's 14th century undercroft. Called *The Merchants' Vaults*, the game offers teams of between 2 and 8 players a series of puzzles and challenges scattered through four evocative underground rooms, each focused on a different Norwich industry, reflecting the themes of the museum above. Players have exactly one hour to master the secrets of Norwich's industrial past and make enough money to avoid the horrors of debtors' prison. Escape games are a new form of entertainment being enjoyed by more and more people every day and are popular across all age groups. While there are plenty of games which use historical settings, *The Merchant's Vaults* is unique in bringing together heritage interpretation experts with curators and collections to create, not just an exciting game, but one that is historically accurate. The new game opened to the public in June 2018 and is already proving very popular. As well as opening up commercial opportunities, the game is encouraging new audiences to engage with the museum with players being offered a 50% discount on admission tickets.



Business-minded: Commercial sponsorship

Norwich Castle Museum & Art Gallery

Two well-known names in the Norfolk business community shared headline sponsorship of the blockbuster *Nelson & Norfolk* exhibition. Woodforde's Brewery and Ben Burgess proved enthusiastic sponsors of the exhibition making full use of the marketing and networking opportunities available. Woodforde's brewery is the County's largest brewer with a 35 year history. To celebrate their sponsorship Woodforde's produced a special edition of their popular Nelson's Revenge beer which was sold exclusively at the Norwich Castle shop and café during the show's run. The company also launched their new corporate branding which features a silhouette of Admiral Lord Nelson during the show. Ben Burgess are well-known as East Anglia's leading agricultural, construction and grounds care equipment retailer. The original Ben Burgess, founder of the company in 1931, was a passionate Nelson enthusiast whose collection of memorabilia became the foundation of the Nelson Museum in Great Yarmouth. Current director and grandson of the founder, Ben Turner, was delighted to support an exhibition which his grandfather would have held dear. Both companies promoted the exhibition at the Royal Norfolk Show, took part in a promotional photo shoot on the Castle mound, attended the Private View and enjoyed business breakfasts and special tours of the exhibition with their clients.



Norfolk Museums Development Foundation



The Norfolk Museums Development Foundation (NMDF) is an independent charity working to provide support to Norfolk Museums Service (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 continues to actively support activities at all ten museums across the Service.



In 2017-18, the Foundation launched the *Saving Samson* crowdfunding campaign with the Museum of Norwich, raising £15,000 for the conservation and display of a 17th-century statue of Samson which once stood outside one of Norwich's most popular nightspots. The NMDF also continues to raise funds towards the *Norwich Castle: Gateway to Medieval England* project to redevelop Norwich Castle's medieval keep, through a range of sources including online giving, object adoptions, corporate sponsorship, and grants from trusts and foundations.

The Board of Directors/Trustees during 2017-18 were:

Cllr John Ward (<i>Chairman</i>)	Chairman of the Norfolk Joint Museums Committee
Brian Horner (<i>Company Secretary</i>)	Retired Chief Executive of Voluntary Norfolk
David Missen (<i>Treasurer</i>)	Chartered Accountant
Donna Chessum	PR Consultant
Margaret Dewsbury	Chair of Norfolk County Council's Communities Committee
Mark Jeffries	Former Senior Partner, Mills & Reeve, and Non-Executive Director
Mark Pendlington	Group Director, Anglian Water
Sarah Steed	Director of Innovation and Engagement, Norwich University of the Arts
Tim Sweeting	Chief Executive, YMCA Norfolk
Caroline Williams MBE	Entrepreneur
Helen Wilson	Chair of the New Anglia Cultural Board

N.B. Margaret Dewsbury resigned as Trustee in September 2017, and was replaced by Mark Kiddle-Morris, Vice Chair of Norfolk County Council's Communities Committee.

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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.

