



Norfolk
Museums
Service

ANNUAL REVIEW 2014-15





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Annual Review 2014-15

Foreword

By many standards, 2014/15 was one of the most successful years in the history of Norfolk Museums Service with excellent visitor numbers across our 10 museums and critical acclaim for our exhibitions and learning programmes across the County. I am confident that the achievements of the year will stand the Museums Service in good stead for the future as we continue to face challenging times, with significant and continuing pressures on local authority finances.

Once again Committee Members, Foundation Trustees, staff, volunteers, partner organisations and Friends have come together to achieve the Service's key goals including the long-term care of some of Norfolk's most important historic buildings, the inspiring use of our Designated collections and the provision of inspirational learning opportunities for many tens of thousands of young people each year.

Along with the County Council, City, Borough and District partners, sincere thanks go to Arts Council England and the Heritage Lottery Fund for their strategic support for our work. Many other organisations including our tireless Friends groups, East Anglia Art Fund, Norfolk Contemporary Art Society and the Costume and Textile Association also deserve our grateful thanks.

Cllr. John Ward

Chairman of the Norfolk Joint Museums Committee



Introduction

2014 marked the 40th anniversary of the formation of the Joint Museums Agreement which created our county museums service. This innovation, which brought together the County Council and all the District Councils of Norfolk to run the county's heritage services, remains a unique arrangement.

The continuing support for this Agreement, despite the incredibly challenging financial climate for local government, is an indication of how much our heritage is valued in Norfolk.

It's fitting then that this first annual review celebrates a very successful year for the Service with visits across our ten museums and study centre topping 400,000 for the first time since records began.

In July of 2014 we also received confirmation that NMS' bid to retain its Arts Council England (ACE) Major Partner Museum funding had been successful, securing £3,609,510 investment until 2018. Our separate bid for Museum Development funding was also successful, resulting in a total investment of £4,859,286 in the Museums Service by ACE over the next three years.

This success was in no small part due to an ambitious vision which builds on successful foundations, but also sets new goals for the future, including increasing the share of earned income for the Service.

Plans put in place this year – such as establishing the Norfolk Museums Development Foundation, the creation of a commercial wing for our Conservation and Design Services and increasing income from venue hire of our unique sites – will all go some way to ensuring a sustainable future for the Service.

These are important innovations but it's the visitor who remains at the heart of the Service and our focus continues to be the excellence of the visitor experience – whether that's a blockbuster exhibition at Norwich Castle or a monthly community history group at Cromer.

It's this commitment to excellence which will attract more people into our museums and with major developments in the pipeline for Norwich Castle Keep and Gressenhall Farm and Workhouse, our visitors – existing and future – are in for an exciting time.

Steve Miller

Head of Museums

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.

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 is the home of Norfolk's rural life museum. It also features a working farm and a restored workhouse.

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

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

7 Cromer Museum

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

8 Time and Tide, Museum of Great Yarmouth Life

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

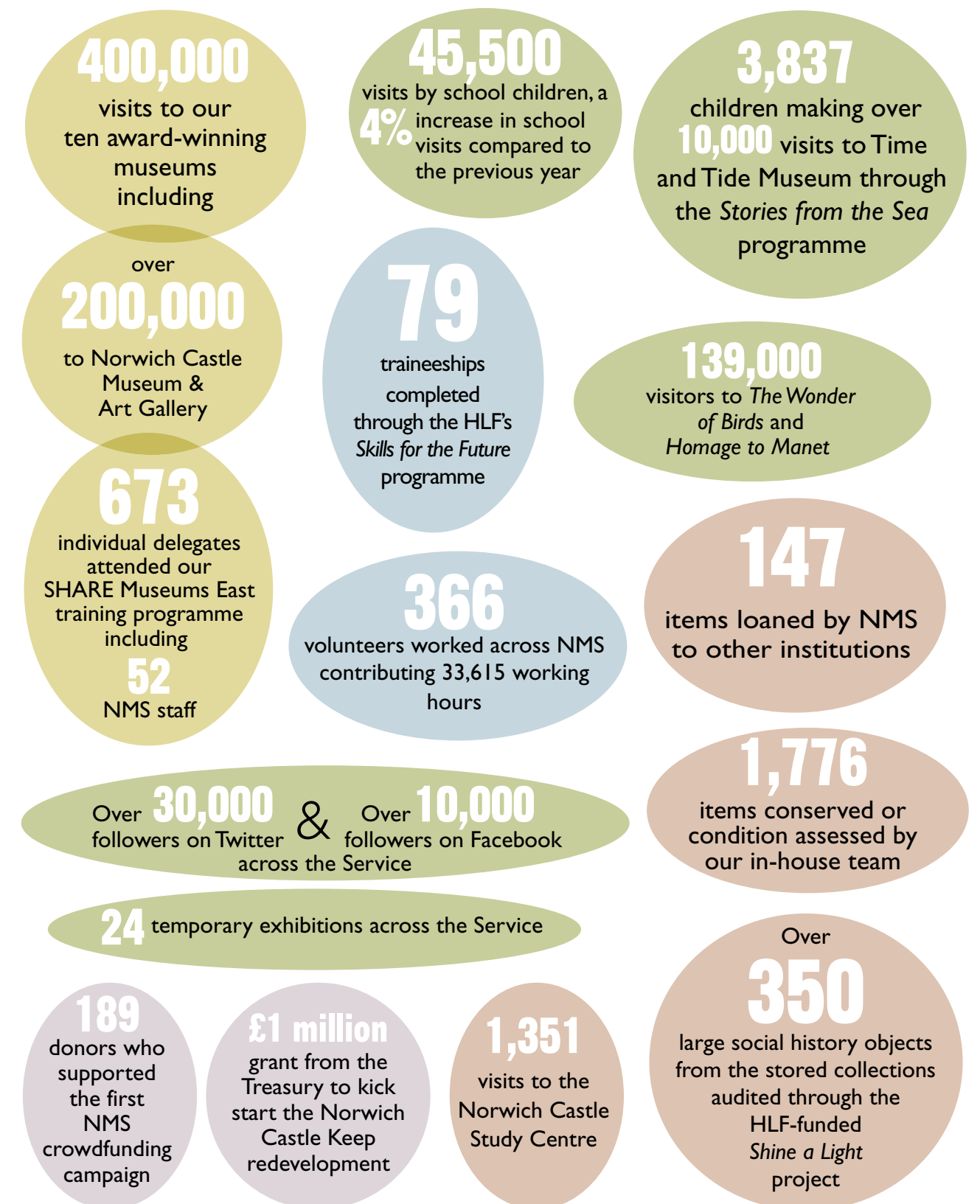
9 Elizabethan House Museum, Great Yarmouth

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

10 The Tolhouse, Great Yarmouth

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

Key Achievements 2014–15





Chapter 1: Leadership

NMS' Museums Development Programme, SHARE Museums East, has matured into an acclaimed model for providing effective, far-reaching and efficient support to museums across the region. In July 2014 NMS secured £1,249,776 from Arts Council England to continue this successful work.



Skills-sharing and peer-to-peer learning are at the heart of the SHARE programme and have helped to forge not just a better trained sector, but a more networked and collaborative one.



A new opportunity for East of England museums was provided this year when NMS bid successfully to the HLF's Catalyst fund for money to develop resilience and financial sustainability in the museums sector. Entitled SHARED Enterprise the project aims to create 'business-minded museums' by exploring and developing ways of bringing additional private money into the sector. 70 museums are currently benefiting from intensive support around developing productive partnerships with the private sector and commercial opportunities within their organisations.

Complementing the support offered through SHARE Museums East, SHARED Enterprise builds on the culture of cooperation fostered in the region over many years.

This spirit of collaborative learning is also at the heart of NMS' role in leading a number of museum networks. These include the HLF-funded Fens Museum Partnership led by Lynn Museum in conjunction with the Cambridge Museums Advisory Partnership, a partnership of twenty four local authority and independent museums across the Fens who work together to celebrate this remarkable corner of the UK.

The *Fenland Lives and Land project* – involving four related exhibitions and a film co-produced by members of the partnership and a wide variety of community groups from across the region – is the partnership's most ambitious project to date, reaching 48,602 visitors: www.fensmuseums.org.uk/category/fenland_lives_land

While funding for the partnership has ended, the museums will continue to work together in the future. Skills and knowledge built up over the years are now embedded and have helped all partners improve their offer to visitors.

NMS is not only regarded as a sector leader in the East of England. The Service has also been recognised at the highest level with nominations in two categories at the 2014 Museums + Heritage Awards for Excellence – the Oscars of the museums world – for Best Temporary Exhibition (*Frayed: Textiles on the Edge*, Time and Tide Museum) and Best Educational Initiative (*Stories from the Sea*, Time and Tide Museum).

NMS' reputation for excellence at a national level is helping us build international partnerships in the form of reciprocal loans and collaborative exhibitions. During this period the foundations were laid for a major joint exhibition with the Yale Center for British Art in the United States inspired by *The Paston Treasure*, one of the most popular and important paintings in the Norwich Castle Fine Art collections. Scheduled for summer 2018, the exhibition is a major undertaking which will reunite the artefacts depicted in this dazzling painting with the painting itself for the first time in 350 years.



“SHARE Museums East is an exemplary workforce and sector development programme for Museums in the East of England” **John Orna-Ornstein, Head of Museums, Arts Council England**

Leadership highlights:

Collaboration: SHARE Museums East Across the Service

SHARE Museums East runs a comprehensive programme of development opportunities for museums of all sizes and types, supporting museums to develop their skills across a range of topics including collections management, audience development, leadership, learning, and economic sustainability. Providing skills development through training, networks and small project groups SHARE provides a flexible and sustainable model for raising standards in the sector and ultimately improving the visitor experience. In 2014-15 SHARE (excluding SHARED Enterprise) ran a total of 77 bookable events offering 1,271 places which attracted 673 individual delegates from museums across the region. NMS' leadership of SHARE also provides CPD opportunities to staff through both attending and delivering training: during this period 52 NMS staff members attended SHARE training events as delegates while 20 NMS staff assisted in delivering SHARE events. Two SHARE networks, the Costume & Textile Network and the Rural Museums Network, are coordinated by NMS staff.

Inspiring stories: Voices from the Workhouse

Gressenhall Farm and Workhouse

The project to re-imagine Gressenhall's important collections got underway. Funded by a significant capital grant from the Heritage Lottery Fund, *Voices from the Workhouse* will transform Gressenhall into a national centre for workhouse interpretation. A complete redisplay will include newly-researched stories about the workhouse inhabitants and staff and imaginative new interactives to provide an exciting and immersive visitor experience. Using extensive evaluation, the new displays – due to open in Spring 2016 – have been designed to attract more adults to Gressenhall, alongside families, and will contribute significantly to the Service's overall financial resilience.



Chapter 2: Collections

NMS' Designated collections are at the heart of the Service's mission of inspiring pride in Norfolk's heritage. Highly-skilled staff across collections management, conservation, design and curatorial departments collaborate to ensure the collections work hard to engage our different audiences.



Teaching Museum trainees, were shortlisted for the Young Collections Professional Award.

Staff at Lynn Museum have been working in partnership with King's Lynn & West Norfolk Borough Council and Norfolk Record Office to deliver a key capital

development to transform access to King's Lynn Town Hall and its collections. Opening in spring 2016, the new displays will tell *Stories of Lynn*. The collaboration involves curatorial liaison and an extensive community engagement programme run by NMS which will feed into the final displays, including a film project with young people, a drawing project with the homeless community and a *Stories of Lynn* Youth Forum.

An extensive programme of rationalisation is also increasing public access to collections, as well as reducing storage costs and improving collections knowledge. Major successes this year include the completion of the HLF-funded *Shine a Light* project at Gressenhall Farm and Workhouse and the relocation of the Great Yarmouth reserve collections from the underground basement of the town library.

The Collections Management team also coordinated successful Accreditation submissions for seven of the Service's ten sites due for renewal in 2014. This major undertaking has ensured the highest possible standard of collections management and care are in place across all sites.

These achievements were recognised when NMS Collections Manager, Jamie Everitt was named Collections Manager of the Year at the Collections Trust's annual awards, while two other members of the team, Wayne Holland and Dayna Woolbright – both former

High-profile loans to exhibitions around the UK and further afield have raised the profile of both NMS and the county, while temporary exhibitions, particularly *The Wonder of Birds* at Norwich Castle, showcased significant items to large audiences.

Important acquisitions and donations have enriched the collections and attracted national attention, such as the Rudham Dirk, a Bronze Age treasure now secured for future generations. Many of our archaeological acquisitions were discovered by metal detectorists and recorded through the Portable Antiquities Scheme. They demonstrate the Service's excellent relationship with local detectorists – so important in preserving and learning from the County's rich archaeological heritage.

“[the collections website] really demonstrates the value of bringing together collections information from disparate sources – giving a unified overview of the richness of Norfolk's heritage collections”
Nick Poole, Chief Executive, The Collections Trust

Collections Highlights

Access: *The Shine a Light* project Gressenhall Farm and Workhouse

This HLF-funded project has transformed access to the Service's stored collections through the re-organisation and rationalisation of the former 'Superstore' at Gressenhall. Two trainees from the *Skills for the Future* programme audited over 350 large social history objects ranging from medieval chests and a Bishop's Throne to fireplaces and cisterns. Objects were cleaned and conserved and documentation improved, while others identified as outside the scope of the NMS collections were found new homes in museums across the country. The re-named Norfolk Collections Centre was opened in September 2014 offering behind-the-scenes tours which are proving very popular.



Collecting Culture: *The Rudham Dirk* Norwich Castle Museum & Art Gallery

This stunningly beautiful and internationally important Bronze Age ceremonial dagger was ploughed up in a Norfolk field twelve years ago and used as a doorstop for many years before being properly identified last year. Only six examples of its kind are known in Europe, with the British Museum's equivalent also discovered in Norfolk in 1988. NMS led the successful campaign to secure this remarkable artefact with funding from the National Heritage Memorial Fund and the Norfolk and Norwich Archaeological Society. The dirk is touring East Anglia in 2015 while a new display exploring Bronze Age culture will be installed at Norwich Castle, helping to connect audiences to Britain's ancient past through this charismatic object.



Top 10 Acquisitions

Acquisitions are vital in keeping our collections a living entity. Clear collecting policies across our departments ensure that acquisitions – whether through purchase or donation – relate directly to the collections and enhance research and interpretation.

Archaeology

1. A pair of Middle Bronze Age moulds for looped palstave axes. These moulds are an extremely rare find – only nine others are known



from mainland Britain – and are an important addition to our Bronze Age holdings.*

2. Middle Bronze Age monumental dirk of Plougrescant-Ommerschans type. An internationally important find – see case study Page 13. Purchased with grants from the Norfolk and Norwich Archaeological Society and the National Heritage Memorial Fund.

3. A coin pendant made from an imitation of a gold solidus of Maurice Tiberius (582-602).*

4. Middle or Late Saxon Borre-style composite openwork gold lozengiform brooch. The design with



animal-head terminals suggests a 10th century date and Scandinavian origin for this example.*

5. An assemblage of 41 Iron Age coins, early to mid 1st century AD. All but one bronze unit are issues of the Iceni.*

6. Post-medieval gold mourning ring. This ring almost certainly commemorates Hugh Audley

(baptised 13 January 1577) who owned land at Buckenham, Norfolk. Audley was a rich and prominent money lender and his death was mentioned in Pepys diary.*

* Purchased with funding from the Heritage Lottery Fund's Collecting Cultures scheme, with financial assistance also from the Friends of Norwich Museums.

Costume and Textile

7. A collection of embroideries by Norwich soldier, Stephen Buller, one of the first volunteers to fight at the Somme in 1916. He was taught to embroider during his convalescence from pneumonia. Donated by his son.

8. A colourful collection of knitwear by Elizabeth Forster and associated archive.

Forster was a renowned local knitwear designer who designed patterns for well-known knitting houses in the 1960-1980s. Donated by Robin and Rachel Hamilton.



Gressenhall Farm and Workhouse

9. Hales Hospital photos. Collection of over 200 photo albums and loose leaf photographs recording life in Hales Hospital from the 1960s to the 1990s. These photographs are important records of the continued use of the workhouse buildings in the 20th century.

10. Brass wedding ring with engraved pattern. The ring dates from the early twentieth century, and was a pretend gold wedding ring. This ring is an unusual example of how poorer, rural people lived in Norfolk.

Top 10 Loans

Our programme of loans ensures greater access to our collections and builds important partnerships. The scale of the loans we make is evidence of the quality and importance of our collections. Over the course of this year 147 loans were made to a number of institutions, including national museums.

1. Various social history items.

Trade signs, jack doll, quilts and patchwork samples and pincushions, including trade sign in the form of a golden key, trade sign in the form of a glove, Clicker quilt, Bellamy quilt

Loaned to: Tate Britain and Compton Verney

Exhibition: *British Folk Art: The House That Jack Built*,

10 June – 31 August 2014

& 27 September – 14 December 2014

2. Oil and watercolour painting, *Mont Notre Dame*, by Lucien Peri

Loaned to: Musée de la Corse, Corsica

Exhibition: *La Grande*

Guerre et les Corses, 13 June 2014 – 28 March 2015

3. Antler of *Dama roberti* (Deer) and four handaxes from Lynford

Loaned to: Natural History Museum

Exhibition: *Britain: One Million Years Of The Human Story*, 13 February – 28 September 2014

4. Oil painting, *Watering Horses, Canadian Troops in France, 1917*, by Alfred Munnings

Loaned to: Munnings Museum and Woking Lightbox

Exhibitions: *WWI Anniversary Exhibition*, 1 April – 31 October 2014; *The Horse In War*, 25



November 2014 – 1 March 2015

5. Selected works on paper by John Sell Cotman and

19th century

map of Mousehold Heath

Loaned to: Middlesborough Institute of Modern Art

Exhibition: *Damn Braces: Bless Relaxes*, 11 April – 27 June 2014



6. Walpole tureen

Loaned to: V&A

Exhibition: *William*

Kent: Designing

Georgian Britain,

22 March – 11

July 2014



7. Moose head

Loaned to: The Manchester Museum, Manchester University

Exhibition: *Siberia: Stories from the Mysterious Land*, 1 October 2014 – 1 March 2015

8. Painting, *Thinking About Women*, by Allen Jones

Loaned to: Royal Academy

Exhibition: *Allen Jones RA*, 13 November 2014 – 25 January 2015

9. Eleven clothing and accessory items and fashion plates, including beach pyjamas and satirical handkerchief

Loaned to: Design Museum

Exhibition: *Women, Fashion, Power*, 28 October 2014 – 26 May 2015

10. Fourteen Georgian items from King's Lynn collections, including spinet and letter to Jeremy Bentham

Loaned to: Custom House, King's Lynn

Exhibition: *Georgian Lynn and the Brilliant Burney Family*, 5 June – 31 October 2014

Chapter 3: Skills and Training

As part of NMS' Major Partner Museum status, the Service has been tasked with a sector Leadership role in the area of workforce development and skills.

The successful creation of the Teaching Museum is certainly one reason for this, a unique, Service-wide initiative to establish NMS as the country's first teaching museum with the aim of developing a highly skilled and flexible workforce for the future.

Based on the model of a 'Teaching Hospital' the concept prioritises the development of practical skills. It incorporates the Service's sharing of skills and expertise with the wider museums sector, its own staff and volunteers, and people seeking to start a career in museums.

During the course of this year, the second cohort of eight Teaching Museum Trainees successfully completed their 12-month programme of on-the-job learning supported by an extensive development programme.

This programme was complemented at Gressenhall Farm and Workhouse by the HLF-funded *Skills for the Future* programme which continued to provide a wealth of opportunities for those wanting to gain traditional and heritage skills.

A joint venture with the Museum of East Anglian Life since 2010, this programme is the largest of its kind in the UK, with 77 trainees to date, 76% of whom have secured employment or progressed to further relevant study – no mean feat, given the challenging economic climate.

As with the Teaching Museum Trainee programme, supporting the trainees has also developed the skills and knowledge of existing staff and volunteers demonstrating the truth of the old adage, 'By teaching we learn'.

NMS also provides a wealth of volunteering opportunities to people at all stages of life, but particularly retired people. Last year the organisation benefited from the skills and enthusiasm of 366 volunteers contributing 33,615 working hours.



Skills and Training Highlights:

Diversity: Teaching Museum Traineeships

Across the Service

The Teaching Museum Trainee programme offers a range of real jobs – paid 12-month fixed-term starter posts – intended as 'stepping stones' into the profession. The 2014 cohort of Trainees were engaged in every aspect of the Service's work across the county, with roles in Learning, Events, Display, Collections and supporting the World War I Centenary programme. Around 50 members of NMS staff offered training through weekly development programme sessions and acted as supervisors, mentors and assessors. At the time of writing six of the eight Trainees have gone on to secure jobs in the heritage/cultural sector. The scheme has also raised corporate awareness and appreciation of the activities of the Museums Service within other Norfolk County Council departments.



“...the traineeship helped develop my experience, and was a key factor in me being selected for the role [of Visitor Services Manager, The Workhouse, Nottingham].”
Charlotte Davey, former Teaching Museum Trainee

Employment: Learning from the Past, Skilled for the Future

Gressenhall Farm and Workhouse

This year saw the completion of the Heritage Lottery Fund's *Skills for the Future* programme at Gressenhall and the Museum of East Anglian Life. Over the course of the programme a total of 77 trainees completed 79 traineeships. The programme's impressive breadth of opportunity has included traineeships in Heritage Farming, Heritage Gardening, Public Events, Farriery, Traditional Skills Learning and Visitor Services to name but a few. The mix of paid full-time and part-time posts of differing duration – from 18 month apprenticeships to 3 month taster courses – has also made the programme inclusive and accessible. It has also achieved results: across the programme 76% of trainees have gone on to further employment, the majority in their chosen field, or to related study. Gressenhall is currently hosting two Heritage Farming Apprentices, supporting a Norfolk County Council apprenticeship programme, which builds on their *Skills for the Future* experience. Further opportunities to provide additional traineeships are also being explored with a range of different funding organisations.





Chapter 4: Learning and Access

Public programmes

A major contributing factor to this year's record-breaking visitor figures has undoubtedly been the temporary exhibition programme at Norwich Castle including two 'blockbusters' which were conceived, curated and delivered in-house: *The Wonder of Birds: Nature, Art, Culture* and *Homage to Manet*.



With a combined audience of over 139,000, these ambitious exhibitions secured unprecedented coverage at a national level, raising the profile of Norwich Castle and the city and helping to attract visitors from outside the region.

NMS has also been taking a leading role in the commemoration of the First World War across the county with community-based projects in Thetford, King's Lynn, Great Yarmouth and Gressenhall. The Royal Norfolk Regimental Museum secured over £75,000 from the HLF to fund a range of activities including temporary exhibitions and a research support service.

All our sites refine and develop their public events offer to keep it fresh and exciting. This year learning staff have developed the Excellence in Learning Framework (ELF) an important new tool in ensuring the consistency and quality of our public events and in evaluating their impact. ELF has already attracted interest from external bodies including Arts Council England, as a potential means of raising standards across the sector.

Schools and education

School visits rose by 4% for 2014-15, a considerable achievement at a time of major curriculum change within the education sector. NMS learning teams have adapted to meet these challenges with all our sites developing new schools learning programmes to assist teachers in delivering the new National Curriculum.



National initiatives continued to offer schools in the Great Yarmouth area an unprecedented wealth of opportunities to engage with heritage and culture. The *Stories from the Sea* project, funded by Arts Council England in collaboration with the National Maritime Museum, has developed three new literacy programmes to inspire the town's primary school children, while the English Heritage-funded *Heritage Schools* project is ensuring local heritage resources are used to deliver inspirational learning.

External recognition came with a Sandford Award for Excellence in Education for Time and Tide Museum which joins the Castle and Gressenhall Farm and Workhouse in receiving this prestigious accolade.

Youth engagement

NMS continues to deliver in-depth projects involving young people, including those with complex needs. Learning staff at Time and Tide worked with a range of community partners to establish the Creative Collisions Youth Arts Network which delivered some spectacular projects including creating 'Ancient Beasts' for the Great Yarmouth Arts Festival inspired by the *Humans in Ancient Britain* exhibition at Time and Tide.



Three youth fora are now in operation across the county working on projects like the Youth Mystery Shopper Pack at Norwich Castle which was showcased at the 2014 GEM conference.

Takeover Day also highlighted young people's increasing participation in our museums. NMS' commitment to this annual programme was recognised when Kids in Museums chose Ancient House Museum, Thetford as the host venue for the launch of Takeover Day 2014.

Older audiences

The living history focus of many of our displays such as the new 'Remember When' gallery at Time and Tide, provide important opportunities for different generations to come together to explore the past and share memories.

Many of our smaller sites in particular act as a community hub, hosting a range of activities from stitchers and 'knit and knatter' groups to the popular monthly 'Mardles' or local history talks at Cromer Museum.

“...this project has been amazing for the children's creative writing and has inspired us to teach new topics in the curriculum.”

Class teacher, Wroughton Infant School, participants in Stories from the Sea



Learning & Access Highlights:

Improving literacy: *Stories from the Sea*

Time and Tide Museum, Great Yarmouth

Stories from the Sea is a national partnership which aims to improve literacy skills for primary age children, a key priority in the Great Yarmouth area. Three themed sessions – 'Shipwrecked', 'Pirates' and 'Explorers' – inspire children's creative writing with dramatic tales of pirates, lifesavers and adventure on the high seas. Support materials include comprehensive writing toolkits available to download from the National Maritime Museum website www.rmg.co.uk/schools/national-maritime-museum/projects/stories-from-the-sea and CPD support for teachers. Feedback from teachers is very positive, reporting a significant impact on the level of engagement students demonstrate towards writing, especially among boys who traditionally have shown some reluctance to write. The literacy events have become an established, sustainable part of our learning programme. 3,837 children have engaged with the programme which has now been extended to Cromer Museum.

Broadening participation: *Arts Award*

Ancient House Museum and Lynn Museum

The Ancient House Museum in Thetford and the Lynn Museum in Kings Lynn have developed a wide range of different approaches to the delivery of Arts Awards at all five levels. These include an Arts Award 'Discover in a Day' for schools, a partnership with Norfolk Library Service and the Reading Agency Summer Reading Challenge to deliver a flexible Discover programme for the general public, and using Takeover Day to help young people achieve their Silver Arts Award. This is a sustainable approach, incorporating Arts Award opportunities into existing learning and events programmes. As a result of these initiatives, Thetford Ancient House Museum was the first museum in the country to become an Arts Award Centre of Good Practise.



Temporary Exhibitions across the Service

Our temporary exhibitions programme ranges from large-scale blockbusters at Norwich Castle to small community-focused exhibitions, and includes both self-generated and touring exhibitions. There is an increasing emphasis on co-creation, working with groups to help shape the content and design of exhibitions. Together the 24 temporary exhibitions mounted by the Service in 2014-15 greatly enriched the offer to visitors, generating vital first time and repeat visits to our sites.

EXHIBITION HIGHLIGHTS

Norwich Castle Museum & Art Gallery

Roman Empire: Power & People

1 February – 27 April 2014

Roman Empire explored the story of one of the most powerful empires the world has ever seen. Norwich Castle was one of only six UK venues to host this prestigious exhibition which included over 160 stunning pieces from the British Museum.

The Wonder of Birds: Nature, Art, Culture

24 May – 14 September 2014

Conceived, curated and designed by Norfolk Museums Service staff, *The Wonder of Birds* explored the cultural impact of birds on our lives. It included 220 works by major artists and illustrators with important loans from the National Gallery, the V&A and the British Museum among many others.

John Wonnacott and John Lessor: The Life Room and the City

4 October 2014 – 4 January 2015

Norwich Castle joined with Norwich University of the Arts to celebrate the iconic art school's 170th year. This exhibition explored the work of two important British painters, and former art school tutors, John Wonnacott and John Lessor.

Homage to Manet

31 January to 19 April 2015

A major loan exhibition exploring the influence of one of the most important and controversial artists of modern times, Edouard Manet (1832-1883), centred on Manet's stunning *Portrait of Mademoiselle Claus*, on loan from the Ashmolean Museum.

Time and Tide Museum

Water Ways: Art and Nature on the Broads

22 November 2014 – 12 April 2015

Water Ways celebrated the extraordinary natural environment of the Norfolk Broads that makes the area such a rich source of inspiration.

Gressenhall Farm and Workhouse

Norfolk's Last Horseman

9 March – 2 November 2014


Exploring the life and times of Ray Hubbard who farmed with Suffolk Punch horses until the 1960s, this exhibition was curated by Gressenhall's Rural Collections Management Trainees as part of the Heritage Lottery Funded *Skills for the Future* programme.

Ancient House Museum

I ♥ Toys and Games

12 April – 25 October 2014

Loans from the local community made up the majority of exhibits in this celebration of toys and games from the last hundred years which also featured a toy time line created by the museum's History Club.

Very exciting to see so many important paintings here in Norwich. Amazing his influence!  **Visitor to Homage to Manet**

ALSO SHOWING IN 2014-15

Norwich Castle Museum & Art Gallery

Frances Kearney: Running Wild

5 October 2013 – 1 June 2014

John Joseph Cotman: An Eye for Colour

7 June 2014 – 15 March 2015

Inspired by Birds: Norwich Castle Open Art Show 2014

12 July – 31 August 2014

Museum of Norwich at the Bridewell

Norwich 20 group: 70th anniversary

18 March – 24 May 2014

Costessey Memories

2014

I'm Not Dead Yet

24 September – 24 October 2014

Fabulous 1950s Fashion

15 November 2014 – 3 January 2015

All Over the World: 200 Years of Colman's Mustard

12 January to 20 March 2015

Strangers' Hall

Mini-Me

23 July – 3 September 2014

Gressenhall Farm and Workhouse

Letters from the Workhouse

9 March – 1 June 2014

Lynn Museum

Living on Land and Water

28 March – 17 May 2014

&

Wild Fens

(Fenland Lives & Land exhibitions)

23 May – 27 July 2014

WWI CENTENARY EXHIBITIONS

Norwich Castle is home to the Royal Norfolk Regimental Museum and its collections, providing a focal point for Norfolk residents to explore the centenary of the First World War. Across the Service exhibitions and events programmes have brought to light the war experiences of local communities using a wealth of archive material. Commemorative programmes at Norwich Castle and Ancient House Museum, Thetford have been supported by the Heritage Lottery Fund while the touring exhibition in Great Yarmouth is part of the *Heritage Schools* programme funded by English Heritage.

Norwich Castle Museum & Art Gallery

Letters Home

8 September 2014 – 13 July 2015

Time and Tide Museum Touring Exhibition

Great Yarmouth and the Great War

8 November 2014 – February 2015

Gressenhall Farm and Workhouse

Everybody's War: First World War in Norfolk

April 2014 until 2019

Ancient House Museum

Thetford and the First World War

2 August 2014 – 31 October 2015

Lynn Museum

King's Lynn and the First World War

9 August 2014 – 6 June 2015



Chapter 5: Resilience

NMS is focused on securing sustainable funding through an increase in visitor numbers, diversifying revenue streams, and attracting investment from private sources including sponsorship, individual giving and grants.

A major step in achieving this goal was the creation of the Norfolk Museums Development Foundation in May 2014 to assist NMS' fundraising capabilities and to support the long-term sustainable development of the Service along with partner heritage and arts organisations across Norfolk and beyond. A highly skilled and influential Board of Trustees has been appointed who will support NMS in securing the investment required for capital and major development projects, and making continuous improvements to the visitor experience.

Long-term support from organisations including the East Anglia Art Fund and Norfolk Contemporary Art Society continues to make an important contribution to the Service's future sustainability, providing a platform from which to extend our fundraising activities.

Tourism

NMS is taking a strategic role in the development of the county and region's tourism economy. A key partner in the New Anglia Local Enterprise Partnership's Cultural Board, the Service is working on a number of major initiatives. These include the development of the *Deep History Coast* concept working closely with heritage, tourism and local authority partners to position Norfolk as the place for visitors to find out about the early human occupation of Europe.

Of equivalent importance is the plan to redevelop Norwich Castle's magnificent Norman Keep with the ambition of making it the premier tourist destination and cultural focus for the region.

The Service's importance to attracting visitors to the county was recognised in the 2014 Eastern Daily Press Tourism Awards with the exhibition *Roman Empire: Power and People* winning in the Business Impact category and Gressenhall Farm and Workhouse shortlisted for the Best Visitor Attraction category.

Partnerships

Partnerships both inside and outside the sector are helping to build sustainability. Norwich Castle worked with Norwich University of the Arts on a joint retrospective of the art of John Wonnacott and John Lessore, two celebrated artists and former Norwich Art School teachers. This collaboration established a firm foundation for the delivery of the British Art Show across both venues in the summer of 2016, a major cultural coup for the city.



Both the Museum of Norwich and Strangers' Hall have developed closer ties with the Norwich Lanes Association, working on joint promotions such as the Valentine's Eve mini-festival. Both museums are firmly knitted into the business community and have established sponsorships with local firms. The Museum of Norwich also hosted the judges of the prestigious Great British High Street competition which the Norwich Lanes went on to win.

A number of our museums also benefit from dedicated friends groups who support their activities in a variety of ways, including valuable fundraising for a range of projects including acquisitions.



Developing commercial opportunities

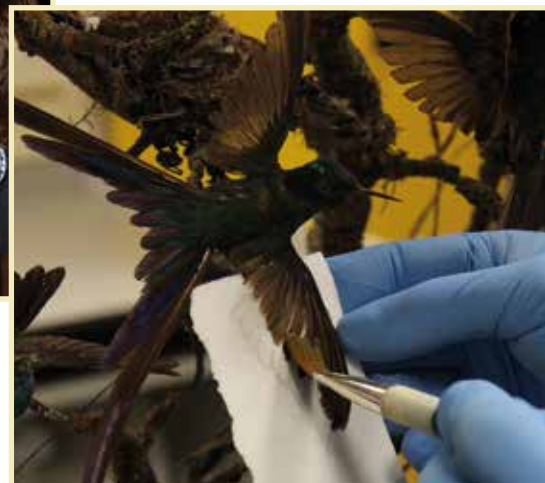
The development of our sites for conferences, weddings and special events is an important part of NMS' resilience plans. Six NMS sites have now gained licenses to conduct wedding ceremonies, offering a wonderful array of new venues to couples looking to tie the knot. The first weddings are booked for summer 2015.

NMS is also developing a market for the professional skills of its conservation and design staff, honed during the course of many major museum capital development projects and in-house exhibitions. Conservation & Design Services officially launched in the spring of 2015 offering this experience and range of skills to clients beyond the Service:

www.conserveanddisplay.co.uk

“This is a real event in the museum world, and worth travelling to see.”

Review of The Wonder of Birds, The Spectator, July 2014

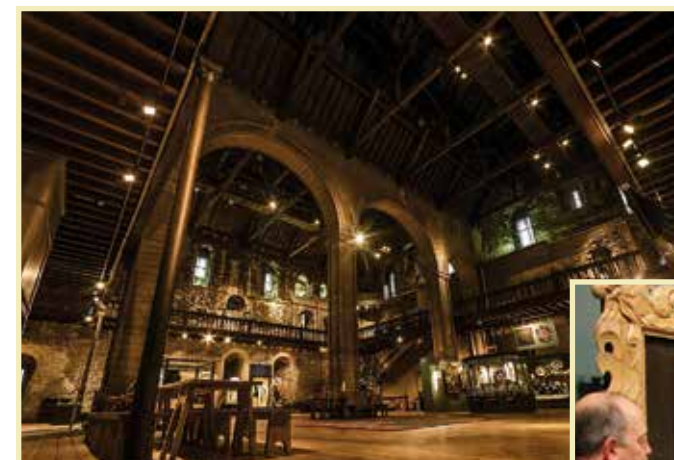


Resilience highlights:

Tourism: Re-imagining Norwich Castle Keep

Norwich Castle Museum & Art Gallery

This major multi-million pound redevelopment will transform the visitor experience of Norwich Castle's impressive and important Norman Keep, helping to significantly boost visitor figures and the wider tourism economy of the city. Redisplays will present the Keep as it was in the 12th century with long term loans offered from our senior project partner, the British Museum. Public consultation on this exciting project began in January 2015. The preparatory work undertaken with the New Anglia LEP culminated in the Prime Minister announcing £1 million support for the project from the Treasury to kick start the redevelopment.



Fundraising: Crowdfunding for The Paston Treasure

Norwich Castle Museum & Art Gallery

On 31 March 2015 NMS successfully concluded its first crowdfunding campaign to raise funds for the re-gilding of the frame of one of Norwich Castle's most famous and important paintings, *The Paston Treasure*. The campaign attracted 189 donors who together pledged the £14,500 needed to carry out the gilding work which will restore the 17th century painting to its original dazzling splendour ahead of an international exhibition in 2018 in collaboration with the Yale Center for British Art. The crowdfunding campaign was managed through The Art Fund's Art Happens platform, the first such platform dedicated to raising money for cultural and heritage projects.

www.artfund.org/arthappens-norwich



Acknowledgements

Norfolk Museums Service is a partnership between Norfolk County Council and Norfolk's District Councils funded through council tax, earned income and grants. The service gratefully acknowledges this support.

As one of only 21 Major Partner Museums in England, NMS receives substantial investment from Arts Council England which supports, among other things, the activity described in this review.

NMS also receives significant investment from the Heritage Lottery Fund across a range of projects from capital developments to training programmes.



NMS also gratefully acknowledges the support of many other organisations without which the Service would not be able to deliver the breadth and depth of its work with communities:

The Art Fund
 Costume & Textile Association
 Department for Culture, Media and Sport
 East Anglia Art Fund
 Historic England
 Esmée Fairbairn Foundation
 Great Yarmouth Cultural Education Partnership
 Headley Trust
 National Heritage Memorial Fund
 Norfolk and Norwich Archaeological Society
 Norfolk Contemporary Art Society
 Victoria and Albert Museum Purchase Grant Fund

Partnerships

Partnership working remains central to the effective and efficient delivery of our services, providing opportunities for sharing knowledge and expertise, sharing resources and reaching new audiences. Last year across the Service, staff worked with the following external partners, some of which have been involved in multiple projects. Many of these partnerships have developed over a period of years and have brought huge benefits to the Service and the communities it serves.

Age UK
 Archant Press and the Eastern Daily Press
 Arts Award
 Arts Council England
 Ashmolean Museum
 Association of Independent Museums
 BBC Radio Norfolk
 Borough Council of King's Lynn & West Norfolk
 Bradford University
 Breckland District Council
 British Council
 British Museum
 Broadland District Council
 Calvados Tourisme
 Cambridge Museums Advisory Partnership
 Center for Obsidian and Lithic study, Nagawa, Japan
 The Children's University
 City College Norwich
 Colchester Borough Council (Colchester Castle)
 Colchester and Ipswich Museums Service
 Collections Trust
 Conseil Regional du Calvados
 Contemporary Art Society
 Cromer and Sheringham Crab and Lobster Festival
 East Norfolk Sixth Form College
 Equal Lives
 The Forum Trust
 Friends of Ancient House Museum
 Friends of Cromer Museum

Friends of Gressenhall Farm and Workhouse
 Friends of Lynn Museum
 Friends of Norwich Museums
 The Garage, Norwich
 Google
 Great Yarmouth Arts Festival
 Great Yarmouth Borough Council
 The Great Yarmouth Preservation Trust
 Hastings Borough Council (Hastings Castle)
 The Hawk and Owl Trust
 Heritage Lottery Fund
 Imperial War Museum
 Kids in Museums
 Langley's Toy Shop, Norwich
 Leicester University
 Mancroft Advice Project
 Medway Council (Rochester Castle)
 MIND Great Yarmouth
 Museums Association
 Museum of East Anglian Life
 Museums Norfolk Group
 The National Archives
 National Gallery
 National Museum Directors' Council
 National Skills Academy
 National Trust
 Natural History Museum
 New Anglia Local Enterprise Partnership
 Norfolk Arts Service
 Norfolk Chamber of Commerce
 Norfolk County Council
 Norfolk Library and Information Service
 Norfolk & Norwich Festival
 Norfolk & Norwich Festival Bridge
 Norfolk and Norwich Naturalists' Society
 Norfolk Record Office
 Norfolk Schools
 Norfolk Virtual School for Children in Care
 Norfolk Wildlife Trust
 North Norfolk District Council
 34th Norwich Brownie Pack
 Norwich BID (Business Improvement District)
 Norwich City Council
 Norwich Community History Club

Norwich HEART (Heritage Economic and Regeneration Trust)
 Norwich University of the Arts (NUA)
 Open Academy
 The Prince's Trust
 Reading Agency
 Royal Museums Greenwich
 RSPB Eastern England
 Rural Museums East
 Rural Museums Network
 Seachange
 South Norfolk Council
 Tate
 Theatre Royal, Norwich
 Thetford Town Council
 Trustees of the Royal Norfolk Regiment Museum
 University of Cambridge Museums
 University of East Anglia (UEA)
 Victoria & Albert Museum
 Ville de Bayeux (Bayeux Tapestry Museum)
 Ville de Caen (Caen Castle / Musée de Normandie)
 Ville de Falaise (Falaise Castle)
 Visit East Anglia
 Visit England
 Visit Norfolk
 Visit Norwich
 The Wildfowl and Wetlands Trust
 Writers' Centre Norwich
 Yale Center for British Art
 YMCA Norfolk

Norfolk Museums Service: Governance & Fundraising

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

Norfolk Joint Museums Committee Membership 2014-15

- Cllr John Ward (Chair), Norfolk County Council
- Cllr Peter Balcombe, Broadland District Council
- Cllr John Bracey, Norfolk County Council
- Cllr David Bradford, Norwich City Council
- Cllr Julie Brociek-Coulton, Norfolk County Council
- Cllr Sally Button, Norwich City Council
- Cllr Phillip Duigan, Breckland District Council
- Cllr Harry Humphrey, Norfolk County Council
- Cllr James Joyce, Norfolk County Council
- Cllr Christopher Kemp, South Norfolk Council
- Cllr Mark Kiddle-Morris, Norfolk County Council
- Cllr Elizabeth Morgan, Norfolk County Council
- Cllr Elizabeth Nockolds, Borough Council of King's Lynn and West Norfolk
- Cllr Rex Parkinson-Hare, Norfolk County Council
- Cllr Ben Price, Norwich City Council
- Cllr Kerry Robinson-Payne, Great Yarmouth Borough Council
- Cllr Martin Storey, Norfolk County Council
- Cllr Keith Weeks, South Norfolk District Council
- Cllr Margaret Wilkinson, Norfolk County Council
- Cllr Glyn Williams, North Norfolk District Council

Norfolk Museums Development Foundation 2014-15

The Norfolk Museums Development Foundation (NMDF) is an independent charity that was established in May 2014 to support the work of Norfolk Museums Service and its partner organisations in the museums, heritage and charity sectors. The Foundation is registered as a

company limited by guarantee number 9027498 and is registered with the Charity Commission under charity number 1158727. The Board of Trustees support fundraising objectives identified set out in an annual fundraising strategy which is set following liaison with the Joint Museums Committee and other relevant partners and organisations. The Foundation carries out its objectives by raising funds from grant giving bodies, individual donors, and corporate sponsors to support a wide variety of museum activities including exhibitions and displays, capital improvements, conservation, learning and outreach. By supporting activities like these the NMDF supports the Museums Service to achieve the key goals set out in its strategic plan.

The Board of Directors/Trustees during 2014-15:

- Cllr John Ward (Chair), Chair of the Norfolk Joint Museums Committee, Norfolk County Council
- Brian Horner (Company Secretary), Chief Executive of Voluntary Norfolk
- Donna Chessum, Director of Tribe PR Agency
- Anthony Hudson, Hudson Architects
- Dr Natasha Hutcheson, museum development and cultural consultant
- Mark Jeffries, Senior Partner and Chairman of Mills & Reeve
- David Missen, chartered accountant and Senior Partner at Larking Gowen
- Sarah Steed, Business Director of Norwich University of the Arts
- Tim Sweeting, Chief Executive of YMCA Norfolk
- Cllr Margaret Wilkinson, Norfolk County Council
- Caroline Williams, Chief Executive of the Norfolk Chamber of Commerce
- Helen Wilson, Chair of the New Anglia Cultural Board

NMDF Registered Office:

Shirehall Market Avenue, Norwich NR1 3JQ
Tel. 01603 493665
Company No: 9027498
Charity Registration No: 1158727



Contact

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 www.facebook.com/NorfolkMuseums

 [@NorfolkMuseums](https://twitter.com/NorfolkMuseums)

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