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Annual Review 2015-16

Foreword

It is a pleasure to look back on another successful year for Norfolk Museums Service. The progress made on the landmark Norwich Castle Keep redevelopment and the creation of the new workhouse displays at Gressenhall Farm and Workhouse reflect the very best of the Service – its talented and tireless staff, wonderful collections and an ambitious vision which sees NMS continue to develop.

These qualities are evident throughout the Service across many projects of whatever scale. I have had the pleasure of attending many events and exhibitions during the course of the year and can testify to the attention to detail which results in top quality experiences for our visitors.

All this would not be possible without a host of supporters from Arts Council England and the Heritage Lottery Fund through to the smallest grants and donations. Each contribution is valued and valuable and is essential in enabling the Service to continue to serve its audiences – both here in Norfolk and from further afield – so well.

Cllr. John Ward

Chairman of the Norfolk Joint Museums Committee



Introduction

In a typically busy year for Norfolk Museums Service, it provides some perspective to work in an office at the foot of a 900-year-old building. Norwich Castle's majestic Keep has stood on its mound surveying the changing city around it, a symbol of seeming continuity through the centuries.

However, while the stone of the Norman edifice has stood firm all that time, the Castle's purpose has continued to evolve – from royal palace to county gaol to admired museum. So too has its meaning – demonstration of a conqueror's power; embodiment of law and justice; emblem of a proud city and, these days, the promise of a rewarding day out for many different kinds of visitors.

This year saw a new chapter in the history of this wonderful building with the successful submission of our Round 1 Heritage Lottery Fund bid to transform the Keep into a world-class visitor destination. Ambitious plans to make all five levels of the building accessible, alongside a complete reinterpretation and redisplay and the creation of a British Museum Partnership Gallery will enable visitors to understand the complex history of the building more clearly and experience its medieval heyday in an unforgettable way.

The granting of a Stage 1 pass brings us a step closer to realising this vision and we are very grateful to the Heritage Lottery Fund and our many partners on this project for their invaluable support.

The combination of continuity and adaptability embodied by Norwich Castle is at the heart of the Service as a whole. This year saw the Service celebrate the 100th anniversary of its first museum learning sessions. What began as a response to the challenges to children's education presented by the First World War is now a multi award-winning county-wide programme which last year reached over 45,000 school children from Norfolk and beyond, with new sessions continuing to be developed in response to a constantly evolving education landscape.

The history of Gressenhall's nationally important workhouse buildings is also a story of adaptation over time, revealing shifts in social attitudes towards the poor and vulnerable. Now after many years of detailed research and planning our HLF-funded *Voices from the Workhouse* redevelopment brings to vivid life the stories of those whose destinies were shaped by the workhouse. Combining hi-tech projections of historical figures and the beautiful presentation of workhouse artefacts, the redisplay will attract new audiences to Gressenhall.

The Service's ability to adapt – not just to survive but thrive – is dependent on the support of many different individuals and organisations: the list of acknowledgements and partnerships on pages 31 to 33 demonstrates the extent of this vital network. In particular, the commitment of Norfolk County Council and the County's district councils to the Service continues to provide an essential foundation, alongside Arts Council England's investment in NMS as a Major Partner Museum and the Heritage Lottery Fund's significant contribution across many programmes.

As well as celebrating the Service's headline achievements, this report is also testament to the many moments of creativity and joy which our museums inspire. Whether it's the young members of the Koons Collaborative creating their colourful art float for the Lord Mayor's Parade, children dressed as Vikings at Norwich Castle or families enjoying the sight of 'canoodling gnus' at Time and Tide's *Beastly Machines* exhibition, the following pages are full of fun – a quality to be treasured whatever age we're living in.

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. Over the next few years major investment from the Heritage Lottery Fund is set to transform the Castle's iconic Keep into a world-class visitor experience.

Norwich Castle Study Centre, Shirehall, Norwich

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

2 Strangers' Hall, Norwich

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

3 The Museum of Norwich at the Bridewell

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

4 Gressenhall Farm and Workhouse, near Dereham

This wonderful family-friendly 50 acre site features a working farm and Grade II listed workhouse complex. This houses Norfolk's rural life museum and the exciting 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.

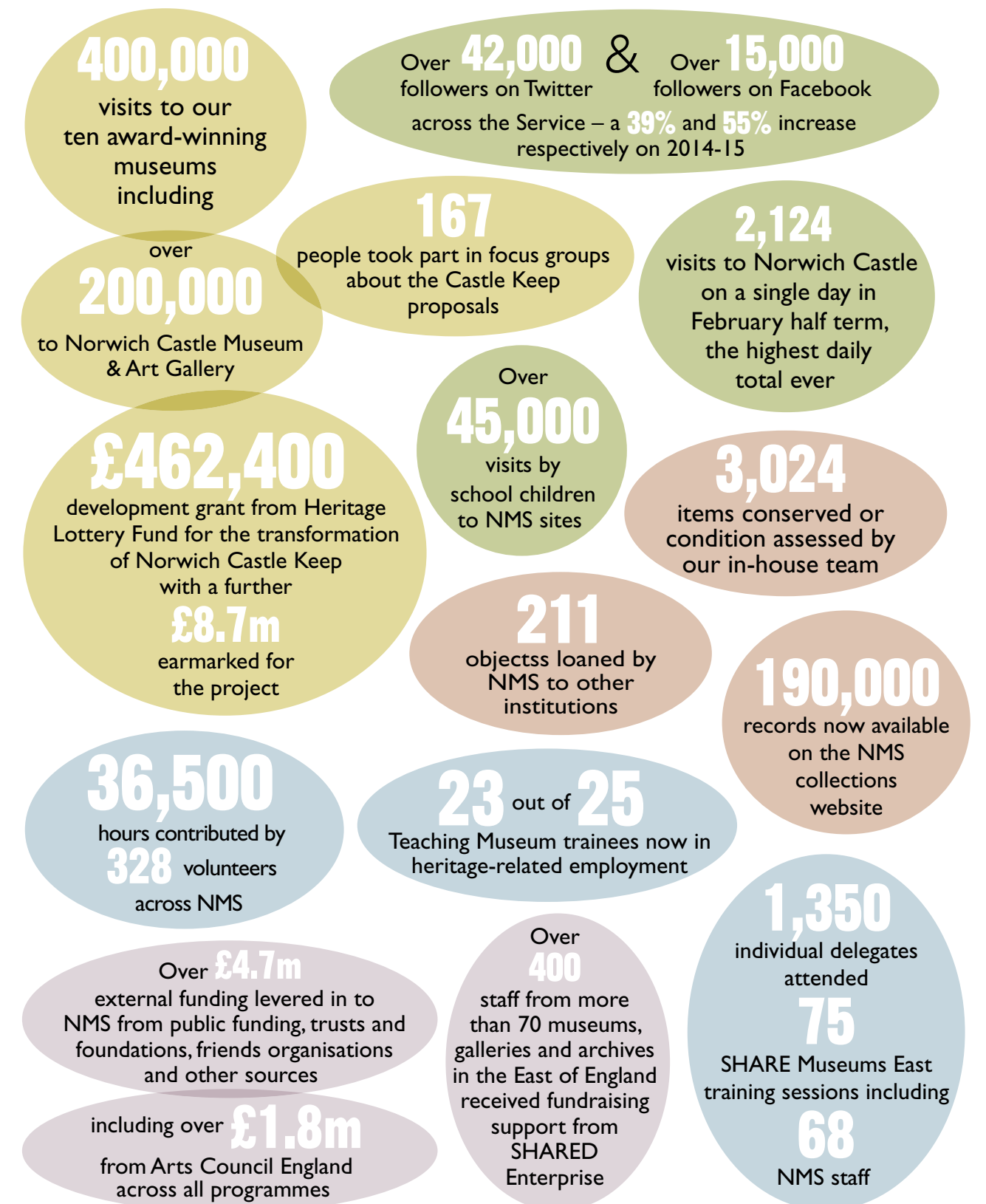
9 Elizabethan House Museum, Great Yarmouth

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 2015-16





Chapter 1: Leadership

Norfolk Museums Service is a regional Service with national ambitions and standards. In 2015-16 NMS has continued to look outwards, developing its partnerships with national and international bodies and encouraging a culture where best practice is the norm.

This approach is exemplified by the *Norwich Castle: Gateway to Medieval England* project, the Service's ambitious £13 million plan to reimagine this iconic Norman building and establish it as the region's premier tourist attraction.

In November 2015 the Stage 1 application to the Heritage Lottery Fund's Heritage Grants Scheme was submitted for assessment by the HLF board of trustees, a huge and hugely significant piece of work for Norwich Castle and the Service. In May 2016 the Service was delighted to be awarded a first-round pass and development grant.

The strength of NMS' partnerships with other cultural and heritage organisations played a major part in this success. The support of the British Museum has been vital in reaching this stage; long term loans from the British Museum already enrich new displays on the Castle Keep balcony through the British Museum Partnership Gallery of the Medieval Period – the first permanent British Museum presence in the East of England. Their input will continue to be integral to the redevelopment project. This year the Spotlight Tour loan of the beautiful Lacock Cup by the British Museum also supported our focus on medieval collections.

Norwich Castle was one of only five museums to host a *Museum of the Citizen* event, a national

conversation about the role of the British Museum beyond Bloomsbury examining the social, political, financial and educational value of museums working in partnership around the country.

NMS was also a major lender to the British Museum's touring exhibition *Celts: Art and Identity* with fourteen objects from our Iron Age, Romano-British and Early Medieval collections showcased in the exhibition. The Castle Keep project has also benefitted from an ongoing relationship with our European partners from the *Norman Connections* project.

Major temporary exhibitions this year brought the world's most expensive living artist, a Turner Prize-winner and a best-selling children's novelist to Norwich. The Norwich Castle Art Department worked with Tate and the Jeff Koons's studio in New York to produce the hugely successful *ARTIST ROOMS: Jeff Koons*



© Trustees of the British Museum



show. This was followed by *Build Your Own, Tools for Sharing*, a collaboration with FACT (Foundation for Art and Creative Technology) and the Crafts Council which featured the work of Assembly who were announced as this year's Turner Prize winners during the show's Norwich run. Cressida Cowell, author of the *How to Train Your Dragon* series, joined us for a memorable opening weekend of *A Viking's Guide to Deadly Dragons*, a touring exhibition from Seven Stories, the national centre for children's literature, which saw record-breaking visitor numbers over February half term.

NMS proved this year that size is no barrier to ambitious collaborations. Thetford's Ancient House Museum developed its connections with the Nagawa region of Japan, building on the archaeological links between Thetford's flint mines and Japanese obsidian.

The *Voices from the Workhouse* project at Gressenhall Farm and Workhouse involved partnerships with workhouses in Denmark and Ireland and reciprocal visits between NMS staff and researchers from Carlton College in Northfield, Minnesota. The new £1.8m redevelopment – which entered the build phase in the final quarter of last year – aims to position Gressenhall as a centre of excellence for workhouse interpretation nationally.

Our partnership with Norfolk Museums Service is one of our most valued relationships. We are particularly pleased that objects from the British Museum collection will form part of the new displays in the rejuvenated Castle Keep. **Dr Jonathan Williams, Deputy Director, British Museum**



The best presentation of Koons's work ever in the UK. **Anthony D'Offay on ARTIST ROOMS: Jeff Koons at Norwich Castle Museum & Art Gallery**

Leadership Highlights

Transformation: Norwich Castle: Gateway to Medieval England

Norwich Castle Museum & Art Gallery

The submission of the Stage 1 bid to the Heritage Lottery Fund for this £13m project was a major achievement. Led by Chief Curator, Dr John Davies, and a small dedicated team, the submission process unearthed fascinating new information on the 12th century building while formulating a bold vision for the Keep which includes reinstating the original Norman floor level and providing full access to all five levels within the historic structure for the very first time. The proposals were refined as a result of extensive public consultation, the team conducting 20 focus groups speaking to 167 people, including first time visitors, staff, tourists, teachers, business leaders, language schools and stakeholders. Establishing a coalition of interests has been vital in securing the HLF's investment with support from Norfolk County Council, Norwich City Council, the British Museum, the New Anglia Local Enterprise Partnership, Norwich BID, Friends of Norwich Museums and others. Like the Keep itself, the granting of a first round pass by the HLF lays down foundations for the Service's future that are built to last.

<https://www.youtube.com/watch?v=Uvn6Ub5ERT0>



Excellence: ARTIST ROOMS: Jeff Koons

Norwich Castle Museum & Art Gallery

This milestone exhibition offered a rare opportunity to see key works by Jeff Koons, arguably the world's most famous living artist, and was the first showing of his work in East Anglia. The exhibition was brought to Norwich through the ARTIST ROOMS initiative, an inspirational collection of modern and contemporary art acquired for the nation by Tate and National Galleries of Scotland through the generosity of Anthony d'Offay with additional support from funders, including the Art Fund. Featured in CNN's list of top 19 world events "worth travelling for" it was also a headline event in the 2015 Norfolk and Norwich Festival. A partnership with the Young Norfolk Arts Festival created the Koons Collaborative aimed at attracting a younger audience to contemporary art. The show became the most successful contemporary art exhibition at the Castle for some time attracting over 77,000 visits.



Jeff Koons, *Caterpillar (with chains)* 2002. ARTIST ROOMS. Tate and National Galleries of Scotland. Acquired jointly through The d'Offay Donation with assistance from the National Heritage Memorial Fund and the Art Fund 2008, © Jeff Koons





Chapter 2: Collections

Two major projects this year demonstrate NMS' commitment to increasing access to its outstanding collections, both involving major investment from the Heritage Lottery Fund.

The £1.8m *Voices from the Workhouse* re-development at Gressenhall Farm and Workhouse came to fruition in 2015-16, with a new gallery opening in May 2016. The result of extensive public consultation, the new displays focus on the true stories of the people who lived and worked at Gressenhall over 200 years, showcasing our nationally important workhouse collection – the largest such collection in the country.

Olive Edis (1876-1955) was one of the most important photographers of the first half of the 20th century and the first ever accredited female war photographer. A new grant from the Heritage Lottery Fund will enable Cromer Museum, which holds the largest collection of Olive's work in the world, to raise public awareness of her extraordinary life (see highlight on page 15).

Promoting digital access to our collections remains a priority. More content was added to the new Norfolk Museums Collections

website including a full complement of art records and Cromer Museum records (www.norfolk-museums-collections.org). There are now just over 190,000 records on line, with 96,000 website page visits recorded last year, up 70% on the previous year.



The collections website has also been enriched by the continuation of the Works on Paper Digitisation project thanks to a grant from Norwich Town Close Estate Charity. Since August 2013, over 8,000 works on paper from our collections have been digitised and work has now begun on the remaining 4,000 unmounted works on paper.

The Museum of Norwich became the first museum in the region to host its collections on the Google Cultural Institute website (www.google.com/culturalinstitute). Over 150 artefacts from the museum can now be viewed online, bringing the museum and its collections to a global audience.

NMS has continued to mark the centenary of the First World War, drawing on the collections of the Royal Norfolk Regimental Museum and with generous support from the Heritage Lottery Fund and the Regimental Museum Trustees. A new display focusing on the life of Edith Cavell, one of Norfolk's most notable figures, opened in Norwich Castle Rotunda. Also at the Castle, our in-house Design and Technical team created a beautiful 'Pepper's Ghost' 3D display which brings to life the wartime sketches of Norwich architect, Cecil Upcher. An exhibition at Museum of Norwich focused on Upcher's role in designing



Norwich's Memorial Cottages for wounded and disabled First World War Norfolk Regiment veterans – see highlight on page 21.

All these projects, and many others, have called upon the expertise of our Conservation, Collections Management and Design and Technical departments. Just one example is the extensive conservation work undertaken in-house for the *Voices from the Workhouse* redisplay. From cleaning a delicate ostrich feather hat to preserving a rare agricultural labourer's smock to ensuring the safe display of three large agricultural vehicles, our specialist conservators rose to a variety of challenges.

Collections Management have continued to implement a successful rationalisation programme which has seen many items more suitably re-homed and continued improvement to public access to stored collections at the Norfolk Collections Centre. Another key achievement has been the completion of the removal of the Great Yarmouth collections from the basement of the library in the town to the Collections Centre which has brought financial savings, alongside safer storage of the collections.



It's wonderful that the museum is the first in our Service, and indeed the region, to take its place on the Google Cultural Institute site alongside the likes of The Tate, the Smithsonian and the Uffizi. **Cllr. John Ward, Chairman of Norfolk Joint Museums Committee**

Collections Highlights

Celebrating: The Olive Edis project Cromer Museum

A pioneering photographer and resident of North Norfolk, the breadth of Olive Edis' subjects, from British royalty and aristocracy to the weathered faces of Norfolk fishermen, together with her atmospheric photographs of the battlefields of France and Flanders in the aftermath of the First World War, raise her to international status. This year the project team at Cromer Museum secured an award of £81,000 from the Heritage Lottery Fund which will enable NMS to bring together Edis' work and journals from collections across the world to create a fully accessible digital archive. The project will also create a new permanent display about Edis at Cromer Museum which will incorporate smartphone and touch screen technology, while a touring exhibition will help raise awareness of her extraordinary life. Alongside this project, autumn 2016 will see a major exhibition of her work at Norwich Castle Museum & Art Gallery.



Restoration: Stories of Lynn Lynn Museum and the NMS Conservation Department

The *Stories of Lynn* exhibition, which opened in King's Lynn Town Hall Easter 2016, is a £2.6 million partnership project between the Borough Council of King's Lynn and West Norfolk, Norfolk Museums Service and Norfolk Records Office, funded by the Heritage Lottery Fund and the borough council. This project brings the town's rich civic, social, economic and political past to life through an interactive, multimedia exhibition. NMS staff have assisted at every stage of the development from research to advice to specialist interventions. The latter includes the conservation of an incredible piece of architectural carving dating from the 15th century in the form of a windowsill from the house of Walter Coney, Mayor of Lynn. Research by Lynn Museum first identified the origins of the carving which is an important survivor from the town's medieval heyday. However, the two metre-length carving was in a very fragile condition. After careful and extensive cleaning and consolidation of the damaged areas, the sill was made ready for display in its new home at the Town Hall.



Top Acquisitions



Archaeology

1. Late Iron Age linch-pin with enamelled copper-alloy head and foot. This unusual example was found in Wymondham. Linch-pins like this were used to retain chariot wheels on the axle, but are very unusual to find still

complete. Purchased with funding from a private donation, the Collecting Cultures scheme via the Heritage Lottery Fund and the Friends of Norwich Museums.

2. A Hoard of 44 Iron Age Icenian gold stater coins. These are of the 'Norfolk Wolf' uninscribed JB type, found scattered in Ashby St Mary. The rather pale debased gold implies a date of production c.30BC. This is the largest hoard of Icenian gold found in Norfolk for a century.

Purchased with funding from a private donation, The V&A Purchase Grant Fund, The Headley Trust and The Art Fund.

3. A gold bracteate neck pendant and gold bracelet of Early Anglo-Saxon date. These comprise additions to a hoard found in recent years at Binham which together form the largest hoard of gold known from sixth-century Britain. Purchased with funding from the Friends of Norwich Museums, The V&A Purchase Grant Fund, The Headley Trust and The Art Fund.

Art

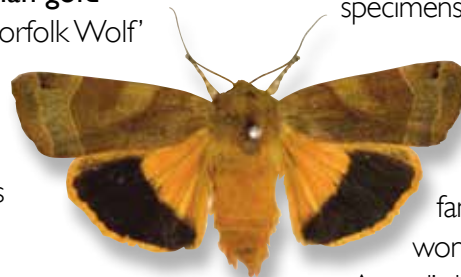
4. Andrew Dadson, Black Barbed Wire, 2013. Andrew Dadson is a Canadian artist whose site-specific works resonate with our historic collection of Norwich school painters. This is the first time a work by this artist has been acquired by a UK public museum or gallery. Purchased with assistance from the Contemporary Art Society.



Acquisition line to follow.

Natural History

6. The John Riley collection of Norfolk and West African Insects. John Riley was a professional entomologist whose extensive collection includes specimens from both abroad and the UK. Consisting of more than 60 boxes of insects, geological specimens, mollusc shells, notebooks, family nature diaries, scrapbooks and family letters the John Riley collection won the first annual 'David Mawson Award' given by the Friends of Norwich Museums for an outstanding donation to the Norwich Museums.



7. 3D printed 'Happisburgh Footprint' In 2013 a team of scientists led by the British Museum, Natural History Museum and Queen Mary University of London discovered a series of footprints left by early humans in ancient estuary mud over 850,000 years ago at Happisburgh in Norfolk. Before they were eroded away by the sea, these footprints were recorded and analysed using photogrammetry. The 'Happisburgh Footprint' is NMS' first ever accession of a 3D printed object.

Social History

8. Blue, black and grey plastic chair. This chair (along with other school items) were collected from Mileham Primary School which closed in 2015. They represent changes currently being made to primary education in Norfolk with the continued closure of small local primary schools.

Top Loans

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

1. Great Crested Grebe Feather Muff.

Loaned to: Horniman Museum, London
Exhibition: Gallery Redisplay: *Nature in Fashion* 12 January 2015 – January 2017

2. Wooden doll dressed as elderly Workhouse inmate

Loaned to: Geffrye Museum, London
Exhibition: *Homes of the Homeless, Seeking Shelter in Victorian London*, 24 March 2015 – 12 July 2015



3. Pair of vases, Kangaroo and Emu Lost in Chintz, by Robin Best

Loaned to: Manchester Art Gallery

4. Embroidery depicting Evacuation of Dunkirk, by John Craske

Loaned to: Norwich University of the Arts; Peter Pears Gallery, Aldeburgh
Exhibition: *John Craske*, 12 May – 6 June 2015 and 12 June – 28 June 2015



5. 13 items of high status Anglo-Saxon gold and garnet jewellery and personal ornament including bracteate pendants

Loaned to: Fries Museum, Leeuwarden, Netherlands
Exhibition: *Gold: Found Treasure from the Middle Ages*, 6 June 2015 – 3 January 2016



6. Chalk drawing of Sir Everard Fawkener dressed in Turkish Costume, by Jean Etienne Liotard

Loaned to: National Gallery of Scotland; Royal Academy
Exhibition: *Jean Etienne Liotard*, 4 July – 13 September 2015 and 11 October 2015 – 16 January 2016



7. Rudham Dirk and associated small dirks

Loaned to: Museum of Archaeology & Anthropology, Cambridge
Exhibition: *Rudham Dirk Spotlight Exhibition*, 25 August 2015 – 6 January 2016

8. 14 items of Iron Age Celtic art and personal ornament including gold torcs found at Snettisham and the Ashmanagh boar figurine

Loaned to: British Museum



Exhibition: *Celts: Art & Identity*, 24 September 2015 – 31 January 2016

9. 19 items relating to Nursing; including bandages and uniform

Loaned to: Forum Trust
Exhibition: *History of Nursing, Edith Cavell Centenary Memorial Exhibition*, 5 October – 30 October 2015

10. Oil painting, The Artist in His Studio by Peter Tillemans

Loaned to: Gainsborough's House Society, Sudbury
Exhibition: *The Painting Room*, 24 October 2015 – 31 January 2016



Chapter 3: Skills and Training

Norfolk Museums Service is Arts Council England's designated lead for Goal 4, workforce development across all Major Partner Museums. This role has in part grown out of NMS' successful implementation of our flagship Teaching Museum programme which received a nomination in the 2015 Museums & Heritage Awards in the Best Educational Initiative category. The sector lead role involves exploring best practice in approaching equality and diversity on museums' boards and their workforce which can then be shared more widely.

This year the third cohort of nine Teaching Museum trainees commenced their traineeships in April 2015, with a further six recruited to start in April 2016. An evaluation of the scheme so far demonstrates how highly valued it is by trainees and NMS staff alike. Twenty five candidates have now graduated from the scheme, with 23 going on to secure jobs in their chosen field.



The trainee programme, funded by Arts Council England, was augmented this year with two further traineeships developed with other partners. The Strengthening Our Common Life (SOCL) programme managed by Cultural Cooperation offers skills training in heritage management to young people from sections of the community currently under-represented in the heritage sector, particularly young people who are Black, Asian or minority ethnic. Our first SOCL trainee was appointed in September 2015 and joined our Teaching Museum cohort, working in the Collections Management department.

NMS' application to host a British Museum's Learning Museum trainee was also successful. It provides young people from diverse backgrounds with high-quality work-based training. Our proposal was to target applications from unemployed young people living in Great Yarmouth, an area of high deprivation, for a traineeship at Time and Tide Museum.

The Teaching Museum ethos encourages permanent staff to recognise the CPD opportunities of supervising and mentoring trainees. This approach extends beyond NMS with the Service being the single biggest provider of Museum Mentors in the East of England, offering support to smaller museums working towards Accreditation.



Our regional workforce development programme, SHARE Museums East, has had another successful year. Over 1,350 individuals accessed a total of 75 SHARE training courses during the year, covering diverse topics from social media to sewing skills and from military costume to museum trails.

SHARE's sister project, SHARED Enterprise, funded by the Heritage Lottery Fund as part of the umbrella Catalyst project to promote financial resilience in the sector, delivered a highly valued development programme in the East of England – see page 30 for more details.

SHARE Museums East supports volunteers and paid employees alike. In June 2015 museums from across the region came together for the first SHARE Volunteer Awards to celebrate the huge contribution volunteers make to the sector – see highlight opposite.

NMS is no exception with 328 individuals volunteering for the Service during 2015-16 contributing a total of 36,500 hours. They brought their specialist skills to a variety of projects, from restoring the 1950s laundry at Gressenhall, to creating a showcase for Lowestoft porcelain in the Norwich Castle Study Centre, from auditing our accession registers to maintaining an Elizabethan-style knot garden at Strangers' Hall. For others the motivation has been to develop their employability skills with the support of NMS staff.



“I spent a long time with a few people going through my job applications / opportunities. The amount of help they gave me has been amazing” **Norfolk Teaching Museum Trainee, evaluation report interview**

Skills and Training Highlights

Rewarding: The inaugural SHARE Volunteer Awards

Regional

The Awards, which were created to highlight the importance of volunteers to the sector, were held at the Athenaeum in Bury St. Edmunds. Hedley Swain, Area Director South East, from Arts Council England congratulated 87 nominees from 46 museums before presenting the awards. Categories included Bringing Innovation, Front of House, Volunteer Management, Behind the Scenes, Going the Extra Mile, Community and Outstanding Young Volunteer. The latter was won by James Scott, a volunteer at Gressenhall Farm and Workhouse, where he worked five days a week, walking from the nearby village in all weathers to look after the Suffolk Punch horses. The judges singled out James's “dedication, consistency and commitment and obvious passion for his role”. James went on to take up a paid farming traineeship at Gressenhall to help him continue to build a career in the sector.

Developing: Teaching Museum trainee exhibition

Museum of Norwich at the Bridewell

Norwich and the First World War: Soldiers and Workers, Duty and Philanthropy was curated by Joe Hoyle, a Teaching Museum trainee whose post was funded by the Heritage Lottery Fund specifically to work on the Service's First World War commemoration programme. The exhibition focused on The Norfolk Regiment Memorial Cottages near Mousehold Heath, built by the county regiment in 1920 for disabled soldiers and their families. The cottages were designed by local architect Cecil Upcher who had served with the 9th Battalion Norfolk Regiment. Joe undertook detailed research on the cottages, including collecting oral accounts of the descendants of servicemen, an experience he described as “humbling”. The result was an enlightening and emotional exhibition which attracted very positive feedback from visitors and is a good example of how the increased capacity provided by the traineeship programme enhances our offer to the public.





Chapter 4: Learning and Access

This year the Service celebrated 100 years of Museum Education which began as a First World War initiative at Norwich Castle, one of the earliest such programmes in the country. In the intervening century the programme has inspired many hundreds of thousands of children from the County's schools and further afield.

Schools

School visits reached just over 45,000 in 2015-16, almost exactly the same as the previous year's excellent total. This includes a record-breaking performance from Time and Tide Museum which saw overall school visits top 7,500 for the first time. The *Stories from the Sea* programme, funded by Arts Council England and the Department for Education and delivered in partnership with the National Maritime Museum, was an important factor.

The project evaluation reported on positive outcomes for the students, with a significant increase in children's writing skills, particularly evident in boys. The project's success led to an extension in funding enabling delivery this year to schools in North Norfolk.

Norwich Castle was chosen by the GCSE exam board OCR B to be its regional example of what schools should look for when choosing to study for GCSE History. This endorsement has resulted in an increase in the number of secondary schools booking visits.

Youth engagement

Working in partnership with the Young Norfolk Arts Festival, the Koons Collaborative, a group of 16-25-year-olds from Norwich schools and universities, devised an extensive events programme in support of the *ARTIST ROOMS: Jeff Koons* exhibition. Their Koons-inspired Museums at Night event in May attracted over 1,900 visitors with more 12-25 year olds attending than ever before (457 in total).



In November we participated in Kids In Museums Takeover Day. At Norwich Castle children from two Norwich primary schools and one secondary school developed activities for visitors inspired by the *Build Your Own* exhibition. At Ancient House the Teenage History Club ran the museum's Takeover Day and hosted the opening event for the *Flint Rocks* exhibition; the museum was delighted to receive a Gold Commendation from the Children's Commissioner for this work.

Ancient House Museum also continued to be a standard bearer for the delivery of Arts Award in a heritage setting. A promotional film for Arts Award made by Trinity College featured Ancient House in all but the Gold level. The Teenage History Club received their Bronze Award for their participation in a week-long film project, in partnership with Kids in Museums, exploring how museums can be teenage-friendly. The film was distributed to all museums in the East of England.

Youth engagement in Great Yarmouth continues to evolve through the Creative Collisions initiative, a youth arts network facilitated by the

Youth Engagement Officer at Time and Tide Museum. This year young people worked with professional artists and designers across a range of projects relating to the *Humans in Ancient Britain* and *Beastly Machines* exhibitions.

Also in Great Yarmouth the NMS Learning Manager worked closely with the Norfolk & Norwich Festival Bridge in supporting the development of the Great Yarmouth Cultural Education Partnership. He is now Chair of the organisation which is currently focusing on developing an arts and culture pledge scheme for local schools.

Supporting communities

NMS has a strong track record of working with some of the County's most vulnerable young people, giving them the chance to make positive memories – see page 26.

A new partnership at Gressenhall with East Anglia's Children's Hospices (EACH) resulted in two event days for children with life-threatening illnesses and their families. In Norwich the *Build Your Own* exhibition demonstrated how new technology can make a difference to young

people's lives through an innovative partnership with Norwich Hackspace. Local children in need of prosthetic hands were invited into the gallery to design new prosthetics made using 3D printers, a project which generated considerable media and public interest.

The Learning and Engagement Officer for the *Voices from the Workhouse* project led a range of groups in responding creatively to the new displays. Projects included the creation of 375 wooden spoon people for a community art work and a drama project with a local women's group which made gripping comparisons between issues facing women today and life in the workhouse.

NMS as a whole was also nominated in the Golden Years category in the Eastern Daily Press Tourism Awards in recognition of the Service's warm welcome and accessible provision for older visitors.

Public programmes

Arts Council England's Quality Principles are incorporated in NMS' Excellence in Learning

Framework, an approach designed to ensure and demonstrate quality in informal learning which is being rolled out across the Service.

The result is an increasingly enhanced and inclusive visitor programme. One major success was the Norwich Castle Learning department's collaboration with the Norfolk Libraries and Information Service for the popular family exhibition, *A Viking's Guide to Deadly Dragons*, which subsequently won a Norfolk County Council OSCA (Outstanding Contribution Award) – see highlight on page 26.

Lynn Museum's expanded programme of special event days, such as the town-wide celebration of Magna Carta, helped boost annual visitor numbers by over 3,000, an increase in 22% on the previous year.

The NMS Access Advisory Group supports inclusiveness, assessing all our planned redisplay and providing advice on the accessibility of our galleries. A particular focus last year was the new workhouse galleries at Gressenhall and they also contributed to consultation on the proposed Keep redevelopment.



“I was particularly touched to be told by a member of Family Placement staff that each time they have visited a client in the past year they have seen a picture on the mantelpiece of their foster child with me as Fantastic Mr Fox from last year's Foster and Adoptive Families Day event” **Jan Pitman, Learning Manager, West**

Learning & Access Highlights

Supporting: Working with vulnerable young people

Gressenhall Farm and Workhouse

In addition to the free museums passes provided to all foster families and Looked After Children in Norfolk, the Service offers the County's vulnerable young people opportunities for positive experiences. The special event day for Foster and Adoptive Families at Gressenhall in July, now in its ninth year, attracted a record 402 family visitors. Themed around 'The Great British Make-Off' the event offered a range of art and craft activities for all ages. Feedback suggests the main aims of the day were fulfilled – enabling carers to talk to each other; developing relationships between carers and council support staff, allowing adopted children to meet previous foster parents and making positive memories. Gressenhall also organises two summer schools, one for Looked After Children, and the other, in partnership with Wayland Academy, for children identified as potentially having difficulties in making the transition to secondary school. Both involve an intensive week of creative activities inspired by Gressenhall, promoting self-esteem and team-building skills as well as increasing children's knowledge.



Inspiring: A Viking's Guide to Deadly Dragons

Norwich Castle Museum & Art Gallery

This hugely popular family-focused exhibition was the catalyst for a major partnership with Norfolk County Council's Libraries and Information Service, subsequently recognised with a Norfolk County Council 'OSCA' or Outstanding Contribution Award. Both Services viewed the exhibition, based on Cressida Cowell's international best-selling 'How to Train Your Dragon' books, as an opportunity to encourage children's love of reading. A Deadly Dragons decorated mobile library van was created and parked on Norwich Castle Mound for the exhibition's opening weekend and then on further special event days, attracting over 2,800 people during the show's run. The Libraries and Information Service also themed their county-wide celebration of National Libraries Day around the exhibition with Viking re-enactors parading through the city encouraging the public to follow them to the Norfolk & Norwich Millennium library on the show's opening weekend. The exhibition went on to attract 71,000 during its run, including a record-breaking February half term during which Norwich Castle's highest daily visitor number was recorded – 2,124 visits.



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 temporary exhibitions mounted by the Service in 2015-16 greatly enriched the offer to visitors, generating vital first time and repeat visits to our sites.



EXHIBITION HIGHLIGHTS

Norwich Castle Museum & Art Gallery

Special Exhibition Galleries:

ARTIST ROOMS: Jeff Koons

9 May – 6 September 2015

Build Your Own: Tools for Sharing

3 October 2015 – 3 January 2016

A Viking's Guide to Deadly Dragons

6 February – 30 May 2016

Timothy Gurney Gallery:

Sawdust and Threads

16 May – 27 September 2015

Collecting in East Anglia

7 October 2015 – 22 May 2016

Colman Watercolour Gallery:

Seeing the Light

28 March 2015 – 6 March 2016

Colman Project Space:

'almost too daring for an individual': John Sell Cotman's one-man exhibition 1806-7

28 March 2015 – 6 March 2016

Museum of Norwich at the Bridewell

Norwich and the First World War: Soldiers and Workers, Duty and Philanthropy

24 November 2015 – 5 March 2016

Time and Tide Museum

Humans in Ancient Britain

13 June–6 September 2015

Beastly Machines

17 October 2015 – 21 February 2016

The Tolhouse Museum

Witch Hunt: The East Anglian Witch Hunt 1645-47

25 July – 13 September 2015

Ancient House Museum

Flint Rocks

21 November 2015 – 26 November 2016

Lynn Museum

Art of the Mart

July 2015 - 11 September 2016

Chapter 5: Resilience

In a time of severe budget pressures on local authorities, Norfolk Museums Service is very grateful for the continuing support of the District and County Councils of Norfolk through the Joint Museums Agreement. Their commitment puts the Service in a strong position to deliver its major projects and continue to grow new income streams.

Tourism

Tourism is a key driver for sustainable growth. The region as a whole saw a 10% growth in visits to attractions compared with 4% nationally (Visit England survey). In 2015 NMS became a partner in a new cultural tourism campaign for Norfolk and Suffolk supported by New Anglia Local Enterprise Partnership (LEP) and Arts Council England. Look Sideways East is designed to maximise PR opportunities to promote the two counties as leading cultural destinations.

Deep History Coast is an NMS-led county-wide tourism project which aims to achieve a national profile for the exceptional natural and archaeological attractions across Norfolk, in order to generate significant tourism visits. During this year the exhibition *Humans in Ancient Britain at Time and Tide* Museum helped promote the *Deep History Coast* concept – see highlight on page 30.

The most significant contribution to the resilience of the Service is the planned redevelopment of

Norwich Castle Keep. The project will be a catalyst for growth, for both NMS and the wider local economy. The target is to increase annual visits to Norwich Castle by 85,000 to 300,000 p.a. following the redevelopment, generating significant extra income for the Service and the city.

Our museums' contribution to the local tourism economy was recognised when Ancient House Museum won the 2015 Eastern Daily Press Tourism Award for Best Visitor Attraction (under 50,000 visitors per year). Meanwhile, Gressenhall's Learning and Engagement Officer, Rachel Duffield, was one of only 11 people nominated nationally for the Visit England/ Daily Mirror Tourism Superstar Award – see page 30. Norwich Castle was also placed 8th on a list compiled by Visit England of the ten most visited paid attractions in the whole of the region.

Income generation

NMS increased its revenue this year from its commercial operations. An agreement with Norfolk County Council's Registrar Service has seen Norwich Castle host its first civil ceremonies. Elsewhere bookings for Strangers' Hall and Gressenhall were up, while paranormal evenings at the Tolhouse in Great Yarmouth have been particularly lucrative.



The Service's Design and Technical teams began to offer professional services commercially to other museums and heritage sites, securing a number of external clients including the Norfolk Historic Churches Trust, Cinema City, Norfolk at the Pictures, Suffolk Regiment Museum, The History of Advertising Trust, The Museum of the Broads, Chatham Historic Dockyard and Gainsborough's House.

Pin Money, an Arts Council England-funded partnership project with Norwich University of the Arts, explored how we could use our costume and textiles collection to create a co-production business model with local makers to build a sustainable income stream for the Service.

The support of the Norfolk Museums Development Foundation and its charitable status has made it significantly easier to attract corporate sponsorship for our exhibitions programme with three headline sponsors secured for *British Art Show 8* – intu, Larking Gowen and Mills & Reeve.



The SHARED Enterprise scheme has been working with museums across the East of England offering fundraising-themed training. One of nine Heritage Lottery Fund Catalyst Umbrella projects in the UK, it's operated by NMS running alongside the ACE-funded regional museum development programme SHARE Museums East. Since it began in 2014, SHARED Enterprise has reached more than 400 people from over 70 museums, galleries and archives. HLF has recently granted us additional funding to continue the project's work until 2018.

Audiences

Detailed audience research underpins our visitor offer and marketing. In 2015 NMS registered its three principle museums (which generate 85% of all NMS visits) with the Audience Agency and has undertaken Visitor Finder research in all three sites. In addition, the Audience Agency analysed over 13,000 postcodes gathered from visitors attending all ten NMS museums. Both projects have provided valuable insight into visitor profiles, helping us identify potential visitors in order to grow our audience share in the future.

“SHARED Enterprise training is a great investment of my time because the tailored courses help me improve how we fundraise at the museum. The biggest impact upon me... understanding that all fundraising is about building relationships and that people give to people.”

Kate Axon, Museum of East Anglian Life

Resilience Highlights

Partnership: Humans in Ancient Britain

Time and Tide Museum, Great Yarmouth
Working in partnership with the Natural History Museum, the exhibition presented some of the key objects from their blockbuster exhibition, *Britain: One Million Years of the Human Story* including the 'Boxgrove tibia' – at half a million years old, the oldest human remains ever discovered in Britain. Presenting these alongside important artefacts from the NMS collections, the exhibition explored some of the ground-breaking research and finds that have made Norfolk the most important site in Europe for understanding early human history. Opened by evolutionary biologist Ben Garrod from BBC Four's *Secrets of Bones*, the exhibition was popular attracting over 7,500 visits during its three month run. It was branded as part of the *Deep History Coast* initiative, working with a range of partners including Visit Norfolk and Norfolk County Council to position the County as a tourism destination ultimately as well-known as Dorset's 'Jurassic Coast'.

Engaging: The Visit England Tourism Superstar Award

Gressenhall Farm and Workhouse
Rachel Duffield, Learning & Engagement Officer at Gressenhall Farm and Workhouse, was one of only 11 names on the national shortlist for the Tourism Superstar Award 2016, and the only representative from the East of England. Run by Visit England in conjunction with the Daily Mirror, the campaign recognises the dedication and passion of those working in the tourism industry. Rachel was nominated for her tireless work in promoting Gressenhall, particularly in raising awareness of the *Voices from the Workhouse* project. In her guise of 'Moaning Martha', fictional workhouse inmate and gossip, Rachel has been engaging and entertaining visitors of all ages and abilities for the past seven years. The award is decided purely by public vote and Rachel, working with colleagues in the communications team and Visit Norwich, produced a terrific press and social media campaign to promote her cause. In the end, Rachel came an honourable joint second but the campaign raised the profile of the *Voices* project and she went on to win a Norfolk County Council OSCA (Outstanding Contribution Award) in recognition of her efforts.



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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, including commercial sponsors and trusts and foundations, 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
- Daiwa Foundation
- East Anglia Art Fund
- Geoffrey Watling Trust
- The Headley Trust
- Historic England
- Esmée Fairbairn Foundation
- Great Yarmouth Cultural Education Partnership
- Headley Trust
- intu Chapelfield
- Kettle Foods
- Larking Gowen
- Loveday Trust
- Mills & Reeve
- National Heritage Memorial Fund
- Norfolk and Norwich Archaeological Society
- Norfolk Contemporary Art Society
- Sasakawa Foundation
- Town Close Estate Charity
- The Treasury
- Victoria and Albert Museum Purchase Grant Fund
- Woodmansterne

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 Norfolk
- Alzheimer's Society
- Antarctic Heritage Trust
- Archant Press and the Eastern Daily Press
- Architekton / St Mary's Works Project
- Arts Award
- Arts Council England
- Ashmolean Museum
- Association of Independent Museums
- Association for Suffolk Museums
- Audience Agency
- Aviation Academy
- Aylsham Heritage Centre
- BBC4 / Tin Can Productions
- BBC Radio Norfolk
- Borough Council of King's Lynn & West Norfolk
- Bradford University
- Breaking New Ground
- Breckland District Council
- The Brecks-Nagawa Exchange Committee
- British Council
- British Museum
- Broadland District Council
- Brundall Good Companions
- BUILD Norwich
- Calvados Tourisme
- Cambridge Museums Advisory Partnership
- Cambridgeshire County Council
- Carlton College, Minnesota, USA
- Catton Brownies
- The Children's University
- City College Norwich

Colchester Borough Council (Colchester Castle)
 Colchester and Ipswich Museums Service
 Collections Trust
 Colman's Connections Group
 Community Action Norwich
 Conseil Regional du Calvados
 Contemporary Art Society
 Corton House Residential Home
 Crafts Council
 Creative Arts East
 Creative Collisions
 Cromer and Sheringham Crab and Lobster Festival
 Culture 24
 Downham Market and District Heritage Society
 East Anglian Children's Hospice
 East Contemporary Visual Arts Network
 East Norfolk Sixth Form College
 Educator Solutions
 English Heritage
 Equal Lives
 ERM CIC
 Essex County Council
 FACT (Foundation for Art and Creative Technology)
 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
 Gildencraft Stone Masonry C.I.C.
 Google Cultural Institute
 Great Yarmouth Arts Festival
 Great Yarmouth Borough Council
 Great Yarmouth Cultural Heritage Partnership
 The Great Yarmouth Preservation Trust
 Great Yarmouth Refugee Outreach and Support
 Hastings Borough Council (Hastings Castle)
 The Hawk and Owl Trust
 Heritage Lottery Fund
 Hertfordshire County Council
 Hewlett Packard
 HLF Young Roots

HMP Wayland
 Hokkaido Archaeology Research Center, Japan
 Hoshikuso Obsidian Mine
 Imperial War Museum
 Kids in Museums
 Kings Lynn Festival
 Langley's Toy Shop, Norwich
 Leaping Hare
 Leicester University
 Luton Culture
 Maddermarket Theatre
 Mancroft Advice Project
 Medway Council (Rochester Castle)
 Meiji University Center for Obsidian and Lithic Studies
 MIND Great Yarmouth
 Museums Association
 Museum of East Anglian Life
 Museums Norfolk Group
 Museums Sheffield
 Nagawa-machi Obsidian Museum
 Nagawa-machi Town Council
 The National Archives
 National Gallery
 National Galleries of Scotland
 National Museum Directors' Council
 National Skills Academy
 National Trust
 Natural History Museum
 New Anglia Local Enterprise Partnership
 Norfolk Adult Social Services
 Norfolk Arts Service
 Norfolk Chamber of Commerce
 Norfolk Community Learning Services
 Norfolk County Council
 Norfolk Deaf Association
 Norwich Family Learning
 Norwich Fashion Week
 Norfolk Festival of Nature
 Norfolk Geodiversity Partnership
 Norfolk Industrial Archaeological Society
 Norwich Lanes Association
 Norfolk Libraries and Information Service
 Norfolk & Norwich Festival

Norfolk & Norwich Festival Bridge
 Norfolk and Norwich Naturalists' Society
 Norfolk and Norwich University Hospital
 Dementia Unit
 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 Cathedral
 Norwich City of Ale
 Norwich City Council
 Norwich Community History Club
 Norwich Freeman
 Norwich Hackspace
 Norwich HEART (Heritage Economic and Regeneration Trust)
 Norwich Historic Churches Trust
 Norwich International Airport
 The Norwich School
 The Norwich Society
 Norwich University of the Arts (NUA)
 Nottingham Trent University
 Open Academy
 Pabulum
 The Prince's Trust
 Reading Agency
 Reepham High School
 Renegade Pictures – for Channel Four
 Royal Museums Greenwich
 RSPB Eastern England
 Rural Museums East
 Rural Museums Network
 The Sainsbury Institute for the Study of Japanese Arts and Culture
 Seachange
 Seven Stories, National Centre for Children's Books
 South Norfolk Council
 Strengthening Our Common Life
 Swardeston Day Centre
 Sweet Arts Norwich

Tate
 Thetford's Great Festival
 Thetford Tourism and Heritage Partnership
 Thetford Town Council
 Tinhouse Arts
 Trustees of the Royal Norfolk Regiment
 Tyne and Wear Archives and Museums
 Museum
 University of Cambridge Museums
 University of East Anglia (UEA)
 University of London
 University of Newcastle
 University of Tokyo
 University of York
 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 North Norfolk
 Visit Norwich
 Voices Youth Forum
 Wayland Academy
 Wicklewood Archive Group
 Workhouse Network
 Writers' Centre Norwich
 Yale Center for British Art
 Young Norfolk Arts Festival
 YMCA Norfolk

Norfolk Museums Development Foundation



The Norfolk Museums Development Foundation (NMDF) is an independent charity that supports the work of Norfolk Museums Service and its partner organisations in the museums, heritage and charity sectors. The NMDF is registered as a company limited by guarantee number 9027498 and is registered with the Charity Commission as charity number 1158727.

The NMDF works in conjunction with Norfolk Museums Service in a supportive and complementary way. The Trustees work closely with museum staff and provide support, guidance and partnership links to achieve the fundraising targets for the key goals set out in NMS' 5 Year Strategy. In 2015-16 the NMDF secured funding for redisplay, exhibitions, skills development and learning activities.



The Board of Directors/Trustees during 2015-16 were:

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

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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.

