



Norfolk  
Museums  
Service

**5 YEAR  
STRATEGIC  
FRAMEWORK  
2019 – 2023**



# Contents

<b>Welcome</b>	<b>3</b>
<b>Mission, vision and values</b>	<b>5</b>
<b>Where we are</b>	<b>6</b>
<b>Responding to local and national priorities</b>	<b>8</b>
<b>Leadership</b>	<b>10</b>
<b>Collections</b>	<b>14</b>
<b>Skills and training</b>	<b>18</b>
<b>Learning and access</b>	<b>20</b>
<b>Resilience</b>	<b>24</b>
<b>Norfolk Museums Development Foundation (NMDF)</b>	<b>26</b>
<b>Developing our Service</b>	<b>27</b>
<b>Who we are: An overview of NMS</b>	<b>28</b>
<b>Key partners</b>	<b>30</b>
<b>Image credits</b>	<b>31</b>



# Welcome

Museums preserve our collective memory while helping to create new memories in the minds of our visitors. The past five years at Norfolk Museums Service has provided a kaleidoscope of unforgettable experiences from ground-breaking exhibitions to exciting redevelopments and inspiring community projects.

In no particular order I recall the passion and commitment of local schoolchildren performing a specially composed choral work to mark the *Voices from the Workhouse* redevelopment at Gressenhall Farm and Workhouse; marvelling at the breath-taking scale of the Ensign of *Le Généreux*, a huge flag from a French warship, on display for the *Nelson and Norfolk* exhibition at Norwich Castle; the elation at the news that our second stage bid to the National Lottery Heritage Fund for £9.2 million for the *Norwich Castle: Gateway to Medieval England* had been successful and the pride at hearing about record-breaking schools visits at Time and Tide Museum in Great Yarmouth.

That so many milestones have been achieved at a time of great change and challenge is testament to the dedication and creativity of staff and volunteers across our ten museums.

This new 5 Year Strategic Framework builds upon the successes and learning since 2014. The Key Goals identified in the Framework show we are in for a very exciting time. They include the re-opening of Norwich Castle's magnificent 900-year-old Keep following its transformation back to the Norman palace it was originally conceived as. This project will be the catalyst for a step-change in how Norwich and the County is perceived in the outside world, driving growth in visits and generating income long into the future, both for the Museums Service and the local economy.

This period will also see the fruition of our *Kick the Dust – Norfolk* project, funded by the National Lottery Heritage Fund, to engage 8,000 young people in heritage across the County. It has already begun to embed a new and exciting way of working with young people which empowers them to become 'shapers' in how heritage services are delivered.

Other Key Goals covering collections, exhibitions, learning, income generation and sector development share an over-arching ambition to deliver meaningful benefits to our communities and leave a lasting legacy.

The successes of the past five years and our ambitions for the next five can only be achieved through working with a huge number of partners and funders. We are grateful to our key funders – Norfolk County Council, the District Councils of Norfolk, Arts Council England, and the National Lottery Heritage Fund – and to all the many organisations and individuals who continue to provide such important support, a full list of whom is provided at the end of this Framework. We look forward to working with you to create more inspiring memories in the years ahead.

*Cllr. John Ward*

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

L to R: Cllr. John Ward, Chair of Norfolk Joint Museums Committee; Chris Coupland, Birketts; Andrew Wood, Honorary Dutch Consul for the East of England; Dr Giorgia Bottinelli, Curator of Historic Art; Dr Francesca Vanke, Keeper of Art and His Excellency Simon Smits, the Dutch Ambassador.





# Mission, vision and values

## Mission

Inspiring pride in Norfolk's heritage through 10 award-winning museums

## Vision

- Engaging and inspiring the widest possible audience, both across Norfolk and beyond
- Enriching people's lives and creating a sense of place and identity
- Ensuring all Norfolk residents, especially children, experience high-quality learning in the museums we care for and through the collections in our trust
- Contributing significantly to the visitor economy of Norfolk and contributing to the development of sustainable tourism partnerships
- Collecting, preserving and interpreting the material evidence of Norfolk's past
- Stimulating creativity, inspiration and enjoyment through the museums and collections in our care

## Values

- We are committed to caring for Norfolk's rich heritage, both for our communities and visitors today and for future generations
- We are passionate about learning and fostering skills and knowledge amongst Norfolk's Children
- We are accountable and credible in the work we do, and we are open to challenge and advice
- We will encourage innovation and commercial awareness across all parts of our Service
- We will develop our staff and volunteers, equipping them with the skills and confidence to excel in an increasingly digital world
- We will seek partners who will help us achieve our goals

NMS is a unique partnership between Norfolk County Council and Norfolk's district and borough councils and Norwich City Council. Norfolk Museums Service is also fortunate to be part of a number of well-established partnerships which enable it to deliver its Mission.

# Where we are: Achievements from the past

**£6.5m** investment secured 

from **Arts Council England** for 2018-22 through National Portfolio Organisation and Museum Development funding

**15** 

**major exhibitions** delivered at **Norwich Castle Museum & Art Gallery** seen by a total of more than **820,000 visitors**

**517** items from the **Norfolk Collections** loaned to a range of institutions in the **UK** and **abroad** 

**VOICES FROM THE WORKHOUSE**  
– the major National Lottery Heritage Fund supported redevelopment project at **Gressenhall Farm and Workhouse** – successfully delivered!

**98%** of survey respondents rating the new displays as **'very good'** or **'good'** 

Successful completion of **33** externally-funded projects

**Over £15,000** raised by **326 donors** for the **'Saving Samson'** crowdfunding campaign by the Museum of Norwich to redisplay an iconic part of the City's heritage 

**10.84%** increase in income generation across all **10 sites** 



Just **under 2 million** visits to our **ten museums**

**£26,047,551** raised in external grants over the last **five years** 

**£25,000** raised through the **Keep Giving** public fundraising campaign by **Norfolk Museums Development Foundation** to support the **Norwich Castle: Gateway to Medieval England** project 

**£9.2 million** secured from the **National Lottery Heritage Fund** for the transformation of Norwich Castle Keep through the **Norwich Castle: Gateway to Medieval England** project 

Norfolk's National Lottery Heritage Fund **First World War Centenary** project successfully led by the **Royal Norfolk Museum** including recruitment of volunteers who contributed over **£42,000** towards the delivery of a **pop-up exhibition**, workshops and events for **1,167** approximately **1,500 family households** and **2,616 visitors** to special events including **exhibition on the Armistice** which attracted just under **25,000** visitors

Approximately **£32 million** estimated **visitor impact** to the local economy over the period 2014-2019

**2,000** weddings hosted at **Norwich Castle** since 2016 through a partnership with **Norfolk County Council's registrar** department under the **'Celebrate in Norfolk'** programme 

**Almost 185,000** school visits to our ten museums across the Service

# 5 years

7  
ITEMS  
conserved



## Over 11,000

items conserved or condition assessed by the **NMS Conservation team**

## 25

major **partnerships** with national and international heritage and cultural institutions

## 224%

rise in **social media engagement** across all platforms from April 2014 to March 2018



## National partnerships at Time and Tide

over the past **five years** include the **National Fairground Archive, National Media Museum, V&A, Royal Museums Greenwich, British Museum, Tate and the Natural History Museum**



## Successful partnership

with King's Lynn Borough Council to develop the stunning new **Stories of Lynn** museum attracting nearly

## 27,000

visitors since opening in 2017

## 310 objects

from **Lynn Museum** and **Museum of Norwich** collections now available to explore in ultra-high resolution through the



**Google Art Project**

## Time and Tide Museum's Sea History Differently

project supported over **450** volunteer hours, with over **5,500** people engaged through community outreach.



COLLECTIONS

folk  
museums  
service

SKILLS & TRAINING

ENGAGING  
ACCESS

## Over 138,000

hours contributed by

## volunteers

across the Service



Heritage Fund supported

## World War programme

**10** Norfolk Regimental of **24** volunteers who spent **10** months of volunteer time, at **10** venues, with **10** schoolchildren, **10** history enquiries answered, **10** days and delivery of a **major** programme at **Norwich Castle** with **100** visitors



## Over 15,000

people engaged through **outreach activities** across the County



## Successful completion

of the **National Lottery Heritage Fund** supported

## Skills for the Future project

at **Gressenhall Farm and Workhouse**, supporting work-based training in a range of heritage skills



## 47

## traineeships

completed through the **Teaching Museum programme**

with trainees going on to find roles with employers including the **Science Museum**, the **V&A**, and the **National Trust**



# Responding to local and national priorities



## Responding to Norfolk County Council's vision

In the delivery of our 5 Year Strategic Framework we are committed to supporting the goals set out in Norfolk County Council's 6 Year Plan *Together, for Norfolk*.

*Together, for Norfolk* sets out a number of key priorities for 2019-25 which Norfolk Museums Service is well placed to deliver and support.

These priorities are:

- Focusing on inclusive growth and improved social mobility
- Encouraging housing, infrastructure, jobs and business growth across the County.
- Developing our workforce to meet the needs of the sectors powering our local economy.
- Working to reduce our impact on the environment.

The plan identifies 'quality cultural and heritage facilities' are important for building strong communities and for Norfolk's future growth and prosperity. Goals include continuing to develop Norfolk as a high-quality cultural visitor destination, investing in the arts and cultural sector and delivering significant projects and realising the National Lottery Heritage Fund supported £13.5m *Norwich Castle: Gateway to Medieval England* project.

## Responding to Arts Council England's goals

As laid out in *Let's Create*, the Arts Council's Strategy 2020-2030.

Since 2010 the Arts Council's five goals articulated in *Great Art and Culture for Everyone* have guided planning and delivery across the Museums Service, helping us to reach more people and a more diverse range of audiences.

Their new strategy, published January 2020, builds on these goals, refining and refocusing their vision to further support diversity and creativity in all communities.

As a National Partner Organisation we will work closely with Arts Council England to ensure the outcomes set out in *Let's Create* inform all aspects of our work.

In particular we will continue an especial focus on the Arts Council's ongoing commitment to the Creative Case for Diversity. Norfolk Museums Service will place the Creative Case for Diversity at the heart of all our programming and our diverse learning programmes across the County and beyond.

The outcomes set out in *Let's Create* are:

- Creative People – Everyone can develop and express creativity throughout their life
- Cultural Communities – Villages, towns and cities thrive through a collaborative approach to culture
- A Creative and Cultural Country – England's cultural sector is innovative, collaborative and international

These outcomes will underpin Arts Council England's investment strategy over the next decade through four investment principles:

- Ambition & Quality – Cultural organisations are ambitious and committed to improving the quality of their work
- Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that Arts Council England supports and in the culture they produce
- Dynamism – Cultural organisations are dynamic and able to respond to the challenges of the next decade
- Environmental Responsibility – Cultural organisations lead the way in their approach to environmental responsibility

## Responding to the National Lottery Heritage Fund's goals

As laid out in the *National Lottery Strategic Funding Framework*.

Norfolk Museums Service is committed to helping the National Lottery Heritage Fund deliver its Mission of:

**Inspiring, leading and resourcing** the UK's heritage to create **positive and lasting change** for people and communities, now and in the future.

We will continue to support the National Lottery Heritage Fund's goal to achieve positive and lasting change in the communities we collectively serve, helping to make heritage more valued, inclusive, resilient, enterprising, and ensure it is in better condition for future generations.

Through the National Lottery, the National Lottery Heritage Fund has made a transformational investment in the work of Norfolk Museums Service over the last 25 years. We will support the National Lottery Heritage Fund's strategic goals through the NLHF-funded programmes that we deliver, including our *Kick the Dust* programme *Norfolk Journeys* and through the delivery of our Major Grant support project *Norwich Castle: Gateway to Medieval England* which received £9.2m of National Lottery investment through the National Lottery Heritage Fund in 2018.



# Leadership



We want to be a flagship museums service, working with our partners to achieve national standards of excellence which deliver economic and cultural benefits to our region.

Since 2012, NMS has operated as an Arts Council England Major Partner Museum (MPM) and, since 2018 has been a National Portfolio Organisation (NPO). NMS is committed to the delivery of a 4-year business plan as part of the funding it receives through the Arts Council's national programmes. NMS also provides a leadership role within the museum sector offering help and support to district council partners and to other museums and cultural organisations in the region, along with providing a national lead on key issues as and when appropriate.



NMS has also enjoyed significant support from the National Lottery Heritage Fund (NLHF) since its inception 25 years ago and NMS is grateful for the ongoing support it receives for a number of projects, including the NLHF's national *Kick the Dust* programme focused on young people and the delivery of the *Norwich Castle: Gateway to Medieval England* project, supported through the National Lottery thanks to a Major Grant from the NLHF of £9.2m. NMS is committed to the delivery of the National Lottery Heritage Fund's Mission for heritage in the UK and the communities which we collectively serve.

Along with other sector-specific roles, NMS is a member of the New Anglia Cultural Board, the cultural sector group working in partnership with the New Anglia Local Enterprise Partnership (LEP) to help the arts, heritage and cultural sectors in the East of England to prosper.

As part of the Cultural Board, NMS supports the delivery of *Culture Drives Growth: The East's Cultural Strategy 2016-22*.



## SHARE Museums East

Norfolk Museums Service is one of nine organisations in England to be granted museum development funding by Arts Council England. This funding supports SHARE Museums East; the sector-facing workforce development arm of NMS. A small team based at the Study Centre at the Shirehall work regionally to deliver the programme. Its mission is to *support excellence, resilience and cooperative working in museums in the East of England.*

SHARE Museums East aims to:

- Invest in and broker development opportunities improving museums' services and sustainability
- Encourage good practice in museums' management in the East of England
- Maximise opportunities for shared learning, networking and mutual support
- Facilitate collaborative working, partnerships and communication across museums in the East of England
- Invest in and nurture a skilled and flexible museums' community in the East of England, of paid staff, freelancers and volunteers
- Build pride and awareness of museums in the East of England
- Get best value out of museums development funding for the East of England
- Represent and champion the interests of the East of England museums' sector nationally



SHARE Museums East does this through;

- Pioneering museum development programmes
- Extensive free training programme
- Creating and sharing resources
- Supporting specialist networks

[www.sharemuseumseast.org.uk](http://www.sharemuseumseast.org.uk)





## Networks

### Workhouse Museums Network Subject Specialist Network (SSN)

The Arts Council England funded Workhouse Museums Network supports the exploration and interpretation of collections that focus on the UK's welfare and pauper history. Alongside the development of a new national conference to promote skills development and knowledge sharing, Norfolk Museums Service will establish a new website for the Workhouse Network and host a new exhibition that links historical and contemporary welfare stories.

### Maritime Heritage East

Maritime Heritage East is a partnership of 30 museums and heritage organisations in Norfolk, Suffolk and Essex and exists to develop regional and national partnerships that raise the profile and appreciation of maritime heritage in the East of England. The programme is managed by NMS' Time and Tide Museum in Great Yarmouth, one of 12 'gateway' museums in the UK promoting maritime heritage as part of a national subject specialist network led by the National Maritime Museum.

### Rural Museums East

NMS is an active member of the national Rural Museums Subject Specialist Network through Gressenhall Farm and Workhouse. Regionally, Gressenhall also convenes the Rural Museums East network which organises training and networking opportunities for a number of rural life museums in the area.

In addition to these sectoral networks, NMS remains an active member of the New Anglia Cultural Board (NACB) and the National Museums' Directors Council (NMDC).

## Leadership: Key goals

- Successfully deliver our Arts Council England programme as a **National Portfolio Organisation** and provide leadership for the sector
- Successfully deliver our Arts Council England programme as a **Sector Support Organisation**, providing leadership and supporting museum development across the East of England through SHARE Museums East
- Support the delivery of *Culture Drives Growth: The East's Cultural Strategy 2016-22*

# Collections

A photograph of a family of four—a man, a woman, and two children—gathered around a tablet computer. They are all looking intently at the screen, with their fingers pointing at various elements. The setting appears to be a museum or gallery, with blurred figures of other people and exhibits in the background. The lighting is warm and focused on the family.

We want more people to be able to enjoy our magnificent collections, diversifying our audiences through loans, exhibitions and an increased digital presence.

Norfolk Museums Service possesses outstanding collections ranging from early prehistory to contemporary art. Key elements include the most comprehensive collection of the work of the Norwich School of Artists in existence, fine and decorative arts including ceramics covering the history of British pottery from the Neolithic to the present day and highly significant collections of Palaeolithic, Bronze Age, Iron Age, Anglo-Saxon and medieval material. Natural History includes Pleistocene vertebrate and Cromer Forest Bed collections of the highest importance. The Service also has important costume and textile collections, as well as the best collection of material in the United Kingdom relating to the Victorian Workhouse and an outstanding collection of social history material.

Whilst the 3.5 million artefacts in the care of NMS are of fundamental importance to telling the history of Norfolk, the collections relating to Archaeology, Natural History, Fine and Decorative Art are Designated, each in their own right, and therefore are of national or international significance. The pre-eminence of the collections is reinforced through specialist staff knowledge and curation, together with integral archives and records.



NMS works to ensure that these important collections and our buildings are not only secure for future generations to enjoy, but are available today for the widest possible audience. Specialist teams ensure that collections are publicly accessible, documented, cared for and well displayed. Initiatives include digitisation projects with partners such as Google, outreach work in libraries and community venues and national and international programmes of loans.



## Conservation & Display

NMS' Conservation Department comprises of a team of conservators and conservation technicians with a variety of specialisms and wide experience covering the field of conservation and collections care. NMS Conservation staff are professionally qualified or have received recognized training through in-house programmes and within the team we have staff accredited by the professional body, the Institute of Conservation (ICON).

The primary objective of the Conservation Department is to preserve the collections held by NMS. This is achieved through promotion and awareness-raising about the standards of collection care across our many sites as well as elsewhere around the region.

NMS' highly-skilled and qualified Design & Technical team provide high-quality professional services in terms of exhibitions and display to both the 10 NMS sites and to external organisations.

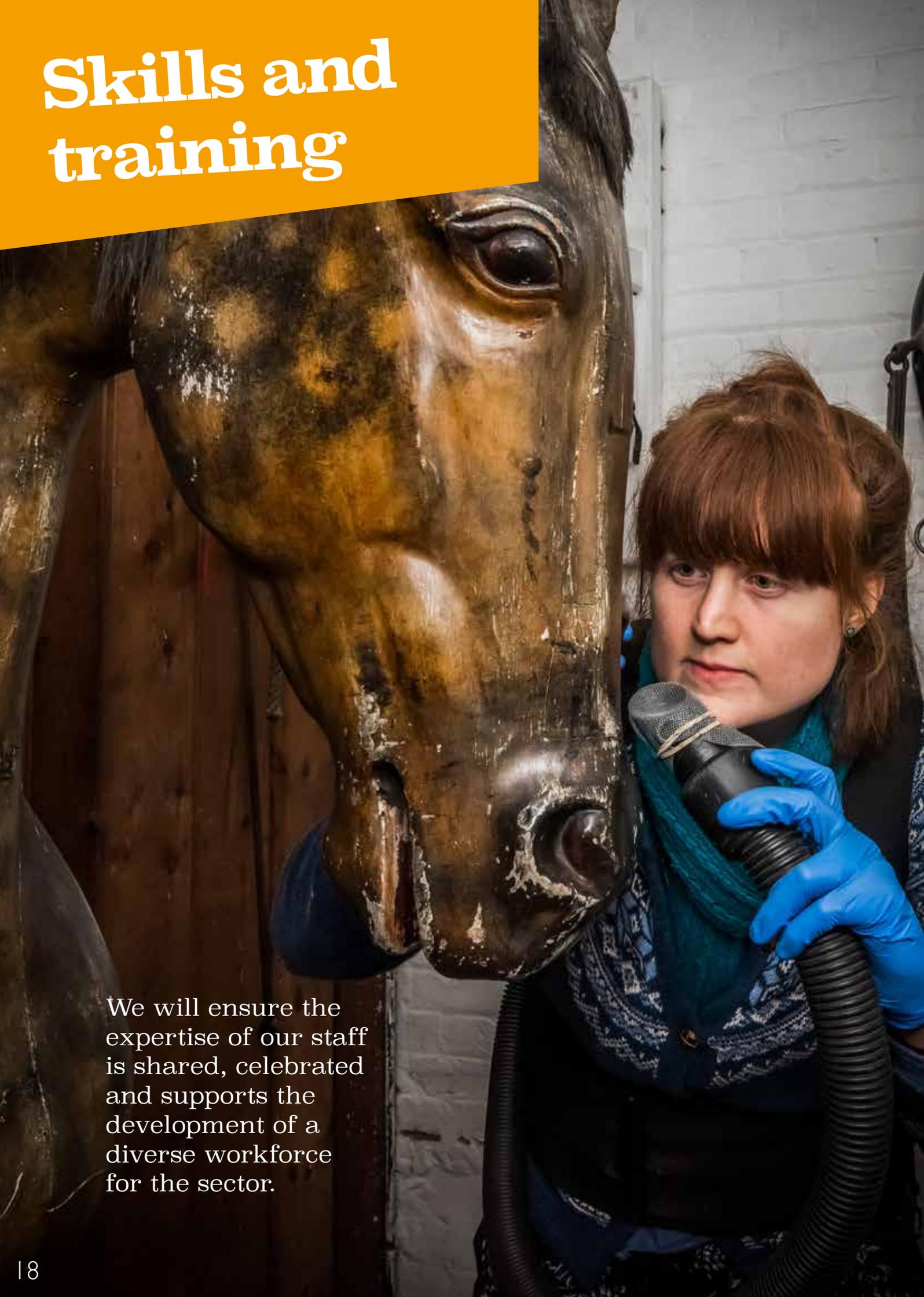




## Collections: Key goals

- Following the delivery of the major National Lottery Heritage Fund supported *Voices from the Workhouse* project, we will continue to develop Gressenhall Farm and Workhouse into one of Norfolk's premier museums and a **national centre for workhouse interpretation** and research, using Arts Council England support to develop a strong new **Subject Specialist Network**
- Develop our strong **international partnerships** through a range of exhibitions, collaborations and skills exchanges, with a focus on the Netherlands, the United States and those nations identified as a priority by our key stakeholders
- Develop the Norfolk Collections Centre, Shirehall and our Norfolk Museums Collections website as an integrated resource for **public engagement with collections** and our professional staff
- Deliver the goals laid out in NMS' *Digital Strategy 2018-22* to share our collections with as wide an audience as possible and to support the strategic aims of our stakeholders in terms of **digital engagement** and development across Norfolk and beyond
- Maintain and develop the role of Time and Tide Museum of Great Yarmouth Life as a regional **centre of excellence for maritime heritage** through an inspirational exhibitions and events programme and outreach work with our local communities
- Increase **the reach of the NMS collections** through loans to other museums locally, nationally and internationally and active support to the SHARE training programme and Subject Specialist Networks
- Embed the **Creative Case for Diversity in collections development across all collections**, including through **contemporary collecting**

# Skills and training

A woman with reddish-brown hair, wearing a blue patterned sweater and blue gloves, is using a black vacuum hose to clean the face of a brown horse. The horse's face is the central focus, showing its eye and nostrils. The background is a white brick wall. The overall scene is set in a stable or barn.

We will ensure the expertise of our staff is shared, celebrated and supports the development of a diverse workforce for the sector.

## Teaching Museum

The *Teaching Museum* is a unique, service-wide initiative which established Norfolk Museums Service as the country's first teaching museum with the aim of developing a workforce for the future. The vision follows that of a 'Teaching Hospital' – a widely practised model for equipping newly qualified doctors and medical professionals with the essential practical skills needed in the workplace.

The overarching aim of the *Teaching Museum* is to support the development of a highly skilled and flexible workforce that can meet the future needs of museums in a changing world. Through the Teaching Museum NMS will share skills and expertise with:

- People seeking to start a career in museums
- NMS staff and volunteers
- Existing museum staff and volunteers in the East of England
- Teachers and trainee teachers

As a teaching organisation, NMS is taking a leadership role in the vocational training of new recruits and support for the professional development of existing museum staff. It seeks to address challenges around entry routes to the sector and support for continuing professional development. NMS shares the learning from this approach with other museums in the country.

During 2012-15 NMS also benefited from investment from the National Lottery Heritage Fund in the delivery of the largest regional *Skills for the Future* programme, centred on Gressenhall and delivered in partnership with the Museum of East Anglian Life. Through this programme, the Service was able to support a large number of placements covering a diverse range of heritage skills. The legacy of this programme and current projects including the NLHF-supported *Kick the Dust*, is a better skilled workforce for the Service and cohort of trainees with the skills needed to support the wider heritage sector in the years to come.



## Volunteers

NMS currently supports around 400 active volunteers who operate across many sites and functions. As part of this strategic plan, we aim to increase both the total number and the diversity of our volunteers and to ensure that all our volunteers are able to benefit from a wide range of opportunities including the ability to undertake accredited training.

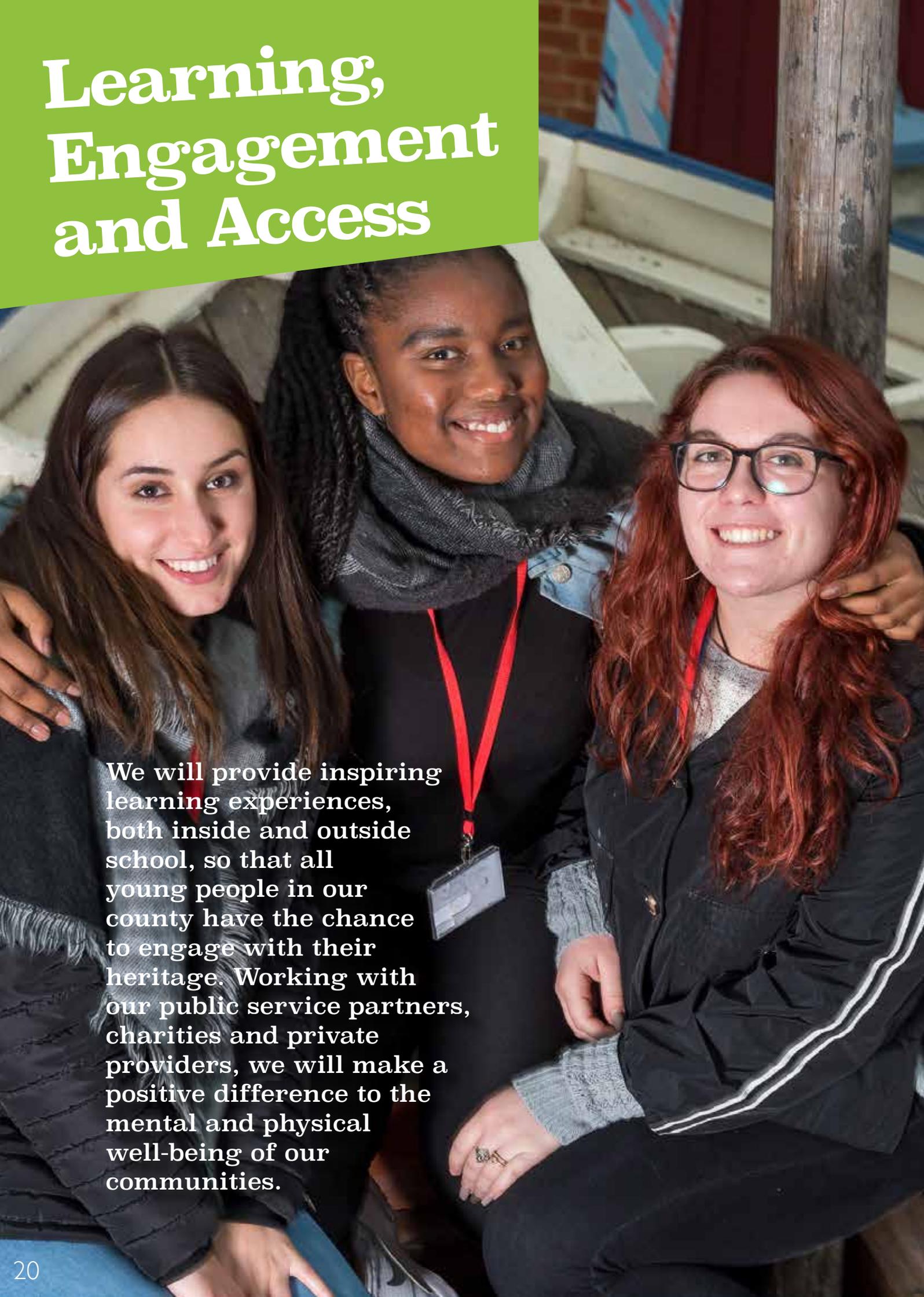
## Digital

We will invest in our staff and volunteers to ensure that we have a digitally engaged workforce who understand our goals and work actively to achieve them. Staff will be supported through ongoing training to build the skills and confidence required to support the successful implementation of our Digital Policy and Plan.

## Skills & training: Key goals

- Achieve recognised excellence in relation to Norfolk Museums Service's Designated national collections, **curatorial expertise and exhibitions** through our partnerships, our loans, our research programmes and our publications
- Maintain the Museums Service's national reputation as a centre of excellence in terms of **skills and training**, using the *Teaching Museum* to provide opportunities for the widest diversity of people

# Learning, Engagement and Access

A photograph of three young women smiling and posing together outdoors. The woman on the left has long dark hair and is wearing a dark jacket. The woman in the middle has dark hair in braids, is wearing a grey scarf and a black top with a red lanyard and ID badge. The woman on the right has long red hair, is wearing glasses and a black jacket with white stripes on the sleeve. They are all smiling warmly at the camera. The background shows a wooden structure and a brick wall.

**We will provide inspiring learning experiences, both inside and outside school, so that all young people in our county have the chance to engage with their heritage. Working with our public service partners, charities and private providers, we will make a positive difference to the mental and physical well-being of our communities.**

## Schools and curriculum-based learning

Norfolk Museums Service began delivering a specialist schools service in 1918 and over the last century has developed a deserved reputation for the quality of its innovative education work, securing a number of prestigious Sandford Awards for Excellence in Education as well as a number of other awards including the Learning Outside the Classroom Quality Badge.

Each year, around 50,000 schoolchildren from across East Anglia and beyond enjoy award-winning sessions covering a range of National Curriculum topics. NMS also works with Early Years children in formal sessions, as well as offering adult education sessions across the county.

NMS also has a deserved national reputation for the many ways in which it seeks to make its collections and sites as accessible as possible to the widest audience, including through targeted events and activities and outreach work across the county. These innovative and high-quality programmes include work with Looked After Children and Young People, foster families and Young Offenders.

The successful delivery of every level of Arts Award is also a significant achievement for the Service. The development of accredited programmes which involve the imaginative use of collections to inspire artwork has been pioneered by Ancient House Museum in Thetford.

NMS also has a national reputation for its work supporting Initial Teaching Training (ITT).





## Youth engagement

NMS supports a number of innovative and high-profile youth engagement programmes across the county, including the major National Lottery Heritage Fund supported *Kick the Dust* programme. These wide-ranging programmes include young people influencing exhibition planning, designing and implementing museum trails and events, working on reminiscence and inter-generational projects and supporting the strategic direction of the Museums Service. Many of NMS' targeted programmes are focused on Looked After Children and those in foster care.

Our provision for the age group also includes offering a range of skills development, work experience and volunteering opportunities. The Service has a good track record of supporting young people who are not in education, employment or training (NEET) and those who are being supported through the Youth Offending Team (YOT).

## Graduate and Postgraduate learning and research programmes

Working with a number of higher education and further education partners including University of East Anglia and Norwich University of the Arts (NUA), NMS delivers postgraduate museums and heritage programmes, provides training for student and qualified teachers, and supports a range of national and international research programmes. This important work will develop and diversify under the current strategic plan, increasing the profile of the collections and sites in the care of NMS.



## Access and Widening Participation

Through a range of events and activities NMS facilitates broad audiences from across the county and beyond to engage meaningfully with arts and heritage. Specially developed sessions are available for audiences with specific or additional needs, and visitor events programmed in conjunction with temporary exhibitions support non-traditional museum audiences to recognise themselves in our museums and collections and help them to see NMS' relevance to their lives.



## Learning, engagement & access: Key goals

- Ensure **all Norfolk children** visit at least one of the 10 award-winning NMS sites by the time they leave school
- Develop a range of outstanding new **opportunities for young people** through the National Lottery Heritage Fund supported *Kick the Dust* project and our countywide Arts Council England learning programmes

## Health & wellbeing: Key goals

- Continue to develop the **Museum of Norwich** at the Bridewell as a community resource in the heart of the city, with a particular focus on Age Friendly programmes as part of the Service's wider Health & Wellbeing Strategy
- Work closely with the other **Norfolk County Council Culture & Heritage services**, including Norfolk Record Office, Norfolk Arts Service, Active Norfolk and the Environment Service to deliver the health & wellbeing, tourism and economic development goals set out in Norfolk's **Joint Health & Wellbeing Strategy 2018-22**
- Deliver a range of **outreach programmes**, touring exhibitions and special events in partnership with our District Councils and other partners, with a focus on our rural communities and our market towns

# Resilience



By delivering our ambitious plans, we will achieve long-term prosperity for the Service and will make a significant contribution to the visitor economy of the County and the wider region.

## Sustainability

NMS is committed to working in a sustainable manner, both in terms of financial sustainability and in terms of environmental sustainability, of which Gressenhall Farm and Workhouse is the Service's flagship site. We particularly recognise the goal of integrating our museum sites and our tourism offer with the natural and heritage landscapes of Norfolk in contributing significantly to the visitor economy of the East of England. During the course of this Framework, NMS will work towards the Green Tourism Business Scheme (GTBS), with the goal of achieving a prestigious Silver Award for our key museum sites.

NMS will also continue to develop a commercially-responsive culture across the whole organisation, increasing earned income as a percentage of total revenue and creating a range of innovative new offers to its diverse audiences.



We will deliver a high-quality retail and catering offer across all sites, a new conference and banqueting offer and improve the income generated from commercial events and lettings. The Museum will also provide income-generating services to third parties both from the cultural and commercial sectors. Finally, the Service will continue to increase the amount it generates through fundraising, primarily through the work of the Norfolk Museums Development Foundation.



## Resilience: Key goals

- Deliver the £13.5m National Lottery Heritage Fund supported project **Norwich Castle: Gateway to Medieval England**, bringing a permanent British Museum presence to the East of England and positioning Norwich Castle as the flagship heritage attraction in the region
- Ensure Norfolk Museums Service's long-term prosperity through the delivery of the **revenue targets** laid out in the Service's annual business plans, providing a unique set of historic venues and experiences for people to enjoy, and by delivering a range of commercial services for other museums and organisations, including Conservation and Design
- Achieve at least **500,000 visits** per annum across the 10 Norfolk Museums Service sites by 2022
- Continue to support the Norfolk Museums Development Foundation to function as an effective and **proactive fundraising** and development organisation for the Service and for the County
- Work with partners including Norwich City Council, New Anglia Local Enterprise Partnership (LEP), Norwich Business Improvement District (BID) and other Norfolk National Portfolio Organisations to **develop Norwich's cultural and heritage offer**, increasing visits to the City and contributing effectively towards the visitor economy
- Work in **partnership with City and District Councils** to deliver creative, tailored and responsive local services and programmes and to contribute to the County's visitor economy
- Support the development and ongoing delivery of the **Deep History Coast** project, including the delivery of the branding and marketing strategy led by North Norfolk District Council
- Make continuous improvements to the **environmental sustainability** of the Service to ensure long-term resilience and to minimise the environmental impact of our activities

# Norfolk Museums Development Foundation (NMDF)

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

We were established in 2014 with a sole purpose: to support NMS to secure funding for the care and development of its outstanding collections and historic buildings, and to enable a wide range of activities for public benefit, including:

- Extensive formal and informal learning programmes
- Skills development and volunteering opportunities
- Public exhibitions and events



Our work seeks to complement that of NMS, with Trustees using their wide range of skills and expertise to provide guidance and advice to museum staff. During the last few years our Trustees have helped develop important links with a range of external organisations and made introductions to funding bodies.

The Foundation continues to actively support activities at all ten museums across the Service. Our primary focus for 2019-20 will be to continue to raise funds towards the *Norwich Castle: Gateway to Medieval England* project through a range of sources including online giving, object adoptions, corporate sponsorship and grants from trusts and foundations.

Cllr John Ward	Chair of the Norfolk Joint Museums Committee ( <i>NMDF Chair</i> )
David Missen	Chartered Accountant ( <i>NMDF Company Secretary/Treasurer</i> )
Donna Chessum	PR Consultant
Cllr Margaret Dewsbury	Cabinet Member, Communities and Partnerships, Norfolk County Council
Brian Horner	Chief Executive of Voluntary Norfolk (Retired)
Mark Jeffries	Non-Executive Director, RG Carter Holdings and NW Brown Group
Sarah Steed	Director of Innovation and Engagement, Norwich University of the Arts
Tim Sweeting	Chief Executive, YMCA Norfolk
Caroline Williams MBE	Entrepreneur
Helen Wilson	Chair of the New Anglia Cultural Board

# Developing our service

We are committed to continuous improvement for NMS through a programme of ambitious capital and major development projects. Some of these are underway and we will seek to extend them over the next few years. Others represent new and exciting areas of work which have the potential to deliver great benefits to our audiences.

## Future ambitions

- West Runton Mammoth display – a project to complete the display of the West Runton Mammoth, the largest complete example of its kind in Europe
- National Fossil Database – a collaborative project with the British Museum to create a national database for the identification and sharing of information on fossils
- The Toy Room at Strangers' Hall, Norwich – a project to develop the popular and nationally important displays relating to children's learning and play through the ages
- The Maritime Galleries at Time and Tide Museum, Great Yarmouth – a project to develop the maritime galleries with the addition of new material relating to the *Titanic* and to Nelson
- The Duleep Singh Gallery at Ancient House Museum, Thetford – a partnership project to develop the galleries at Ancient House Museum to better represent the story of His Highness Maharaja Sir Duleep Singh, last Maharaja of the Sikh Empire
- The Nelson displays at Norwich Castle – a project to create a new permanent Nelson display within the main galleries of Norwich Castle

## Existing major development projects

- Museum Development across the region
- Arts Council England *Museums and Schools* programme
- Study Centre at the Shirehall development project
- Supporting the development of Wensum Lodge, Norwich as a new creative hub for Norwich and the wider County



# Who we are: An overview of NMS

Norfolk Museums Service (NMS) 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 county-wide 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.

NMS is now regarded as one of the leading museum services in the United Kingdom, being recognised in 2012 as an Arts Council England Major Partner Museum (MPM) and a National Portfolio Organisation (NPO) in 2018, tasked with providing leadership to the sector, including through our SHARE Museums East Museum Development programmes.

All NMS sites are Accredited museums under the Arts Council Accreditation scheme and many of the collections in our care are Designated of national importance.



## Our 10 award-winning sites

Each one of the 10 sites in the stewardship of NMS is also of great regional or national importance, from the Norman splendour of Norwich Castle to the atmospheric Gressenhall Farm and Workhouse and the restored herring works at Great Yarmouth, home of the award-winning Time and Tide Museum.



## 1 NORWICH CASTLE MUSEUM & ART GALLERY

One of the city's most famous landmarks, Norwich Castle was built by the Normans as a Royal Palace over 900 years ago and spent at least 500 years as a prison. It 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.

## 2 GRESSENHALL FARM AND WORKHOUSE, NEAR DEREHAM

This family-friendly 50 acre site is the home of Norfolk's rural life museum. Gressenhall includes a working heritage farm populated with rare breed animals and is a national centre for workhouse studies and interpretation.

## 3 TIME AND TIDE, MUSEUM OF GREAT YARMOUTH LIFE

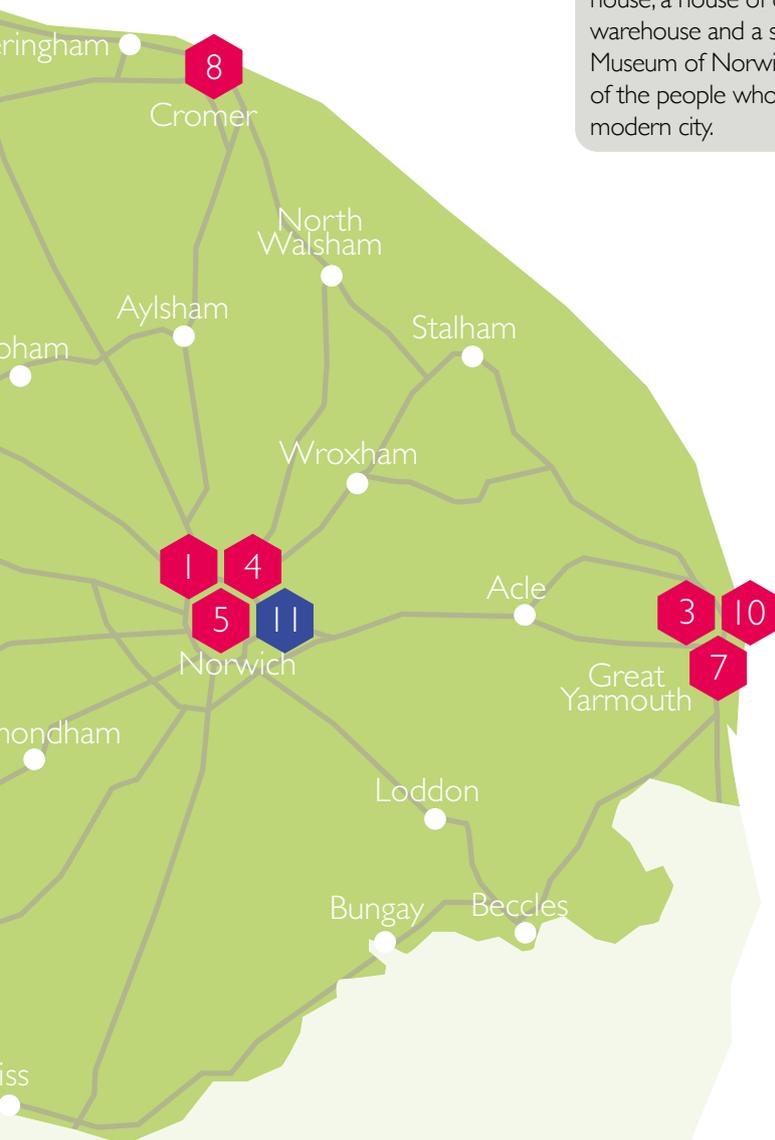
Set in a preserved Victorian herring curing works the multi award-winning Time and Tide Museum tells the unique story of Great Yarmouth from its prehistoric origins to the present day.

## 4 THE MUSEUM OF NORWICH AT THE BRIDEWELL

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

## 5 STRANGERS' HALL, NORWICH

Home to the wealthy merchants and mayors who made medieval Norwich a great city, visitors explore this intriguing and atmospheric building through period room settings, guides and creative interpretation.



## 6 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.

## 7 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.

## 8 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.

## 9 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.

## 10 THE TOLHOUSE, GREAT YARMOUTH

The Tolhouse vividly brings to life the story of crime and punishment in Great Yarmouth and offers an insight into the town's rich maritime heritage.

## 12 THE NORFOLK COLLECTIONS CENTRE, GRESSENHALL NEAR DEREHAM

NMS' open access storage facility, containing superstar objects including the West Runton Mammoth and the famous Norwich Snap Dragons.

## 11 NORWICH CASTLE STUDY CENTRE, SHIREHALL, NORWICH

Offers first-rate facilities to access and study NMS reserve collections. Museum staff can also assist visitors and researchers with their specialist knowledge.

# Key partners

ARCHANT & THE EASTERN DAILY PRESS

## **ART FUND**

## **ARTS COUNCIL ENGLAND**

ASSOCIATION OF INDEPENDENT MUSEUMS

## **BRITISH MUSEUM**

THE CHARLES LITTLEWOOD HILL TRUST

COLCHESTER & IPSWICH MUSEUMS SERVICE

COLLECTIONSTRUST

COMPUTER SERVICE CENTRE

## **COSTUME & TEXTILE ASSOCIATION**

## **EAST ANGLIA ART FUND**

ESSEX CULTURAL DIVERSITY PROJECT

THE FORUM TRUST

## **FOYLE FOUNDATION**

## **FRIENDS OF ANCIENT HOUSE MUSEUM**

## **FRIENDS OF CROMER MUSEUM**

## **FRIENDS OF GRESSENHALL**

## **FRIENDS OF KING'S LYNN MUSEUM**

## **FRIENDS OF THE NORWICH MUSEUMS**

THE GARAGE, NORWICH

## **GARFIELD WESTON FOUNDATION**

## **THE GEOFFREY WATLING CHARITY**

THE GREAT YARMOUTH PRESERVATION TRUST

## **HEADLEY TRUST**

HERITAGE NETWORK NORFOLK

## **HISTORIC ENGLAND**

## **JOHN JARROLD TRUST**

MIND GREAT YARMOUTH

MUSEUMS ASSOCIATION

THE NATIONAL ARCHIVES

NATIONAL CENTRE FOR WRITING

NATIONAL GALLERY

## **NATIONAL LOTTERY HERITAGE FUND**

NATIONAL MUSEUM DIRECTORS' COUNCIL

NATIONAL SKILLS ACADEMY

## **NATIONAL TRUST**

NATURAL HISTORY MUSEUM

## **NEW ANGLIA LEP**

NORFOLK AND NORWICH FESTIVAL

NORFOLK ARTS FORUM EXECUTIVE

## **NORFOLK ARTS SERVICE**

## **NORFOLK CONTEMPORARY ART SOCIETY**

## **NORFOLK COUNTY COUNCIL AND THE CITY & DISTRICT COUNCILS**

## **NORFOLK LIBRARY & INFORMATION SERVICE**

## **NORFOLK RECORD OFFICE**

NORFOLK SCHOOLS

NORFOLK VIRTUAL SCHOOL FOR CHILDREN IN CARE

NORFOLK YOUTH OFFENDING TEAM

## **NORWICH FREEMEN'S CHARITY**

NORWICH THEATRE ROYAL

## **NORWICH UNIVERSITY OF THE ARTS**

## **PAUL BASSHAM CHARITABLE TRUST**

## **ROYAL MUSEUMS GREENWICH**

SEACHANGE ARTS

## **TATE**

THETFORD TOWN COUNCIL

## **TRUSTEES OF THE ROYAL NORFOLK REGIMENTAL MUSEUM**

UNIVERSITY OF BRADFORD

UNIVERSITY OF CAMBRIDGE MUSEUMS

## **UNIVERSITY OF EAST ANGLIA**

UNIVERSITY OF LEICESTER

## **V&A PURCHASE FUND**

VISIT BRITAIN

VOLUNTARY NORFOLK

## **WOLFSON FOUNDATION**

## **YMCA NORFOLK**



## 5 Year Strategic Framework: Image credits

Cover image: Members of the Teenage History Club; the group leads on the Service wide LGBTQ+ initiative to increase representation in our collections and sites, 2019

Contents image: Norwich Castle Learning Team in costume for the activity programme for the *Viking: Rediscover the Legend* exhibition, 2019

Page 3: Guests at the opening of the *Rembrandt: Lightening the Darkness* exhibition at Norwich Castle. From l to r: Cllr. John Ward, Chair of Norfolk Joint Museums Committee; Chris Coupland, Partner at Birketts; Andrew Wood, Honorary Dutch Consul for the East of England; Dr Giorgia Bottinelli, Curator of Historic Art; Dr Francesca Vanke, Keeper of Art and His Excellency Simon Smits, the Dutch Ambassador to the United Kingdom, 2017

Page 4: Fire-eater performing at Museums at Night free event, Norwich Castle, 2017

Page 8: Opening of the *Duleep Singh* exhibition at Ancient House Museum, Thetford, 2018

Page 9: Thank you projection on Norwich Castle following the announcement of the Heritage Lottery Fund's £9.2m grant to the *Norwich Castle: Gateway to Medieval England* project, 2018

Page 10: Close-up of Norwich icon and rare medieval statue, Samson, now on display at the Museum of Norwich thanks to a successful conservation and crowdfunding campaign

Page 11 clockwise from top: Volunteers for the Norwich learning team for the Legend! programme, 2019; mounted Strombus shell cup, ca. 1660, displayed in *The Paston Treasure: Riches and Rarities of the Known World* exhibition, Norwich Castle, 2018; gallery shot of *Armistice: Legacy of the Great War in Norfolk*, Norwich Castle, 2018

Page 12 clockwise from top: Young speakers at the SHARE Museums East Young People's Conference, Ely Cathedral, 2017; installation of the Beechey portrait of Nelson for the *Nelson & Norfolk* exhibition, Norwich Castle, 2017; Winner of the Outstanding Young Volunteer Award, Natasha Harlock from Norfolk and Suffolk Aviation Museum, at the 2018 SHARE Museums East Volunteer Awards

Page 13: Guests at the opening of the National Lottery Heritage Fund supported *Voices from the Workhouse* redevelopment at Gressenhall Farm and Workhouse, all of whom are descendants of former inmates of the workhouse, 2016

Page 14: Families exploring digital collections in the Seahenge gallery at Lynn Museum, 2017

Page 15, clockwise from top: World War I Victory Medal belonging to Herbert Norton, a workhouse inmate, discovered hidden under floorboards at Gressenhall Farm and Workhouse in the 1970s and now on display in the redeveloped workhouse galleries, 2016; installation of *The Paston Treasure* painting at the Yale Center for British Art, 2018; condition checking the *Ensign of Le Généreux* in St. Andrews Hall, Norwich for the *Nelson & Norfolk* exhibition, 2017

Page 16, clockwise from top: Anglo-Saxon masterpiece, the Winfarthing Pendant, discovered in Norfolk and acquired by NMS following a successful fundraising campaign with the assistance of National Heritage Memorial Fund and Art Fund; young visitors enjoying the redeveloped workhouse galleries at Gressenhall Farm and Workhouse; Dr Giorgia Bottinelli, Curator of Historic Art (l) and conservator Alice Tavares da Silva,

examining Magritte's *La condition humaine*, which was discovered to have been painted over one quarter of a previously lost Magritte canvas; volunteers with the Sea History Differently project, funded by the Esmée Fairbairn Collections Fund, working on boat conservation at Time and Tide Museum, Great Yarmouth

Page 17: Aliza Nisenbaum, Susan, Aarti, Keerthana and Princess, *Sunday in Brooklyn*, 2018. This painting – which depicts a two-mother mixed-race family – is the first work to enter the Norwich Castle collection that represents women of colour. It was purchased through a grant from the Valeria Napoleone XX Contemporary Art Society (VNXXCAS) initiative

Page 18: Teaching Museum Trainee, Ruth Stanley, helping with the annual Deep Clean at Strangers' Hall Museum, Norwich, 2019

Page 19 from top: Costume and Textile Curator, Ruth Battersby Tooke (r), with a visitor examining a 19<sup>th</sup> century riding habit, Norwich Castle Study Centre; Head of Conservation, Man-Yee Liu with young people at a Teen Takeover Day at Time and Tide Museum, 2018

Page 20: Young people at Time and Tide Teen Takeover Day, Great Yarmouth, 2018

Page 21 from top: Bowl created by participant in the *Kick the Dust* Youth Offending Team collaboration, *Make Your Mark*, Norwich Castle, 2018; Curator of Natural History, Dr David Waterhouse, with young visitor at Cromer Museum's Fossil Day, 2017; Duleep Singh event day at Ancient House Museum, 2018

Page 22 from top: Schoolchildren participating in a music workshop for the *Together to the Workhouse Door* community choral project at Gressenhall Farm and Workhouse, 2017, young person enjoying the *Circus: Show of Shows* exhibition at Time and Tide Museum, 2018

Page 23 from top: Members of the Teenage History Club, with Dan Vo from the V&A, at the opening of their *Pride of the People: Helping History Out of the Closet* exhibition at Ancient House Museum, 2018; two visitors enjoying the recreated pub in the Museum of Norwich during a coffee morning for those living with memory loss and their carers, 2018

Page 24: Autumn visitor programme at Gressenhall Farm and Workhouse, 2018

Page 25, l to r: *The Merchant's Vaults* History Mystery escape game set in the medieval undercroft at the Museum of Norwich, 2018; visitors to Christmas at Strangers' Hall, 2018

Page 26: Launch of the Keep Giving public fundraising campaign for the *Norwich Castle: Gateway to Medieval England* project to transform Norwich Castle Keep, 2017

Page 27: Fossils on display at Cromer Museum, 2017

Page 30: Gemellion Bowl, Medieval 13th century water bowl made of copper alloy.

Page 31: Medieval Lion Head Buckle found at Bromholm Priory, near Bacton, Norfolk.



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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.

