

SHARE
Museums East
2017-18
Annual
Review



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FOREWORD

This Annual Review marks the completion of SHARE's 2015-18 Museum Development Programme. It has been the busiest programme yet for the SHARE team, with 99 grants awarded, 225 events attended by no fewer than 4,000 people, and new team members appointed to meet new responsibilities (including Accreditation advice). And with over 95% of attendees at SHARE training courses rating them 'excellent' or 'good', the programme is clearly delivering quality as well as quantity.

Looking back over the past three years, it's pleasing to see the East of England has retained a strong and vibrant museums sector in the face of many challenges. SHARE has played an important part, supporting the sector in maintaining the number of museums with Accredited status – 162 – while helping many more on the path to Accreditation. SHARE's unique ethos of reciprocal contributions of skills and resources is as strong as ever, and has enabled the programme to provide the widest range of museum development training and support of any region in the UK.

We're delighted that funding has been renewed for SHARE until 2022 so we can continue supporting the region's museums through a period of ongoing major change: audiences' expectations, funding models, and rules and regulations are all evolving, as are the skills needed to meet these challenges. SHARE continues to evolve as well – its forthcoming activities for 2018-22 are strongly informed not just by the experiences gained from delivering the 2015-18 programme, but by what museums have told us their needs and wants are.

I would like to thank Arts Council England for its past and future investment in the region's museums, and also thank all the many contributors to SHARE in the past three years. I look forward to building on our shared successes.

Steve Miller

Assistant Director Community and Environmental Services
(Culture & Heritage)

Head of Norfolk Museums Service

Head of Norfolk Arts Service



2017-18 AT A GLANCE

We invested
£574,992
funding from
Arts Council England

We supported
193
museums with training,
advice and support



We supported **38**
museums with grants

We ran **61**
events including
training courses,
conferences, awards
ceremonies and
meetups



We supported
9 networks to run
19 events

We ran **4**
conferences:
SHARE conference,
Collections Care,
Children & Young
People, Security
Seminar



95%
of our events received
an excellent or
good rating

Events were
attended by over
1,269
people



We received 72
nominations from
45 museums for our
Volunteer Awards

ABOUT US

Our mission is to support excellence, resilience and cooperative working in museums in the East of England.

SHARE Museums East is the Museum Development Programme for the East of England. It is managed by Norfolk Museums Service and delivered by a team of five staff who work closely with partners across the region.

Our funding

SHARE is funded by Arts Council England (ACE). During 2017-18 ACE awarded SHARE £416,592 to deliver museum development services for the 162 Accredited museums in the region, plus an additional £158,400 of Ready to Borrow capital grants.

Our partners

The SHARE team works in collaboration with local authorities, museums and other organisations across the East of England.

Our programme

Our programme has been developed in consultation and collaboration with the sector. It is flexible, responds to need and is designed for museums of all sizes.

We support museums to develop their skills and resilience, and we place skill-sharing and peer-to-peer learning at the heart of our programme. Thirteen self-managing forums with different specialisms support museum development and deliver training and other initiatives.

Our networks

- Co-production Network
- Conservation Network
- Costume & Textile Network
- Digital Development Forum
- Fenland Museums Network
- Front of House Forum
- Heritage Engineering Network
- Maritime Heritage East
- Money & Medals Network
- Regional Learning Network
- Reminiscence Network East
- Retail Forum
- Volunteer Co-ordinators' Forum



Small Lappet moth, Steve Garland

GOAL 1 Excellence

Aim

To support the region’s museums in the development of excellent collections practice in conservation, care, storage, knowledge and access.

Highlights

- 77 delegates attended the Collections Care Conference, with a theme of *Is Seeing Believing? Exploring challenges in heritage lighting*.
- SHARE supported and facilitated 6 regional collections networks, which delivered specialist training.
- 260 staff and volunteers attended 18 free courses on collections care.
- SHARE awarded grants totalling **£170,415** for 5 Ready to Borrow capital grants projects plus 4 Making the Most of Loans grants. Both grant rounds were to support projects involving loans from significant and National museums.

“The report has given us a better understanding of the nature and significance of the collection, and its future potential. This will be critical in the development of the collection and making a case [...] that investment in the collection will be of benefit to our key audiences.”

Glenys Wass, Heritage Collections Manager, Peterborough Museum

Project Focus

Collections review and rationalisation grants

Seven museums were awarded grants to help them review, rationalise or assess the significance of all or part of their collections. The grants were supported by training in collections review and rationalisation from Norfolk Museums Service staff.

Peterborough Museum used its grant to review its large and underused entomology collections of which little was known, as the museum had not had access to a specialist curator for over 30 years. A specialist consultant provided training in pest management, documentation and identification of specimens.

An important find was a Small Lappet moth from Chat Moss, near Manchester. The species, now extinct in the UK, was previously unknown at this site - demonstrating the importance of data hidden in museum collections.



“We’ve made several changes – signage, lighting, briefings for front of house staff etc. as a result of feedback and of seeing how peer organisations operate.”

Mystery Shopping Scheme participant

GOAL 2 Audiences

Aim

To ensure that the region’s museums are broadening their audiences, widening access to participation in their work and providing a source of inspiration to as many people as possible.

Highlights

- 12 museums undertook training on audience development planning and have completed and started to implement their plans.
- 10 museums attended training on Access Audits, which will lead to cascading of knowledge gained more widely across the region.

- 21 delegates from 16 organisations attended training at the Centre for Computing History in Cambridge. The hands-on session taught them Raspberry Pi basics and practical museum-related applications from Sheringham Museum volunteer Ron Wiebe.



Gainsborough's House, David Kirkham
St Neots Museum



“It has helped us to develop an exciting foundation – with buy-in from our stakeholders – for the development of a new five year business plan. It has given us a mandate to move forward with ambitious development plans.”

Will O'Neill, Assistant Manager – Museums, Heritage and Culture, Epping Forest District Council

Project Focus

Museum Futures – Forward Planning grants

Two Museum Futures training sessions were delivered in Norwich and Stevenage, attended by 18 museums. Nine follow-up grants were awarded to enable museums to further develop their visions, business planning or forward planning work.

Epping Forest District Museum was one participant – it held two facilitated workshop sessions with internal and external stakeholders to shape a new vision and mission statement, and to agree key objectives for the next five years.

Epping Forest District Museum, David Kirkham

GOAL 3 Resilience

Aim

To support museums to anticipate and adapt to economic, environmental and social change by seizing opportunities, identifying and mitigating risks, and deploying resources effectively in line with their mission.

Highlights

- 187 staff and volunteers attended 7 free courses on developing museum resilience.
- SHARE supported and facilitated the Retail Forum, a network which delivers specialist training in developing museum shop and retail offers and income.
- The Museum of Cambridge and Woburn Heritage Centre in Bedfordshire were awarded grants to move to more sustainable modes of operation.
- 29 organisations were represented at the SHARE Security Seminar, including most county police forces, enabling museums and police officers to learn from each other.



“The most valuable aspect of Changemakers has been this opportunity to reflect on the experience and skills that each of us has, to develop confidence in our own abilities and resilience in the face of the many challenges in our sector.”

Sian Woodward,
participant in
Changemakers

Project Focus Changemakers

Changemakers was SHARE’s professional development programme for early and mid-career museum professionals. Across two years, 12 delegates took part in nine training sessions on a wide range of subjects including personal resilience, conflict resolution, motivating staff and volunteers, and creating a vision, mission and goals.

Five participants progressed to new jobs, with another three receiving improved job descriptions. Programme evaluation rated it as “highly effective”, with both delegates and their line managers reporting improved personal effectiveness and confidence as a result. All delegates rated their own abilities higher than when they started.

GOAL 4 Leadership

Aim

To equip museum professionals and key volunteers with the ability to perform their role effectively; develop their workforce; establish and maintain positive professional relationships; and to lead change and innovative initiatives.

Highlights

- 72 individual and team nominations were received from 45 museums for the SHARE Volunteer Awards. The event was attended by over 160 people, including nominees and other delegates.

- Two three-day Working with Volunteers development sessions were delivered, attended by 19 delegates from 17 organisations. They involved looking at the motivations and ways people volunteer for museums, how volunteering fitted into the museums’ Forward Plans and how to develop a Volunteering Plan.



“Spreadsheet for calculating session costs will be used over and over again... (can we have)... more like this higher level, in depth learning session?”

Session participant

Project Focus

Sustainable Schools training sessions

25 people including curators, learning officers, learning volunteers and trustees from 22 museums attended these sessions.

The sessions covered how to research your potential market, setting a reasonable price for your service, the cost implications for different delivery models and building in evaluation to ensure that programmes remains relevant.

Trainees were encouraged to bring laptops for practical activities, including using Excel to model income/expenditure costs.

Fitzwilliam Museum © Martin Bond. A visit by Soham Village College to Fitzwilliam Museum © Martin Bond

GOAL 5 Children and Young People

Aim

To support the region’s museums in the development of excellent provision for children and young people and to broaden ways in which they work in partnership with them.

Highlights

- Now in its sixth year, the Children and Young People’s conference welcomed 70 delegates to Firstsite gallery in Colchester, on the subject of how to charge for and get the funding for work with children and young people.

- 3 Fenland museums received grants to work with Cultural & Arts Leaders in Schools and Academies (CALSAs).

- 8 people from 7 museums in Cambridgeshire were trained to deliver the ‘Discover and Explore’ level of Arts Award. This was part of the SWIM 2 project.



NORFOLK MUSEUMS SERVICE

Norfolk Museums Service (NMS) is a local authority museums service made up of 10 sites across the county. NMS has been awarded National Portfolio Organisation (NPO) status for 2018-2022 and also Sector Support Organisation status to deliver Museum Development in the region through SHARE.

2017-2018 in summary

- A total of **426,110** people visited the 10 NMS sites, a 10% increase on the previous year.
- **44,213** children took part in facilitated school visits, and **3,179** people were engaged in outreach activities.
- **307** volunteers contributed **31,980** hours of their time.
- NMS hosted **9** SHARE events, and supported **29** SHARE training sessions.

Record-breaking exhibitions

Nelson & Norfolk contributed to Norwich Castle's busiest August since 2001 and Time & Tide Museum enjoyed a 22% increase in visitors on the previous year, aided by *Titanic: Honour & Glory* and *Only In England*.

Forging innovative partnerships

Gressenhall Farm & Workhouse delivered community engagement project *Together to the Workhouse Door* with partners such as Orchestras Live; and Ancient House Museum worked with the Essex Cultural Diversity Project and Norfolk Arts Service on the *Thetford & Punjab Festival*.

Achieving national recognition

- The NMS Conservation team received Highly Commended at the Museum and Heritage Awards 2018 for its work to conserve the Ensign of *Le Généreux* in preparation for the *Nelson & Norfolk* exhibition.
- The service's Teaching Museum scheme was highlighted in the DCMS Mendoza Review as good practice in expanding entry routes to careers in museums.
- NMS's learning teams achieved the Sandford Award for Excellence in Education.



Inspiration Day for Together to the Workhouse Door at Gressenhall Farm & Workhouse, April 2017.

THE UNIVERSITY OF CAMBRIDGE MUSEUMS

The University of Cambridge Museums is a consortium of eight museums and the Botanic Garden, and in 2018-2022 an Arts Council England-funded National Portfolio Organisation. We are proud to work closely with SHARE.

The year in numbers

In 2017-2018, across our venues:

- We welcomed **1,059,355** visitors
- We engaged **31,853** people through outreach activities... and **34,217** school children through school visits.
- **684** volunteers gave up **38,631** hours of their time to support our work.
- We supported the SHARE programme and museums across the region by hosting **13** SHARE events, and contributing to **18** SHARE training sessions.

Connecting audiences with cutting-edge research

As University collections, we are committed to unlocking Cambridge's cutting-edge academic research. This year:

- **41** temporary exhibitions welcomed over **650,000** visitors.
- We loaned **561** objects nationally and internationally.
- We facilitated academic research, welcoming **6,897** research visitors and fielding **8,116** research enquiries.

India Unboxed

In 2017, just under 300,000 visitors explored our city's ties with India through *India Unboxed*, a series of events, exhibitions and digital encounters to mark the UK-India Year of Culture. 73 partners delivered 83 events, displays and exhibitions, culminating in a free Festival of Light.

Making change

The Change Makers Action Group was formed in 2017, and champions our commitment to making our collections as accessible as possible.



Exploring the Another India exhibition at the Museum of Archaeology and Anthropology at the India Unboxed Family Fun Day, July 2017. Photo by Josh Murrill



BEDFORDSHIRE

County snapshot

8 Accredited museums

288,677 total visits to museums*

£3,815,264 value of visits to museums for the economy* **

Case study

Museum Explorer Passport

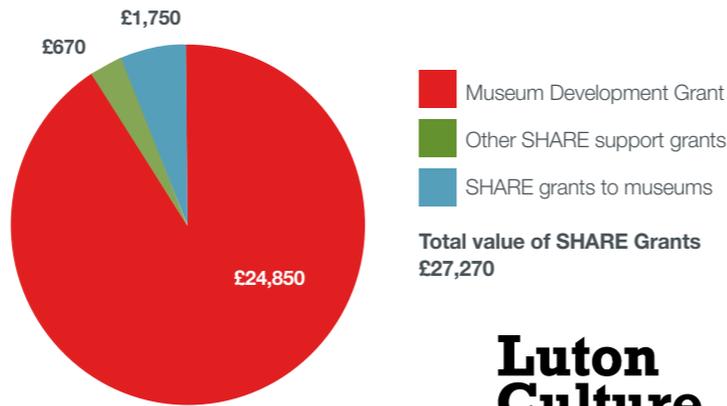
The Museum Explorer Passport was set up in 2015 to boost visits by families with children to local museums over the summer holidays. Children receive a free 'passport' – a booklet with details of participating museums in Bedfordshire (12 museums) and Hertfordshire (19) – and can have it stamped for each museum they visit.

Thanks to Grants for the Arts funding from Arts Council England, this year professional artists were commissioned to provide high quality craft activities at selected museums. The missions in the passport were also designed to qualify for an Arts Award Discover Certificate, with Arts Award training provided to museum staff and volunteers through SHARE.

Since then, several museums have started working more with professional artists, and are providing Arts Awards for the first time.

Highlights

- 8 Accredited museums and museums working towards Accreditation were supported directly by the Bedfordshire Museum Development Officer.
- 3 small grants were awarded to The Higgins Bedford, Woburn Heritage Centre and Ridgmont Station Heritage Centre.
- 2 museums received support on making entrances more welcoming and accessible.



Luton Culture

CAMBRIDGESHIRE

County snapshot

33 Accredited museums

1,512,412 total visits to museums*

£37,013,829 value of visits to museums for the economy* **

Case study

SWIM Project

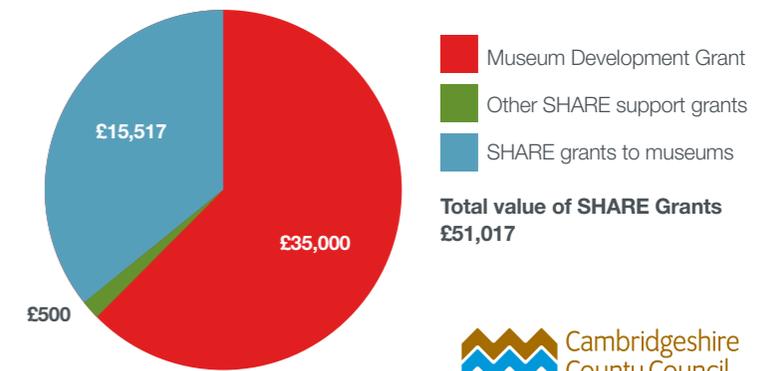
Throughout 2017-2018 two Volunteer Coordinators worked across 14 Cambridgeshire independent museums as the final phase of the ACE-funded Strengthening the Workforce in Museums (SWIM) project.

They recruited and trained 117 volunteers and trustees across the County, paying special attention to museums which had lost staff as a result of local authority grant reductions.

The focus of the project was to increase resilience by developing volunteer management and broadening of the recruitment base, but also to try out various innovative approaches to rewarding volunteers for their contributions, such as special 'backstage pass' events.

Highlights

- 20 Accredited museums and museums working towards Accreditation were supported directly by the Cambridgeshire Museums Partnership Officer.
- 2 museums reopened following major redevelopment: the Norris Museum, St Ives and Kettle's Yard, Cambridge.



Cambridgeshire County Council



"He has broadened how he thinks about the world around him".

Parent of a child who completed Arts Award Discover as part of the Passport Scheme

*Figures from SHARE Museums East Annual Survey of Museums 2016-17 (73% response rate)
** Based on The Association of Independent Museums' Economic Impact Toolkit

Front of House training by Simon Floyd at Wisbech Museum.



"Continued support and expert help has helped create a vibrant and valued group of volunteers who are more inspired and better trained to provide a museum experience."

Chatteris Museum

ESSEX

County snapshot

31 Accredited museums

354,160 total visits to museums*

£7,603,968 value of visits to museums for the economy* **

Case study

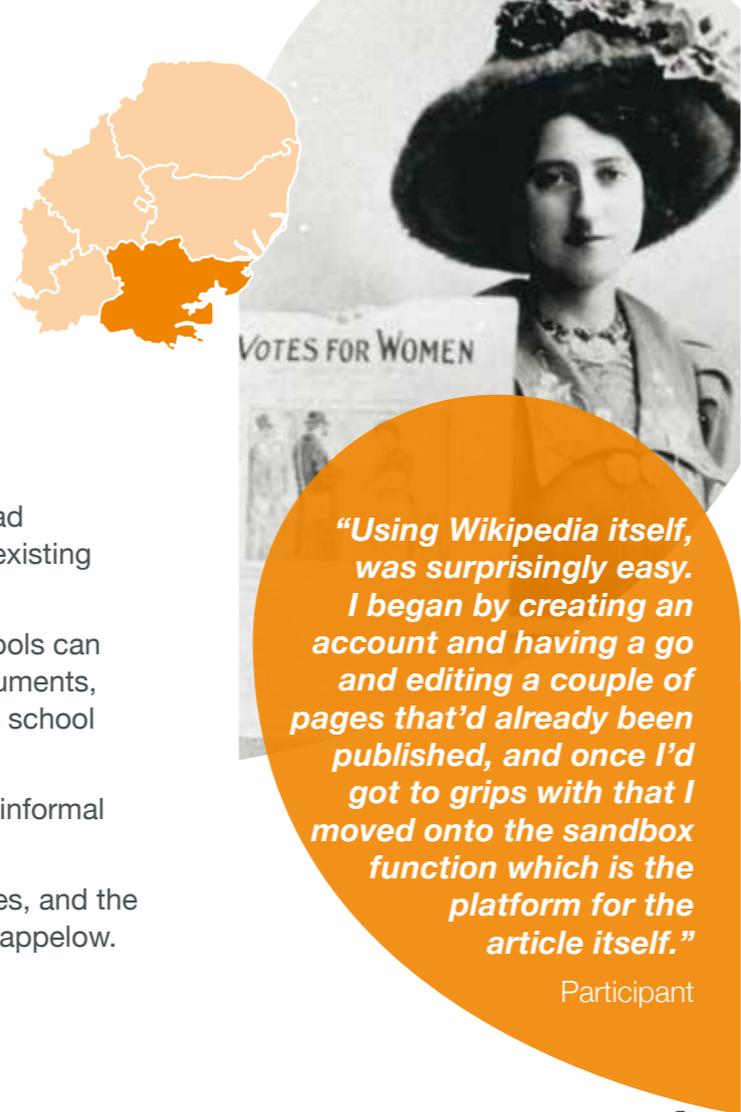
WIRE (Wikipedians in Residence Essex)

Volunteers from four Essex museums were trained to upload information about their collections to Wikipedia, updating existing articles or creating new ones.

The museums were also encouraged to consider how schools can be supported by gaining better access to images and documents, and were given advice on linking to exam subjects and the school curricula to support this.

The “Wikipedians” exchanged contact details, creating an informal peer support network during the project.

WIRE has resulted in several updated and expanded articles, and the creation of a new one on Chelmsford suffragette Grace Chappelow.



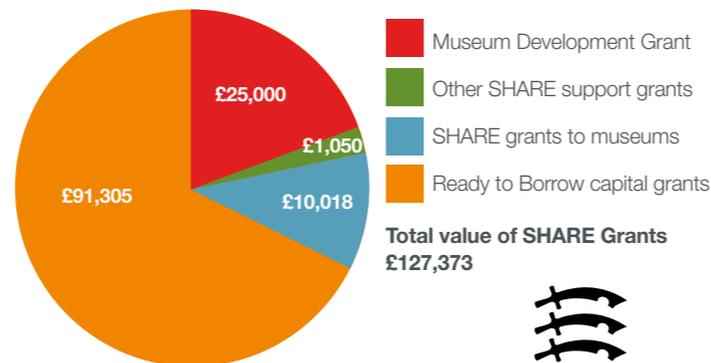
“Using Wikipedia itself, was surprisingly easy. I began by creating an account and having a go and editing a couple of pages that’d already been published, and once I’d got to grips with that I moved onto the sandbox function which is the platform for the article itself.”

Participant

Highlights

29 Accredited museums and museums working towards Accreditation were supported directly by the Essex Museum Development Officer.

23 people attended the New Audiences Day in September which encouraged museums to work with new audiences.



Suffragette Grace Chappelow, from Chelmsford Museum

HERTFORDSHIRE

County snapshot

22 Accredited museums

419,902 total visits to museums*

£7,906,389 value of visits to museums for the economy* **

Case study

Go Digital!

Hertfordshire Museums Development ran a project with 13-21 year olds, to develop 3D digital resources and encourage young people to engage with local museums.

North Herts Museum, Stevenage Museum and The British Schools Museum took part and recruited six young people through their community contacts and www.museummakers.co.uk.

Training was provided on Sketchfab, an online platform to publish, share and discover 3D content. Most of the software is freely accessible online and photographs can be taken using a mobile phone.

In future the young people will cascade their learning to staff and volunteers across Hertfordshire Museums so they can further enhance their offer and broaden access to their collections. www.sketchfab.com/StevHitchMuseum.



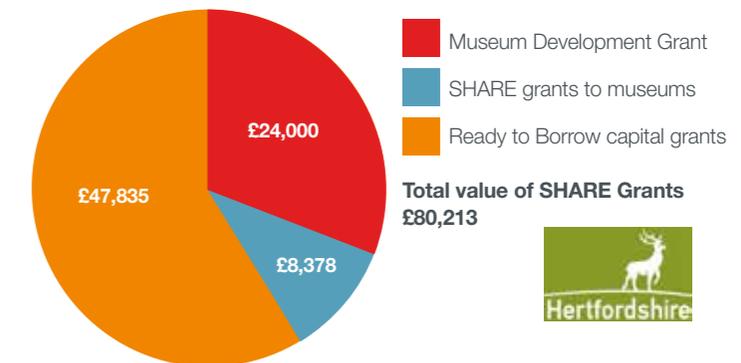
“I really liked the workshop as it was very hands-on. I learnt a lot about the objects and the technology involved and it was fun too.”

Lizzie, aged 15

Highlights

22 Accredited museums and museums working towards Accreditation were supported directly by the Hertfordshire Museum Development Officer.

13 small grants were awarded to support objectives within museums’ forward plans.



NORFOLK

County snapshot

33 Accredited museums

588,756 total visits to museums*

£13,918,601 value of visits to museums for the economy* **

Case study

Improving museums' fundraising skills

Museums Norfolk, the representative organisation for museums in the county, identified that some members lacked skills and experience in how to write a strong grant application and were missing out on potential funding as a result. They worked with SHARED Enterprise to deliver a two-day Effective Bid Writing course, with 16 people from nine organisations taking part.

Participants worked on real applications to Museum Norfolk's Small Grant Scheme, receiving tailored support and advice from consultant Natasha Hutcheson who delivered the training.

Seven well-crafted grant applications were received and four grants were awarded. All participants felt better equipped to apply for grants from other sources in the future and rated the training highly.

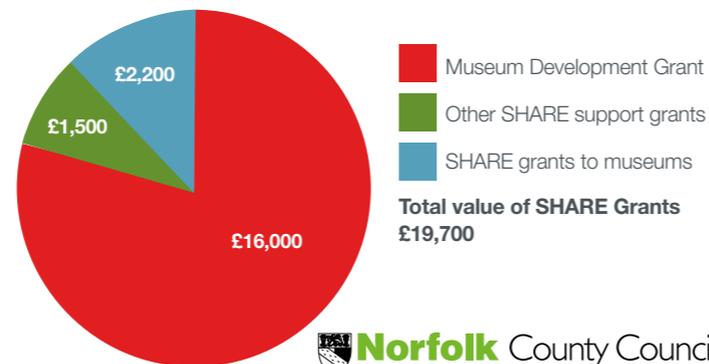


"That is wonderful news thanks so much!! I'm speechless as it was my first ever grant application."

Course participant, on hearing a grant was being awarded to them

Highlights

- 15 Accredited museums and museums working towards Accreditation were supported directly by the Norfolk Museum Development Officer.
- Museums Norfolk produced and distributed a leaflet - Museums Need People Like You - to help find new volunteers for the county's museums.



Norfolk County Council

Bretingham Steam Museum by Nick Stone

Broadlands Care Home, Oulton Broad

SUFFOLK

County snapshot

36 Accredited museums

439,762 total visits to museums*

£9,704,268 value of visits to museums for the economy* **

Case study

Lowestoft Folk

Lowestoft Folk is a two-year project led by Suffolk Artlink in partnership with Lowestoft Museum and Lowestoft Maritime Museum, involving four 12-week creative intergenerational programmes exploring local folk art and traditions as portrayed in the Museums' collections. Key Stage 2 students from four local primary schools and adults living in four Lowestoft residential homes have been involved.

Participants have created artwork to illustrate existing stories drawn from the collections in the museums, and new work in response to their experiences. The project has also provided public creative workshops, storytelling events, training for museum volunteers and two new exhibitions touring to venues around Lowestoft.

The project has been funded by the Heritage Lottery Fund and Lowestoft Rising Local Cultural Education Partnership.

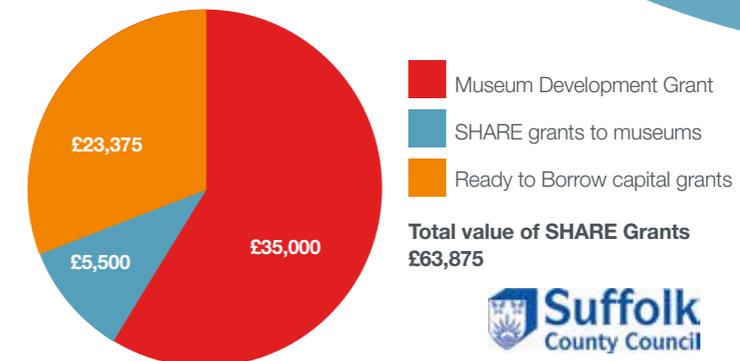


"This has been brilliant—the children have created such lovely work and they really get on with the residents, you can hear them chatting away with each other and it's such a lovely atmosphere."

Mrs Lawson, Oulton Broad Primary School

Highlights

- 25 Accredited museums and museums working towards Accreditation were supported directly by the Suffolk Museum Development Manager and Project Officer.
- The *Transforming People to Transform Museums* project was awarded £568,000 from the Heritage Lottery Fund Skills for the Future programme and will work with 4 partners, across 8 museums, to recruit 27 paid trainees on 12 month placements - 9 traineeships per year.



Suffolk County Council

The SHARE Team 2017-18

Regional Museum Development Manager

JAMIE EVERITT

Museum Development Project Officer (Audience Development and Children & Young People)

KATHRYN MOORE

Museum Development Project Officer (Collections) and Regional Accreditation Advisor

RUTH BURWOOD (to February 2018)

MIRANDA ELLIS (Maternity cover, from March 2018)

Museum Development Project Officer (Leadership & Resilience)

SALLY ACKROYD

Museum Development Assistant

JOSEPH HOYLE (to January 2018)

NATASHA MONTGOMERY (from March 2018)

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Supported using public funding by
**ARTS COUNCIL
ENGLAND**