



DERBY MUSEUMS

# ANNUAL REVIEW

2020-2021

[derbymuseums.org](http://derbymuseums.org)





**THANK YOU TO ALL OF OUR SUPPORTERS DURING THE CHALLENGING YEAR OF PANDEMIC. SOME GAVE US MONEY, SOME THEIR EXPERTISE, SOME THEIR TIME AND MANY MORE THEIR LOVE AND ENCOURAGEMENT. WE COULD NOT HAVE MADE IT THROUGH THE YEAR WITHOUT YOU.**

**OUR FUNDERS**

Arts Council England  
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 Calouste Gulbenkian Foundation (UK Branch)  
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 Department of Culture, Media and Sport  
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**OUR DONORS**

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 Everyone who made a gift in one of our donation boxes or online  
 Everyone who generously bought a ram at auction

**OUR PARTNERS**

Center for Social Impact Strategy at the University of Pennsylvania  
 Derwent Valley Mills World Heritage Site  
 National Portrait Gallery  
 Make Works  
 National Arts Strategies  
 Smith of Derby  
 The Alliance Board for the Museum of Making  
 Pitt Rivers Museum – Devolving Restitution Project funded by Open Society Foundations  
 Toyota UK  
 University of Derby

**OUR VOLUNTEERS**



**INTRODUCTION**

Welcome to our 2020-21 annual review, and what a year it has been! The unprecedented challenge of Covid 19 caused considerable disruption to the previously 'on time on budget' build and opening of the Museum of Making and, of course, necessitated several periods of closure of the Museum and Art Gallery.

Nevertheless, as each new challenge arose our amazing team's proactive, innovative and resilient leadership focused on keeping staff and visitors safe, the collections as accessible as possible and a revised building plan for the Museum of Making. These were not minor tasks but needed strategic thinking, planning and execution of the highest order – we are in awe of their abilities.

Trustee meetings were held virtually, with everyone demonstrating flexibility and adaptability, and I am grateful for their endless support and guidance.

On behalf of all the trustees, I would like to thank the staff and volunteers for their hard work and creativity at each stage of the pandemic and then the monumental planning required for a smooth and successful re-opening.

During lockdown we all had time to appreciate the importance of culture in our lives, the joy that exposure to great art can bring, the benefits to our physical and mental health. Like me, I am sure you will have longed for the much-loved Derby Museums to be open again and will take great pleasure in exploring the collections afresh.



*Elizabeth Fothergill CBE  
 Lord Lieutenant of Derbyshire*

This annual review will reflect on this most extraordinary of years. Not many museums save lives, nor do they provide the essential front-line services provided by health care workers, transport operatives and people who kept the shops stacked with food. They do, however, provide moments for joy and curiosity and can give pride to people in the place where they live. In a year where many people were stuck at home, caring for relatives, teaching their children or enduring isolation, Derby Museums created activities to take peoples' minds off the pandemic and planned for a time when they were able to get out and about again.

This review explores how we remained vital and relevant to our communities, built a new museum and stayed resilient, providing hope for the future.



*Tony Butler  
 Executive Director,  
 Derby Museums*



## FLORENCE NIGHTINGALE 200

The year 2020 marked the bicentenary of the birth of Florence Nightingale. With strong family connections in Derbyshire, Nightingale spent much of her childhood at Lea Hurst in the Derwent Valley. Her legacy is visible around Derby with a statue set back on London Road by the old Derby Royal infirmary and a bust inside the Museum and Art Gallery.

Early in 2020, the National Portrait Gallery loaned us an important painting, *The Mission of Mercy*, painted by Jerry Barrett in 1857. The picture shows Nightingale surrounded by wounded soldiers in a Crimean War hospital and was part of the National Portrait Gallery's 'Coming Home' season.

This marvellous painting was complemented by the *Florence Nightingale – Health in the Home* exhibition, which opened in March 2020; ironically the week the first lockdown was called. Pickford's House remained closed until July 2021. An online version of the exhibition was quickly created and featured films taking a closer look at the exhibition, poetry readings by staff from Derby Hospitals and interviews with historian Dr. Mike Hinton.



Image: Detail from *The Mission of Mercy: Florence Nightingale receiving the Wounded at Scutari* by Jerry Barrett, 1857 © National Portrait Gallery, London



# DERBY MUSEUMS FROM HOME

With our doors closed and most people confined to home, we created new online content and showcased our new microsite, Derby Museums from Home ([derbymuseumsfromhome.com](http://derbymuseumsfromhome.com)).

This provided a way for people to stay in touch with their heritage and get creative by trying new things during lockdown. Online programmes included making activities such as bookbinding and drawing for relaxation. We partnered with Being Human Festival and the University of Derby to produce mini podcasts exploring how objects in our collections can prompt conversations about our past, present and future.

Much of our learning programme for schools went online. These resources were used by parents and carers at home, and also by schools once they were re-opened.



## Re-opening the Museum and Art Gallery

By early July 2020, Derby Museum and Art Gallery had re-opened; one of the first regional museums to do so. Visitors returned cautiously but were pleased to reconnect with the collections. A much-watched film, featuring a costumed Janine Derbyshire, illustrated the novel arrangements we have now become used to – social distancing, handwashing, and mask-wearing.



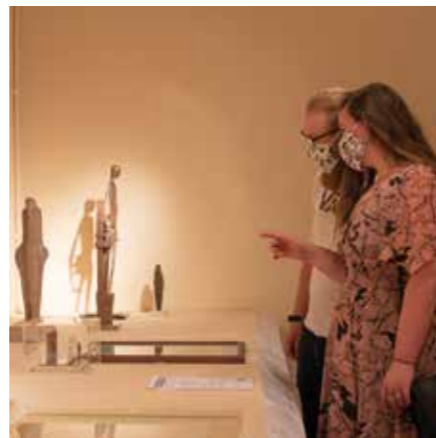
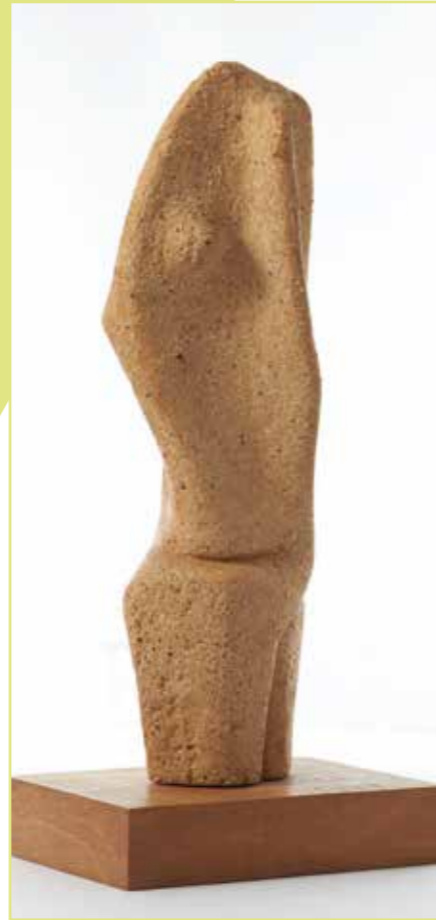
# RONALD POPE

The work of modernist sculptor, Ronald Pope, featured in a fascinating retrospective in the Museum and Art Gallery. Pope moved to Derbyshire in the 1940s to work as an engineer at the Rolls-Royce factory in Derby, before retraining as a sculptor. He worked in metal, wood and stone and the exhibition featured works from Derby Museums' collection alongside material lent by Pope's daughter, Jane Hubbard.

The show also included the first gazetteer of Pope's public sculpture, much of which remains in scattered locations across the UK.



Image top right: Unus by Ronald Pope, c. 1970, ceramic mounted on wooden base © Artist's Estate / Derby Museums



# ED BURKES – DANDELION

The biennial Jonathan Vickers Fine Art Award is one of the most significant and valuable national art prizes. This prestigious award has a continuing theme of 'Sense of Place', inspired by the people, landscape and heritage of Derbyshire.

The 2020 winner, artist Ed Burkes, presented Dandelion, a bold, brash and entertaining interpretation of Derby people. He played on the Derbyshire tradition of well dressing, and dressing well, taking inspiration from the sights and people of the city of Derby.

Ed's show was our only new exhibition to be held during the pandemic, with a large number of guests defiantly turning out for the opening event in September 2020.

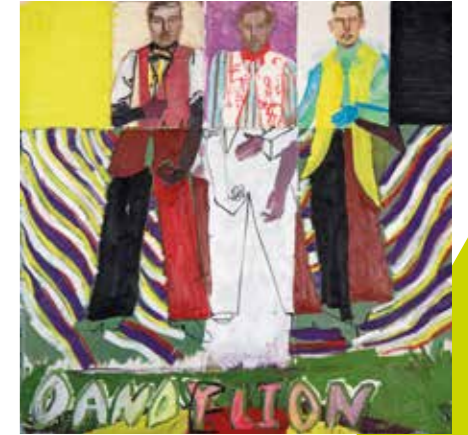


Image top left: Dandelion by Ed Burkes © Rick Tailby, courtesy of Jonathan Vickers Fine Art Award 2020

Image top right: Bulldog by Ed Burkes © Rick Tailby, courtesy of Jonathan Vickers Fine Art Award 2020

Image below: Artist Ed Burkes with his exhibition, Dandelion © Derby Museums / Pictoria Pictures



# DERBY MUSEUMS' WORLD COLLECTIONS

Objects of Love, Hope and Joy: A World Collection opened in 2018 to critical acclaim. The gallery is a space to explore complex issues about Derby's relationship with the world. Most importantly, we explore the legacy of the British empire and how colonialism has shaped the lens through which we view the museums' collections.



We moved Benjamin West's painting, *General Johnson Saving a Wounded French Officer from a North American Indian*, into the gallery. We discussed the portrayal of Native Americans during colonial wars in the 18th Century and how this legacy endured in views of colonised people over the next two centuries.

Guest curator Alison Solomon presented *The Human Programme*, which highlighted explicit and implicit examples of racism through the portrayal of people of colour within the collections.

Another installation by jewellery designer and artist, Anisha Parmar, features alongside museum collections as part of the 'Adorn' display in the World Collections gallery. Anisha's work is inspired by her family's journey from India to Britain and handed-down jewellery pieces.



## This page

Top image: *General Johnson Saving a Wounded French Officer from a North American Indian* by Benjamin West (1738–1820) © Derby Museums  
Image below: © Derby Museums / Oliver Taylor

## Opposite page

Background image: © Pictoria Pictures  
Inset image (left): *The Common Kitchen For All (Free Community Meals)* by Gurbux Singh Theathi © Derby Museums







# MAKING THE MUSEUM OF MAKING IN THE PANDEMIC

The Museum of Making at Derby Silk Mill has been a decade in the making. Meticulously planned, it symbolises the ‘soul of the city’. It is a place to celebrate innovation and creativity and is driven by the needs of people, inspiring the next generation of makers and problem solvers.

The project galvanized partners from industry (such as Rolls-Royce, Toyota and Smith of Derby), from the public sector (Local Council, Higher Education, and the Local Enterprise Partnership) and civil society through voluntary groups and individuals.

A project that, up till March 2020, was on time and budget was struck a potentially lethal blow by the first lockdown. The site closed for ten weeks, and the museum team and its alliance of contractors speedily set to work to calculate the financial and time implications of these delays.

As a result of the lockdown, the project needed around an extra £1.4m to complete. When we re-activated the site, it could only operate at half capacity. Several suppliers went out of business, skilled workers were furloughed, and many materials sourced from around Europe became hard to obtain. Fortunately, both the National Heritage Lottery Fund and Derby City Council responded gallantly, providing the emergency funding necessary to complete the new museum.

The Museum of Making opened to the public in May 2021.

**The 300 programme**  
The opening of the Museum of Making is an important moment for Derby. We joined forces with partners across the city and region to help mark this milestone with a celebration of local events, culminating in the tricentenary of the Silk Mill in 2021.



Image: The Museum of Making © Derby Museums / Art Lewry, Culture Communications Collective

Images this page: The Museum of Making © Derby Museums / Chris Seddon Photography



## PARTICIPATION IN COLLECTIONS

Throughout the near decade-long programme, the Museum of Making enshrined public participation. Over 2,500 people, contributing 35,000 volunteer hours, were involved with the making of the museum. Among many tasks, they have helped with the decant and recant of collections, exhibition research, organising events and supporting off-site learning activities.

Volunteers were integral to the crucial fit-out stage towards the end of the project. Covid rules meant that they were unable to be on-site and a number helped from home. Key wiring tasks for the model railway were completed at home and Zoom meetings were held with key volunteers where objects were identified on screen.

Derby Museums' front-line staff were mobilised throughout the winter lockdown, working in a controlled Covid-free environment, recanting objects from stores and placing them in display areas.

The notion of bringing manufacturing back at the site of what is widely regarded as the world's first factory was a palpable one. Display cases and units were parametrically designed and made for the Midland Railway Study Centre via the CNC machines in the museum's workshop.



## INNOVATION IN PROCUREMENT

In a project praised for the innovative way it engaged the community, we also broke new ground in the way the Museum of Making was delivered. This was the first heritage project in the UK to use an integrated procurement model – IPI, designed to embed collaboration and reduce the incidences of litigation between parties.

The museum and team of contractors formed a virtual company where each organisation paid into a bond to be returned if the project was delivered on time and budget – and lost if not. This, along with a shared commitment to the collaborative principles of the project, instilled shared objectives, a spirit of innovation and teamwork. It meant that problems were shared and resolved expeditiously.

IPI is gaining interest around the heritage sector and the museum team are in demand to explain the positive impact of this model.

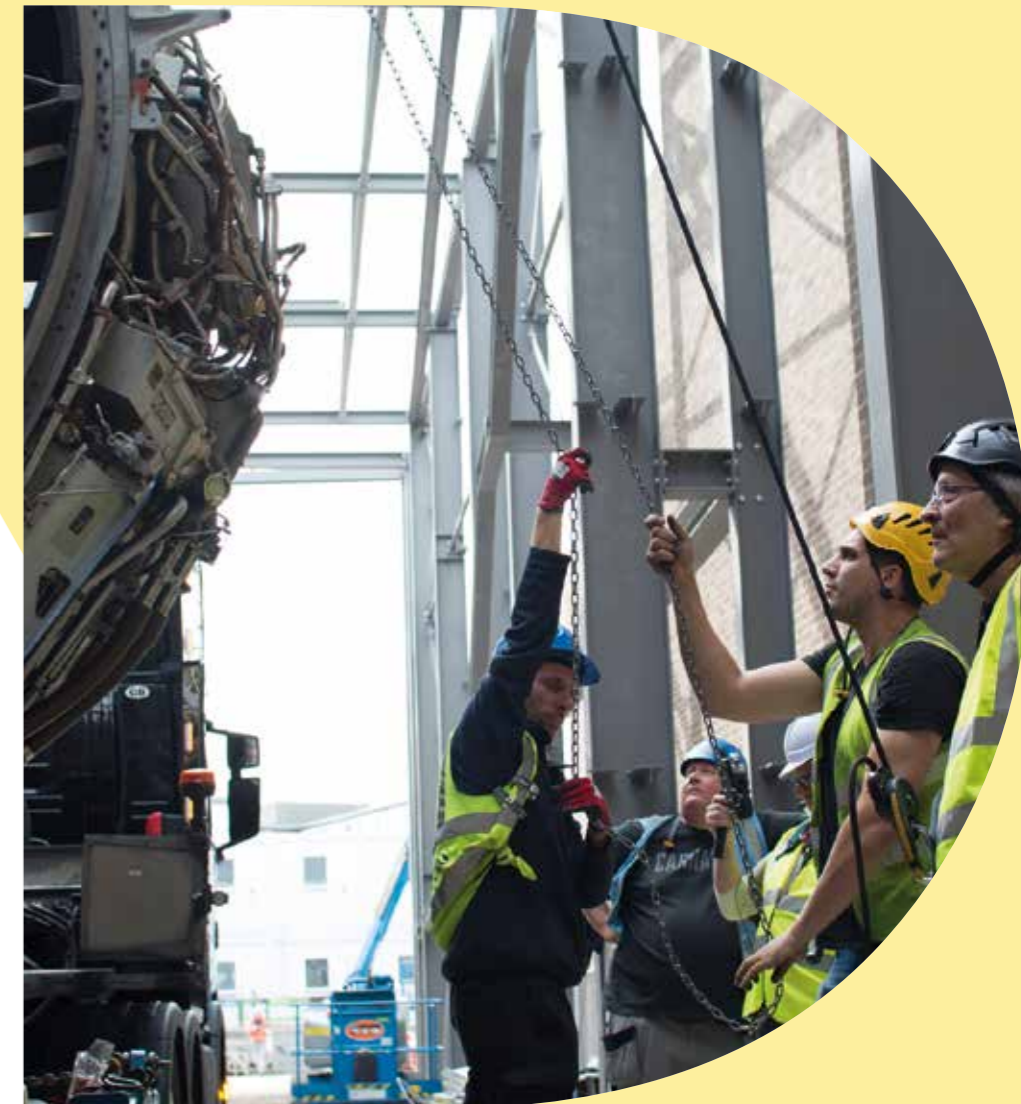


Image: The Rolls-Royce Trent 1000 engine is winched into the Museum of Making © Speller Metcalfe / Derby Museums



# INNOVATION IN SUSTAINABILITY AND ACCESS

A key objective of the development was to provide public access to the whole building for the first time, and to build to the highest environmental standards. The museum has a BREAM rating of Very Good, the highest achievable for a refurbishment. All of the building apart from the temporary exhibition space has passive air conditioning. There is a widespread use of 'ecoboard'; a particle board made from agricultural residues such as straw or reeds that are bonded together with the natural lignine of the cellulose fibres. This material has only 3% additive and no formaldehyde nor other VOCs. Over 11,000 bricks were cleaned by volunteers and re-used in the building.

Virtually all of the building (save The Tower) is fully physically accessible to visitors. The Museum of Making is one of the few venues in the city to have a Changing Places Toilet, situated on the ground floor.



# INNOVATION IN DISPLAY

Unlike most museums' 'iceberg'-like approach to display, we committed to make 100% of the collections of social and industrial history accessible to the public. Over 97% of the near 30,000 objects are visible in the museum display areas. The rest are stored and available to view on request.

The Assemblage is a 'warehouse' of material culture, with collections grouped in a materials taxonomy of metal, synthetics, textiles, wood, ceramic, glass, organic and stone.



Image below: *The Gateway at the Museum of Making*  
© Speller Metcalfe / Derby Museums



Background image: *The Assemblage at the Museum of Making* © Speller Metcalfe / Derby Museums  
Inset images: © Derby Museums / Chris Seddon Photography



# INDUSTRY PARTNERS

With the city full of a myriad of industries, it feels fitting that many local companies worked with us to create the new museum. Rolls-Royce donated the huge Trent 1000 engine which hangs suspended at the far end of the new Civic Hall. At the entrance hangs an 'exploded' Corolla hybrid car, courtesy of Toyota UK.

Apprentices from Clockmaker Smith of Derby worked on the Harrison turret clock formerly in the old Derby Assembly Rooms and in-store in Derby Museums for many years.

We continue to work closely with IMI plc on the development of the Midlands Maker Challenge following their generous donation. This year has been vital for scoping and developing the challenge to empower the next generation of makers, promoting the development of skills that will support them in the future. We are developing a programme that is relevant, meaningful, inspiring, and framed around climate change, looking for solutions that create action, and tackle inaction.



# THE INSTITUTE OF STEAM

The Institute of STEAM (Science, Technology, Engineering, Arts and Maths), supported by Rolls-Royce, underpins our learning programmes.

It acknowledges the development of five key dimensions – Creativity, Collaboration, Critical Thinking, Making and Communication.

These are linked to people's skills, attributes and competencies. With this approach, we aim to verify young peoples' progress and achievements through digital badges and portfolios.



SUPPORTED BY



Top image: A handling session for schools at the Museum of Making © Derby Museums / Chris Seddon Photography



# SUPPORTING AND DEVELOPING LEADERS

## UK Creative Community Fellows

The UK Creative Community Fellows programme (UKCCF) is a partnership between Derby Museums, National Arts Strategies (NAS), a United States-based organisation that builds and supports diverse communities of cultural leaders, and the Center for Social Impact Strategy at the University of Pennsylvania.

We launched this UK-wide programme in spring 2020, recruiting the first cohort of 25 artists, community organisers and social entrepreneurs from across the nation. UKCCF aims to give fellows the tools and frameworks they need to drive physical or social transformations in their communities.

Due to the pandemic, in-person convenings were moved online and the virtual programme expanded to support this community through this challenging year. A new cohort of fellows joined the programme in 2021. UKCCF is supported by Arts Council England and the Calouste Gulbenkian Foundation.

## Museum Futures

Derby Museums took part in the British Museum's Museum Futures training programme, which aims to invest in a new generation of diverse museum professionals across the UK. Despite the roller-coaster nature of 2020, our trainee Jaz Curzon made the most of her time with us, working on a variety of projects including developing resources for families in the World Collections gallery.



Top image: Jaz Curzon (centre) working with other Museum Futures Trainees at the British Museum © Josh Caius

Left image: UK Creative Community Fellows programme © Khayat Chakerverty

# FINANCE

The Covid shutdown threw much of Derby Museums' financial planning into disarray. Forced closure deprived the organisation of its earned income from commercial activity such as catering, retail and venue hire. Many staff were furloughed whilst others continued to work on-site, providing necessary security checks. The remainder worked from home, primarily engaged with coordinating response to the site shutdown at the Museum of Making or creating new content for the Derby Museums from Home microsite.

Government support was welcome, including the Job Retention Scheme, the Culture Recovery Fund and local business relief from Derby City Council. We were also grateful to bodies such as the Wolfson Foundation and the Garfield Weston Foundation, who provided emergency funding. Added to this substantial capital support for the Museum of Making, Derby Museums has emerged from the pandemic intact and in a steady financial position.

EXPENDITURE	£'000	INCOME	£'000
STAFF COSTS	993	FOR THE ENDOWMENT	156
DEPRECIATION	46	DONATIONS	125
PREMISES COST	128	GOVERNMENT GRANTS	282
SUPPORT SERVICES	82	ARTS COUNCIL ENGLAND	517
MARKETING	58	DERBY CITY COUNCIL	782
PROGRAMMING	277	TRUSTS AND FOUNDATIONS	4,682
PROFESSIONAL FEES	31	OTHER	607
COLLECTION CARE	9		
LEARNING COSTS	27		
FUNDRAISING COSTS	72		
SUPPORT COSTS	164		
ADMIN AND IT COSTS	65		
<b>TOTAL COST</b>	<b>1,952</b>	<b>TOTAL INCOME</b>	<b>7,151</b>

Although it appears that the organisation has made a surplus of £5.1million, this is not the case. Derby Museums incurred expenditure of £3.7million relating to the refurbishment of the Museum of Making, which has been capitalised on the Balance Sheet. Furthermore, we have received a number of grants in advance where the costs will be incurred in 2021/22. Moreover, costs that we thought would be incurred this year, have now had to be moved into 2021/22. As a result, the forecast for 2021/22 is expected to be a large deficit, and so the results above should be considered together with the forecast for 2021/22.





# FUNDRAISING

Fundraising became more important than ever to ensure that Derby Museums emerged from the disruption caused by Covid in good shape.

We are thankful to our community of Derby Museums Friends and 1839 Circle members who generously helped us to acquire a rare engine clock made by John Whitehurst of Derby, and who continued to support us despite the challenges of the pandemic.

We have also been humbled by the support of our other donors who have continued to give what they could. A virtual auction of promises and experiences, hosted by Charles Hanson, raised nearly £4,600, doubled to £9,200 with the match funding. An online quiz also raised several hundred pounds and was great fun for all involved.

Aside from regular fundraising to contribute to our revenue costs, we are in the throes of a major campaign to raise £1million toward the Endowment. Thanks to support from the National Lottery Heritage Fund, Endowment fundraising is matched pound for pound.

The Derby Ram Trail was to have taken place in spring 2020 as a precursor to the Museum of Making opening and would be a major contributor to the Endowment. Several years in the planning, the three-month trail was to take the form of 30 giant ram sculptures, decorated with artwork inspired by the city and stationed around the city centre. Each ram was sponsored by local businesses and, following the trail, an auction was to take place with funds raised towards the Endowment.

Although the trail itself was postponed, an extensive schools' mini ram competition took place during 2020, involving over 4,050 school and home educated children. A panel of judges selected the top 30 winning designs to be exhibited on a School's Mini Ram Trail around the Museum and Art Gallery alongside the main trail. The winning designs received a prize and were exhibited in the Museum and Art Gallery and city centre. The Derby Ram Trail opened at the end of May 2021.



Top image: Make Your Mark fundraising campaign  
© The Creative Core



# CATERING, VENUE HIRE AND RETAIL

For most of 2020-21, we were unable to make our popular and unique spaces available for venue hire. We were thrilled, however, to be able to host a socially distanced wedding in the Joseph Wright Gallery at the Museum and Art Gallery in September 2020.



In December, the Museum and Art Gallery hosted Let's MAKE Christmas, featuring unique handmade works from many local makers in Derbyshire.

We spent much of the year preparing the kitchen, exclusive venues to hire and retail spaces at the Museum of Making. Collaboration with local food and drink producers as well as artists and craftspeople was paramount in creating these new offers.

This supports the local economy, cuts down on food miles and shortens the supply chain to make the business more resilient.

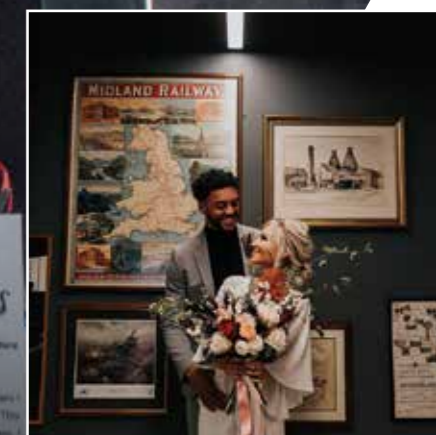
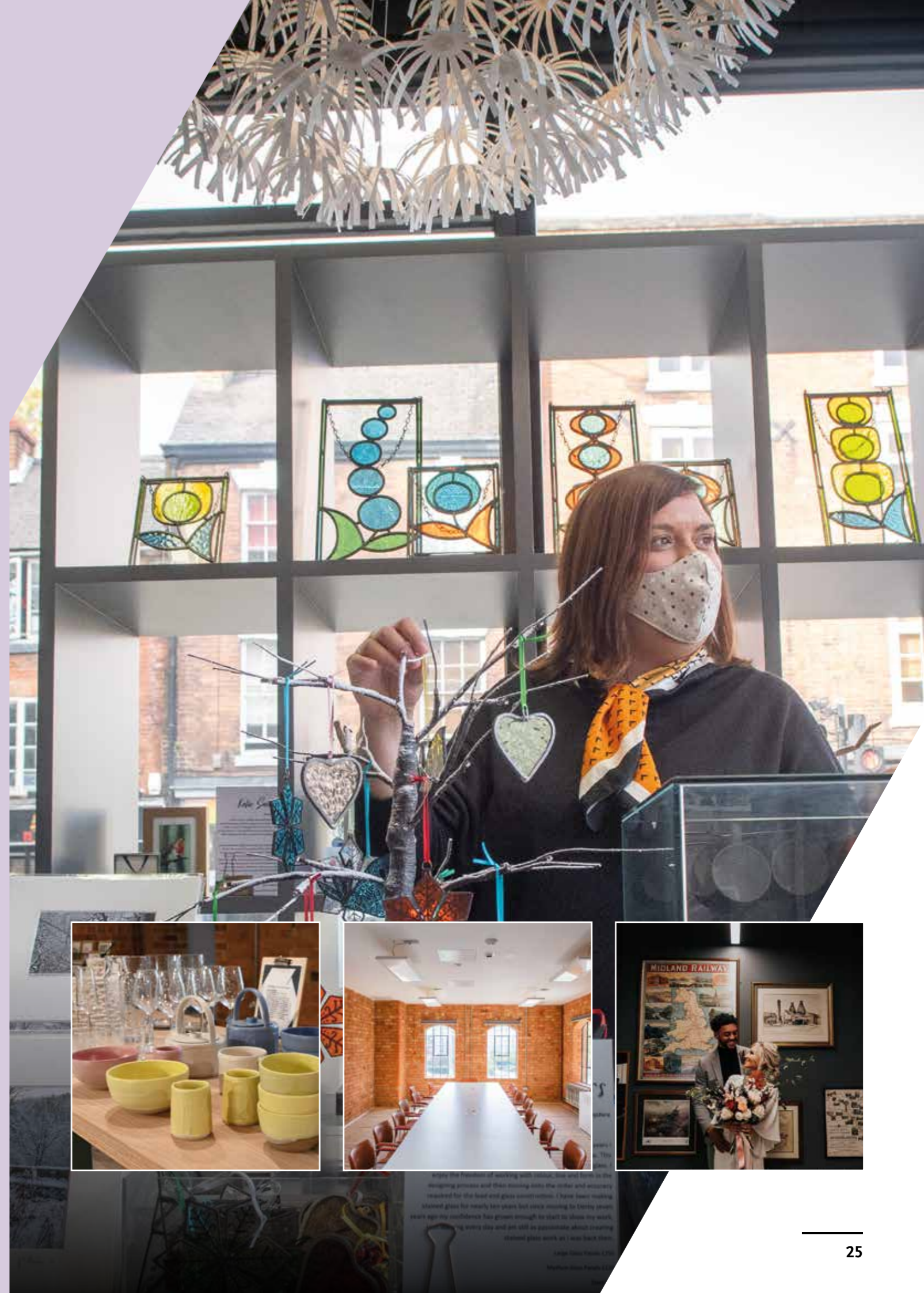


## This page

Image top right © Pictoria Pictures / Derby Museums  
Image below: *The River Kitchen at the Museum of Making* © Derby Museums / Chris Seddon Photography

## Opposite page

Background image © Pictoria Pictures / Derby Museums  
Image below centre: *The Loom Room at the Museum of Making* © Speller Metcalfe / Derby Museums  
Image below right: © Derby Museums / Jenny Appleton Photography







## VOLUNTEERING AND CO-PRODUCTION

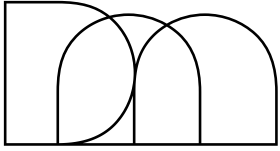
On-site volunteering ceased for most of 2020-21 and, with many of Derby Museums' staff furloughed, there was little initial opportunity for activity. By the summer, a remote volunteering programme was emerging, as were volunteer walks.

Volunteer Zoom coffee mornings have continued to take place weekly. These socials have been attended throughout and since lockdown, giving volunteers a further chance to re-connect with staff and other volunteers. They have expressed how important these socials have been throughout this challenging period, with a small number saying these meet-ups were sometimes the only time they had spoken with other people all week. Staff have found these sessions uplifting and something to look forward to each week.

*"These coffee mornings have kept me going through the past few months – I feel as though I've made some new friends, so thank you for organising them."*  
Derby Museums' Volunteer







**DERBY MUSEUMS**



**MUSEUM AND  
ART GALLERY**

**PICKFORD'S  
HOUSE**

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