



Norwich
HEART
HERITAGE ECONOMIC &
REGENERATION TRUST

Norwich HEART

Annual Report 2010–2011

Championing, protecting and promoting
remarkable heritage in Norwich and beyond



ABOUT NORWICH HEART

Norwich Heritage Economic and Regeneration Trust (HEART) is a private, charitable company, limited by guarantee, set up in 2004 to plan, regenerate and promote heritage in one city – Norwich – and act as a best practice case study nationally and internationally for developing heritage as a vehicle for social and economic regeneration.

HEART emerged from a perceived need to fill a gap in heritage management in Norwich and establish a single strategic vision. The organisation aims to record, conserve, manage, regenerate and promote Norwich's heritage in a range of innovative ways, to show why the city deserves to be known as one of the premier heritage destinations in Europe.

HEART takes an integrated, proactive approach to heritage-led regeneration to deliver measurable economic, social, cultural and environmental benefits in collaboration with a number of partner organisations, and thereby to demonstrate how heritage is a significant economic driver and relevant sector in today's society.



INTRODUCTION

HEART's two very simple ambitions have been reaffirmed this year: to co-ordinate and champion heritage in one city – Norwich – and to create a best practice model that can inspire and regenerate other cities globally.

2010/11 was another remarkable year particularly in the context of global recession generally and cut backs in funding sources specifically. One of our big successes of the year was to step in and breathe new life into the EU-funded Digital Heritage Project following the collapse of Screen East. As well as securing substantial EU funds to develop heritage resources here, the project fostered further European collaboration, this time with Upper Normandy, as well as the opportunity to extend our reach to the whole of Eastern England.

Another coup was securing £200,000 from the Technology Strategy Board to develop, with our partner the University of East Anglia (UEA), cutting-edge digital solutions to achieve public access to obscure archive material.

We were able to take our 'best practice model' approach and to apply it to Thetford where we not only developed an effective business plan to develop the town's assets but also raised over £100,000 in grant funding to deliver the project.

Events were another great success story with a record-breaking Heritage Open Days delivering 215 events across the county and a second Dragon Festival increasing participation rates by 50%.

Our successful project with Ghent continued to move to new levels of creativity including the start of what promises to be an enormously innovative Ambassador Programme. We also launched two more publications with one winning a regional publishing award.

Looking forward we aim to make more impact locally and to extend our reach nationally and internationally through more collaboration and dissemination.

David Hill
Chair of HEART

Championing remarkable
heritage in Norwich
and beyond



Case Studies – highlighting the diversity and success of our projects and initiatives over the year...



Flagship projects

HEART manages a number of high profile projects which it delivers in partnership with other organisations and cities, including the Knowledge Transfer Partnership-funded HistOracle Project with the UEA to increase access to historical resources, the EU-funded Digital Heritage Project with Rouen to bring film archives alive and the SHAPING 24 project.

SHAPING 24

HEART's EU-funded cultural and heritage tourism project – SHAPING 24 – moved in to its second year with a series of initiatives that link together the 12 heritage sites in Norwich that make up Norwich 12, with 12 heritage sites in Ghent. The project seeks to raise the profile of Norwich and Ghent as significant cultural heritage cities and increase awareness of our historical links. Developments include researching educational and cross-border links with Ghent; launching a multilingual website; initiating walking tours of the Norwich 12 buildings; an exhibition of our historical links; commissioning a digital media strategy; workshops with partners; and partner projects such as creating podcast tours for Dragon Hall. The Norwich Ambassador Scheme was launched, training 80 people in Norfolk to act as champions of Norwich.

“The Ambassador scheme is a fantastic initiative that can educate us all, whether we have lived in the area all our lives or are new to it. I learnt so much about our local area and I would encourage everyone in our industry to go through this programme and support this valuable local scheme.”

Devin Grosse, General Manager at Holiday Inn Norwich North



Using new technology to champion heritage

HEART is a passionate advocate of using new technology to make heritage more accessible to the widest possible audiences. This includes working with the UEA's Schools of Computing and History to develop the next generation of heritage-focused virtual reality tools for the HistOracle Project; the interactive “totem” signs on the streets of Norwich; extensive use of social media; commissioning and delivering a digital media strategy as part of the SHAPING 24 project; and launching an e-commerce website for Colman's Mustard Shop & Museum.

The Digital Heritage Project

In March, HEART secured the future of, and became one of two partners in, the Digital Heritage Project, an innovative Anglo-French collaboration with an aim of bringing two major film archives alive from both sides of the Channel. The project works with the film archives of the East Anglian Film Archive and Pôle Image Haute-Normandie to digitise and showcase films which are an important part of our social history and heritage and offer a unique insight into the lives of people in the East of England and Upper Normandy.

“Work is underway to create a dedicated bi-lingual website showcasing a timeline of film from as far back as 1896. Bringing these old films in line with the newest digital technology is very exciting and will ensure greater access and much wider audiences both online, on screen and via a selection of innovative media platforms such as mobile phone apps.”

Jane Jarvis, Digital Heritage Project manager



HEART HIGHLIGHTS OF 2010-2011

60 Dragon Festival events across 30 venues with thousands of visitors engaging in dragon related activities.

Securing the future of the Digital Heritage Project, the innovative Anglo French archive film collaboration.



Staging inspiring and interactive events

HEART organised a host of exciting exhibitions and events in 2010/11, including; a photography competition and exhibition "My Heritage, My Norwich"; a display in the Colman's Mustard Shop & Museum commemorating the 70th anniversary of World War Two air raid victims; an exhibition of the Royal Arcade as part of the BBC Learning Hands on History project; and an exhibition showing the historical links between East Anglia and the Low Countries as part of the SHAPING 24 project. HEART coordinated over 200 Heritage Open Days events in the Norwich area and further afield, and the team had a stand at the Royal Norfolk Show for the first time. HEART also coordinated and promoted Norwich's Museums at Night programme in May and staged the second Norwich Dragon Festival.

Norwich Dragon Festival

HEART organised Norwich's second Dragon Festival in February as a celebration of the history of the city, to encourage visits to heritage and cultural venues through a series of fun and educational activities, in particular aimed at children. There was a packed programme of 60 events (of which more than 60% were free of charge) including story-telling, dance, sculpture, arts and crafts, exhibitions, films, processions and puppet shows. It was a truly collaborative project made possible with the outstanding commitment and contributions from around 30 local organisations, 120 volunteers and the support of Norwich City Council. 96% of visitors said they enjoyed the events and 78% felt they learned something about Norwich's history.

"It's wonderful that the festival has reached out to so many groups in the city. Inspirational."

Visitor to the Dragon Festival



Delivering education and engagement activity

HEART's education and engagement strand included running our third photography competition and exhibition; running events in the Guildhall aimed at children and young people – story-telling, craft activities, music performances and a sleepover; hosting four three-month internship placements (in graphic design, film and photography, events and digital media) as part of the Norwich University College of the Arts' Graduate Internship Scheme; providing the Harry Watson Bursary for research projects; giving talks to community groups; and supporting Young Archaeologist Groups.

Guildhall sleepover

HEART has expanded its range of activities in the Guildhall to encourage more young people to visit and learn about the building. As part of May's Museums at Night programme HEART staged a sleepover event for over 20 9-14 year olds which gave the intrepid campers a chance to explore the building, take part in craft activities and a mock trial in the old courtroom, indulge in a midnight feast, enjoy storytelling, and sleep in the courtroom and council chamber. The event was so successful that further sleepovers will be arranged in the future.

"A great range of activities and very informative whilst being fun at the same time."

Parent of an 11-year-old who attended the sleepover



HEART HIGHLIGHTS OF 2010-2011

Launching the Norwich Ambassador Scheme and training 80 Ambassadors in the first year.

Winning the History and Tradition category in the 2010 EDP-Jarrold East Anglian Book Awards for our Medieval Churches of the City of Norwich book.

Case Studies – highlighting the diversity and success of our projects and initiatives over the year...



Heritage consultancy

HEART acts as a best practice model for developing heritage as a vehicle for social and economic regeneration. We aim to disseminate our work to wide audiences, sharing experiences and conclusions from our work and supporting other organisations and cities in their heritage regeneration projects. This strand of our work includes speaker engagements, workshops, heritage-led regeneration strategies, research and report writing.

Discovering Thetford

In April 2010 HEART secured funding from EEDA to prepare a Scoping Study to identify and evaluate the cultural heritage assets of the Norfolk market town of Thetford. The Study impressed the Board of the local Growth Point project, Moving Thetford Forward, who authorised a £10,000 fee and commissioned HEART to undertake a full Heritage Business Plan for the town. This was completed and approved towards the end of 2010 and involved a programme of linked enhancements focused around 13 periods of Thetford's development and divided into delivery frameworks based around enhancing promotion, improving access, developing educational provision and engaging the local community. HEART was then successful in raising £170,000 from EEDA and other sources to deliver the early phases of the project including a timeline, web commissioning, virtual modelling and other initiatives. HEART continues to work with Thetford to develop mechanisms to raise further funding and to deliver the subsequent phases.

"As Heritage champion for Moving Thetford Forward I would like to recognise the extreme professionalism HEART has brought to the process of providing a cohesive approach to the public representation of Thetford's considerable Heritage Assets."

Councillor Robert Kybird, Moving Thetford Forward



HEART HIGHLIGHTS OF 2010-2011

A very successful Museums at Night weekend with thousands of people enjoying nocturnal heritage experiences across the city.



Dissemination and promotion

HEART promotes both the organisation's work and Norwich's heritage locally, nationally and internationally.

During the past financial year HEART has generated 500+ pieces of media coverage, distributed 120,000 leaflets and delivered over 60 presentations. These include a second workshop for the World Bank in Washington, keynoting at the Heritage Canada Foundation conference and presentations in Nara, Japan, the EU in Belgium, to the Chair of English Heritage, the Chair of the regional HLF, and the Heritage and Tourism Minister John Penrose. HEART has also delivered tours for a wide range of visitors ranging from the Japan Local Government Bureau to the Royal United Services College.

HEART has increased the distribution of its popular quarterly newsletter by 60% and launched an online research centre portal featuring 125 articles about key aspects of Norwich's heritage written by volunteers.

In 2010-11 HEART published another two books: The Medieval Churches of the City of Norwich and The Blue Plaques of Norwich, the former winning the History & Tradition category in the 2010 EDP-Jarrold East Anglian Book Awards. HEART's range of merchandise is now sold in many outlets and generates a steady income. After launching a new e-commerce website for Colman's Mustard Shop & Museum and a trilingual website for its SHAPING 24 project, HEART now runs four websites attracting over 75,000 visits in the past year. HEART continues to expand its presence and interaction on social media including Facebook, Twitter and Flickr.

"A real treat of a book, beautifully produced and illustrated and written with obvious pride and joy. Vital history brought up to date – accessible scholarship and presentation skills make it a deserved winner."

Judges' comments, 2010 EDP-Jarrold East Anglian Book Awards

Coordinating a successful Heritage Open Days programme with over 200 events in Norwich and further afield.

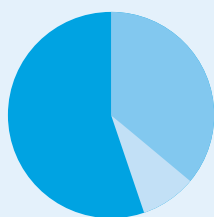
Financial Information 2010/11

A summary of HEART's income, expenditure and balance sheet for the year ended 31 March 2011 is presented here. This is extracted from HEART's full annual accounts for that period. The accounts, which have been filed with the Charity Commission, were approved on October 4th 2011 and received a clean audit opinion. The auditors have confirmed that the summarised financial statements are consistent with the full annual accounts. HEART operates the Colman's Mustard Shop & Museum as a trading subsidiary HEART Mercers Ltd. These financial statements exclude the trading subsidiary results. To view the full HEART annual accounts for the year ended 31 March 2011 contact the HEART office at The Guildhall, Gaol Hill, Norwich, NR2 1JS or telephone 01603 305575. HEART's financial statements are prepared in accordance with the Companies Act 2006, and the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005.

Norwich City Council has agreed a Service Level Agreement with HEART, setting out a range of services HEART will deliver, in return for an annual fee. In addition, HEART receives financial support from a number of organisations, including Norfolk County Council, the Greater Norwich Development Partnership (GNDP), the East of England Development Agency (EEDA), the European Union (Interreg IVa European Regional Development Fund programme) and other supporters to enable it to implement its Development Plan. Together these additional funding streams broaden the range of activity possible and the audiences reached.

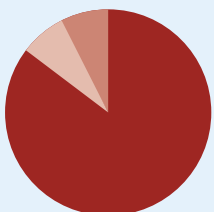
Sources of Income

- External Funding (public)
- Local Authority Funding
- Other Income



Expenditure 2010/11

- Charitable Activities
- Operating Costs
- Fundraising



INCOME	SUMMARY	BREAKDOWN
Local Authority Funding	£206,483	
Norwich City Council, Service Level Agreement		£150,000
Norfolk County Council		£52,483
Norwich City Council Bursary Contribution		£4,000
External Funding (Public)	£318,381	
EU European Regional Development Fund		£211,880
Greater Norwich Development Partnership		£22,000
East of England Development Agency		£84,501
Other Income (Investment income, sales, gift aid payment from trading subsidiary and donations)	£53,018	£53,018
TOTAL	£577,882	£577,882

EXPENDITURE	SUMMARY
Operating costs	£50,071
Charitable activities	£540,799
Fundraising	£41,200
TOTAL	£632,070
Net movement in funds in the year	(£54,188)

Balance Sheet as at 31 March 2011	2011	2010
Fixed Assets	£3,525	£2,123
Current Assets	£748,841	£994,126
Current Liabilities	£(138,840)	£(328,535)
Net Assets	£613,526	£667,714
Restricted Funds	£211,962	£287,868
Unrestricted Funds	£401,564	£379,846
TOTAL FUNDS	£613,526	£667,714

HEART HIGHLIGHTS OF 2010-2011

Delivering 60 presentations on HEART's work locally, nationally and internationally including Washington USA, Newfoundland Canada and Nara in Japan.

Securing £200,000 funding for the HistOracle project with the University of East Anglia to make heritage information more accessible using new technology.

Looking to the future

In the coming year 2011-12, we will continue to develop a range of interesting cultural heritage initiatives and projects including:

- / Develop the Norwich Ambassador Scheme to achieve greater reach and a supported pool of local experts
- / Research and digitise archive film in the East of England and Normandy, as part of the EU-funded Digital Heritage project, to showcase films which are an important part of our social history and employ innovative digital technology to make them more accessible
- / Push the boundaries of 'nocturnal heritage' with our third Museums at Night weekend
- / Inject further innovation into the Heritage Open Days weekend and retain its position as the largest in the UK or Ireland outside London
- / Pilot test the HistOracle project with the University of East Anglia, which will deliver a wholly new and innovative approach to bringing obscure archive material to life through the medium of digital innovation
- / Develop and deliver the Thetford Heritage Business Plan for Moving Thetford Forward / Thetford Town Council
- / Fund and support the delivery of projects by Norwich 12 partners including the Assembly House Art Show, the medieval festival CastleFest at Norwich Castle, audio guides at Dragon Hall, and deliver transnational lectures on the shared heritage of Norwich and Ghent as part of the EU-funded SHAPING 24 project
- / Develop Colman's Mustard Shop & Museum as a platform to promote the area's distinctive industrial heritage and assess options to enhance the visitor attraction element.

*Michael Loveday,
Chief Executive*

HEART's structure

HEART employs 16 full-time / part-time and project staff, led by a management team which is headed up by Chief Executive Michael Loveday, guided by an elected board of trustees and supported by many dedicated and passionate volunteers. The company was established under a Memorandum of Association which establishes the objects and powers of the company, and is governed under the Articles of Association.



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HEART Board of Trustees

In 2010-2011, the HEART Board comprised:

- Anthea Case CBE** – Chair, Heritage Link
- Professor John Charmley** – Head of the School of History, University of East Anglia
- Councillor B. J. E. Collins** – Deputy Cabinet Member for Economic Development, Norfolk County Council
- Jeremy Collins** – Head of Retail Development, John Lewis Partnership Plc
- Graham Creelman OBE** – Chair, Local Strategic Partnership
- Christopher Dicker** – Senior Partner, Lovewell Blake
- Richard Ellis** – Chairman, Visit East Anglia, Managing Director, Norfolk Country Cottages
- Christine Frazer** – Director of Property and Facilities, Aviva
- David Hill** – Chairman, Jarrold & Sons Ltd
- Roger Holden** – Managing Partner, Hansells Solicitors
- Rt Hon the Lord Howarth of Newport CBE** – former Minister for the Arts, a Member of the House of Lords
- The Rt Revd Graham James** – Bishop of Norwich
- Professor John Last** – Principal, Norwich University College of the Arts
- Ardeshir Naghshineh** – CEO, Targetfollow Group Ltd
- Councillor Alan Waters** – Cabinet member for resources, performance and shared services, Norwich City Council