

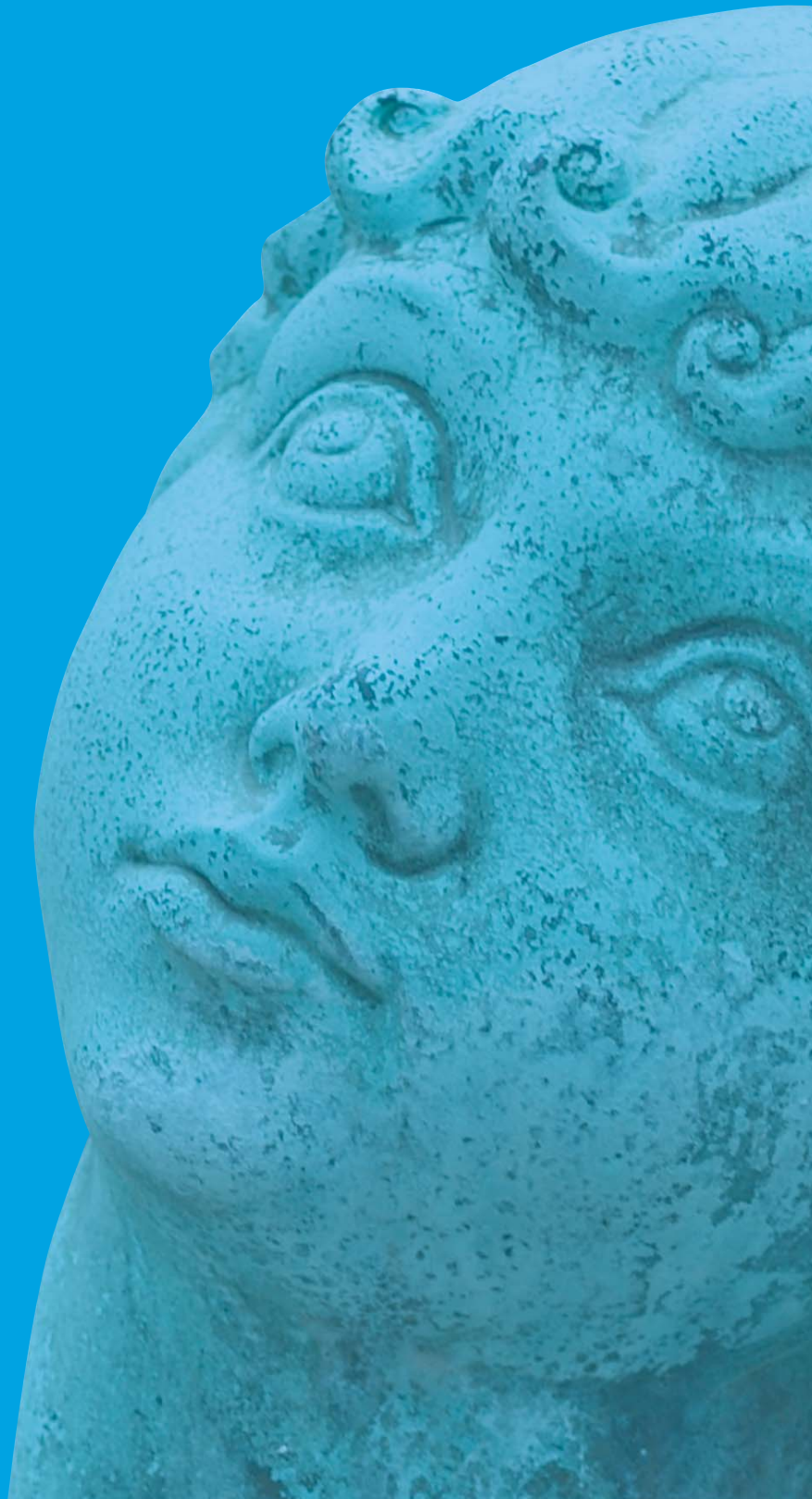


Norwich
HEART
HERITAGE ECONOMIC &
REGENERATION TRUST

Norwich HEART

Annual Report 2009–2010

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 are to co-ordinate and champion heritage in one city – Norwich – and in doing so, to create a best practice model that can inspire and regenerate other cities and towns across the globe. 2009/10 was another exceptional success story in the rise of HEART not just as an effective heritage catalyst in Norwich, but also as an inspiration to other cities nationally and internationally. Central to this success was securing a €4.5M project from the EU which will see not only impressive development of the acclaimed Norwich 12 project at home, but also an exciting collaboration with the outstanding heritage city of Ghent, in Belgium. We also secured the future of the iconic Colman's Mustard Shop and Museum by taking over the running of the business and using it as a platform to promote the area's distinctive industrial heritage. In a similar vein, we developed our Norwich Lanes Local Distinctiveness project in areas around the Castle and Cathedral with a range of media including innovative totem signs employing digital technology to facilitate mobile device downloads. Our heritage education work also continued to expand with a broad range of national curriculum based work, extensive activities with further and higher educational institutions and courses for adult learners.

In the coming year we aim to extend the depth of our work in Norwich and Norfolk and the breadth by working in the EU, North America and Japan. At a time of economic challenge, it is encouraging to see that the Third Sector can continue to play an important and expanding role.

David Hill
Chair of HEART

Championing remarkable
heritage in Norwich
and beyond



HEART HIGHLIGHTS OF 2009–10

Launching the innovative €4.5m EU-funded SHAPING 24 project, with the historic Belgian city of Ghent.

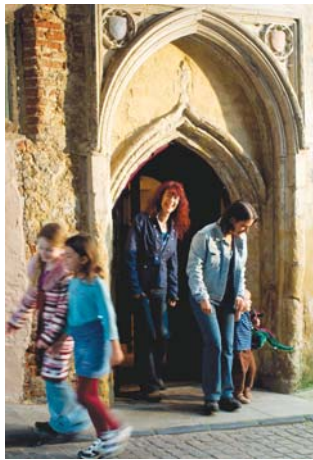
Delivering a £250,000 local distinctiveness scheme to promote and improve the Elm Hill and Timberhill areas.

Securing funding for the city

HEART works hard to attract funding from a broad range of sources for initiatives and projects which will benefit local people and visitors to the city, and the local economy.

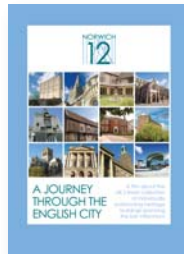
Norwich 12 and SHAPING 24

One of HEART's flagship projects – Norwich 12 – has developed 12 of the city's most iconic heritage buildings into a universally important collection of integrated heritage assets, with £1million funding from HM Treasury's Invest to Save Budget. Initiatives include interactive interpretation signs; joint marketing including a guidebook, leaflet, a film and website; a programme of integrated events; education packs and courses; and conservation management plans. Following the project's extraordinary success, HEART secured €4.5m from the European Union's European Regional Development Fund Interreg IVa programme, to develop the Norwich 12 project in a new cultural tourism initiative with the historic Belgian city of Ghent. SHAPING 24 – Strategies for Heritage Access Pathways in Norwich and Ghent – links together the Norwich 12 sites with 12 heritage sites in Ghent, promoting and supporting the sites and raising the profile of both cities as significant heritage destinations.



"Norwich 12 has created a hugely important platform to make heritage available and from which to market Norwich, especially to people from outside the area."

Anthea Case, HEART Board member, CABE commissioner and Chair of the National Trust in the East of England



Delivering local distinctiveness schemes

HEART's work aims to recapture and promote local distinctiveness – drawing on the development and specific character of parts of the city to protect and enhance the qualities that make them special.



Cathedral Quarter and Castle

Following the great success of the Norwich Lanes project, a pilot project which aimed to harness and promote the unique identity of this area of the city centre, HEART was awarded a further £250,000 from the East of England Development Agency to use this model to enhance the areas around Elm Hill and Timberhill, two independent retail areas with important heritage – the Cathedral Quarter and Castle areas. The project engaged the business and resident communities in these areas to deliver a number of initiatives, including a series of pavement markers highlighting the boundary of the Castle Fee, blue heritage plaques, interpretive totem signs and the publication of walking trail booklets and Elm Hill Stories, a history of the street and its buildings. As with the Lanes project, a Cathedral Quarter Association is now established, to build on the initial activities in the area, and to promote and market the area as a retail and visitor destination.



HEART HIGHLIGHTS OF 2009–10

Promoting HEART's work and Norwich's heritage at over 50 conferences across the UK, mainland Europe and North America.

Providing funding and support for around 250 local projects and organisations.

“We are absolutely delighted that the Mustard Shop will remain as one of the major tourist attractions in Norwich. We are thrilled that HEART has made this visionary move and we wish them and the staff every success in the future.”

Darren Grivwell, Foods Director, Colman’s, Unilever UK & Ireland



Proving the business benefits of heritage

HEART’s work demonstrates that heritage-led regeneration can deliver measurable economic benefits and is evaluated and disseminated to demonstrate how this is done.



Colman’s Mustard Shop & Museum

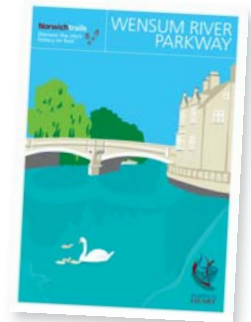
In August 2009 HEART took over Colman’s Mustard Shop as a retail operation and tourist attraction, following a review of its future by previous owners Unilever UK & Ireland. It is a very exciting move, giving HEART a new avenue through which to make local heritage more accessible whilst continuing and expanding on the shop’s significant contribution to the local economy. In the first seven months of ownership, HEART has been working hard to develop the shop, both as a retail operation and a heritage attraction, rebranding it to Colman’s Mustard Shop & Museum to reflect the museum element; appointing a Retail Business Manager to drive the business forward; introducing new stock; extending opening hours; running a calendar of special events; participating in city-wide initiatives; playing an active role in the Norwich Attractions group; and supporting the new Retail Skills Academy, designed to deliver the skills the retail sector needs to meet the challenges of the future.

Working with partners

Much of our work is done in partnership with other organisations, including local authorities, cultural and heritage organisations and venues, businesses and charities.

Wensum River Parkway

HEART has been working with the Norwich Society and Norwich City Council to deliver the Wensum River Parkway Project, designed to highlight the historic importance of the River Wensum and its role today as an asset to be enjoyed, and act as a driver for tourism. The Greater Norwich Development Partnership provided funding of £75,000 for the project, which has enabled the installation of heritage information signs along the riverside walk, a conference, and the publication of the Wensum River Parkway walking trail booklet, the third of HEART’s popular Norwich Trail series.

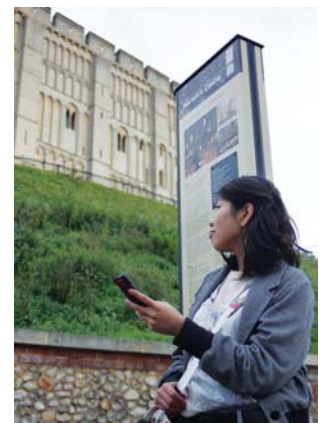


Using new technology innovatively

HEART is a passionate advocate of using new technology as a way of making heritage and history more accessible and interesting to the broadest possible audiences. Projects include virtual reality films in association with the University of East Anglia’s Urban Modelling Group, extensive use of social media and interactive “totem” signs.

Interactive “totem” signs

HEART has installed interactive “totem” signs at 12 sites in Norwich to help promote the city’s heritage. As well as showing information and pictures, the totems are fitted with Bluetooth technology that allows passers-by to download additional information and images onto their mobile phone free of charge, providing them with a resource they can take away and access on an ongoing basis. It is an innovative way of encouraging interest in and increasing access to some of the city’s amazing buildings.



HEART HIGHLIGHTS OF 2009–10

Saving Colman’s Mustard Shop & Museum from closure through the establishment of a trading subsidiary for HEART, and radically transforming the performance of the shop within three months.

Having the Norwich 12 project selected as a case study for the Government’s Vision Statement for the Historic Environment (Department for Culture, Media and Sport).

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

Delivering a broad range of education and outreach activity

Our education and outreach strand includes the creation of education packs for schools; providing a bursary for research projects; placements for work experience students and interns; running an annual photography competition and exhibition; giving talks to community groups; running events including archive courses, tours and mock trials in the Guildhall; and supporting local Young Archaeologist Groups.

Mock trials

In spring 2010 a programme of mock trials was introduced for school groups in the Victorian courtroom in the Guildhall where HEART's offices are based. The sessions explore the theme of crime and punishment in the Victorian and modern day periods, with pupils recreating the trial of an 8-year-old boy who appeared on trial in the Guildhall's courts in 1839, complementing and supporting the History, Citizenship, English and Drama elements of the national curriculum.



"A massive thank you for the Mock Trial and the tour. It truly was a wonderful experience for both our students... and us staff! All have learned a great amount and this will undoubtedly be of benefit for the students when they do their GCSE 'Crime and Punishment' module in January. We shall be ambassadors for your excellent work with everyone we meet from now on."

Peter Heath, Assistant Principal, Open Academy



Disseminating and promoting our work and Norwich's heritage

HEART promotes both the organisation's work and Norwich's heritage, to ensure that the widest possible audiences can learn about and enjoy the city's heritage, HEART's projects and events, and so that other cities can share the organisation's experiences.

During the past financial year HEART has generated over 300 pieces of media coverage; published and distributed 200,000 information leaflets; delivered over 50 presentations and workshops to organisations such as the US National Trust, the World Bank, the European Union, Irish local authorities, the Virginia Association of Museums, the Royal Town Planning Institute, the Institute for Historic Building Conservation, English Heritage, the Royal Society of Arts, the Hansard Society; hosted visits and conducted tours of Norwich to national and foreign journalists, cultural specialists from Serbia, travel writers from the US, Flemish teachers, heritage specialists from developing countries and Japanese cultural specialists.

HEART is using social media tools including YouTube, Facebook and Twitter to directly engage with audiences; attracted 33,000 visits to its websites; and expanded its quarterly newsletter by 50% and its distribution list by 60%; and has developed a range of merchandise to highlight various aspects of the city's heritage gems and generate income, including guidebooks, trails, postcards and films. HEART's first publication, the Norwich 12 guidebook, won the Guidebooks and Travel category in the 2009 Eastern Daily Press-Jarrold East Anglian Book Awards and the award for Best Factual Publication in the Creative East awards 2009.



"This organisation is doing excellent work promoting the city and bringing its glorious history alive."

Editorial, 2009, Norwich Evening News

HEART HIGHLIGHTS OF 2009–10

Co-ordinating the biggest-ever programme for Heritage Open Days in Norwich with 210 events, making it the largest free heritage festival in the UK or Ireland outside London.

Delivering a £75,000 collaboration project to regenerate and raise the profile of the Wensum River Corridor with the Norwich Society and Norwich City Council.

Financial Information 2009/10

A summary of HEART's income, expenditure and balance sheet for the year ended 31 March 2010 is presented below. 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 26 July 2010 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 and 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 2010 contact the HEART office at The Guildhall, Gaol Hill, Norwich, NR2 1JS or telephone 01603 305575.

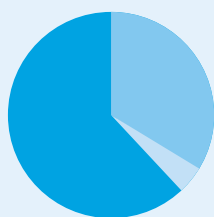
HEART's financial statements are prepared in accordance with the Companies Act 2006, and the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005.

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 HEART to implement its Development Plan.

Together these additional funding streams broaden the range of activity possible and the audiences reached.

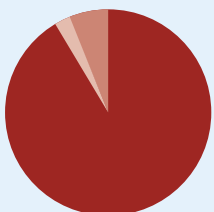
Sources of Income

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



Expenditure 2009/10

- Charitable Activities
- Operating Costs
- Fundraising



INCOME	SUMMARY	BREAKDOWN
Local Authority Funding	£226,124	
Norwich City Council, Service Level Agreement		£178,124
Norfolk County Council		£45,000
Norwich City Council Bursary Contribution		£3,000
External Funding (Public)	£445,593	
EU European Regional Development Fund		£265,593
Greater Norwich Development Partnership		£175,000
East of England Development Agency		£5,000
Other Income (Investment income, sales, gift aid payment from trading subsidiary and donations)	£27,731	£27,731
TOTAL	£699,448	£699,448

EXPENDITURE	SUMMARY	BREAKDOWN
Operating costs	£48,749	
Charitable activities	£663,367	
Fundraising	£18,793	
TOTAL	£730,909	
Net movement in funds in the year	(£31,461)	

Balance Sheet as at 31 March 2010	2010	2009
Fixed Assets	£2,123	£3,402
Current Assets	£994,126	£930,294
Current Liabilities	£(328,535)	£(234,521)
Net Assets	£667,714	£699,175

Restricted Funds	£287,868	£299,241
Unrestricted Funds	£379,846	£399,934
TOTAL FUNDS	£667,714	£699,175

HEART HIGHLIGHTS OF 2009–10

Winning the Best Marketing Initiative category of the EDP Tourism in Norfolk Awards for our marketing campaign for the 2009 Norwich Dragon Festival.

Winning two regional publishing awards for our first publication, the Norwich 12 guidebook.

Looking to the future

In the coming year 2010-11, despite the difficult economic situation, we plan to continue to push forward with new and innovative initiatives in the cultural heritage field. These will include:

- / extending our remarkably successful Heritage Open Days to more venues across Norfolk and seeking to deliver more than 200 events
- / developing plans for a second Norwich Dragon Festival in early 2011 and hopefully breaking the previous record of 55,000 visits
- / extending our national and international reach by running workshops for the World Bank in Washington, keynoting the Heritage Canada Foundation Annual Conference in Newfoundland and speaking at other conferences in Japan, Belgium, Ireland and across the UK
- / adding to heritage interpretation in the public realm with more plaques, signs, totems and trails
- / producing more publications including the first comprehensive book on medieval churches and a book on HEART's blue plaques
- / hopefully securing £200,000 from the Technology Strategy Board for a joint project with the University of East Anglia to make heritage information more accessible using new technology
- / launching the Norwich Ambassador Scheme to enthuse the first points of contact for visitors about the city and its assets
- / extending our educational activity through initiatives such as Museums at Night and trial re-enactments
- / working with the Norwich Society to enhance the Wensum River Parkway
- / continuing to develop Colman's Mustard Shop & Museum as a portal for industrial heritage and local history
- / developing partnerships with other parts of Norfolk including Thetford and Great Yarmouth
- / looking for new partnership opportunities through EU collaboration projects

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.



Norwich Heritage Economic and Regeneration Trust
The Guildhall, Gaol Hill, Norwich NR2 1JS
Charity no. 1109662 Company no. 5083002 VAT no. 875807283

HEART Board of Trustees

In 2009-2010, 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** – Chair of the East of England Development Agency and 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