

Norfolk ARTS Service

THE ARTS
IN NORFOLK:
AN OVERVIEW
2020-21



Norfolk County Council



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



European Union
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Development Fund

‘At the Arts Council, we invest taxpayers’ and National Lottery players’ money in artists, arts organisations, museums and libraries because we know that investment creates happier lives in villages, towns and cities across England. For me, there is no greater argument for doing what we do.’

Darren Henley

Chief Executive, Arts Council England.



Foreword



It gives me great pleasure to write this foreword to Norfolk Arts Service’s latest advocacy report which looks back on all that has been achieved by our arts sector during what has undoubtedly been the most challenging of times for us all.

We know how vitally important it has been for people of all ages to be able to access and participate in creative opportunities while coping with multiple and extreme restrictions on our lives. Whether rural or urban residents, we have been isolated from each other in ways that we could never have imagined and we have all had to find new ways of connecting with and supporting each other.

From the beginning of the pandemic, our arts sector rose brilliantly and passionately to this great challenge, re-imagining and finding enterprising and innovative ways to bring people and communities safely together to enjoy and participate in shared cultural experiences. From online music performances, exhibitions and book clubs to outdoor theatre and arts, downloadable artist-commissioned creative activity packs to online dance and writing classes and so much more, Norfolk residents and visitors have been able to participate in and enjoy a great wealth of arts opportunities and new experiences throughout this time.

While it is not yet possible to calculate the many impacts of the pandemic on our lives, we know that the arts will continue to play a vital role in our collective journey of recovery and renewal. Norfolk County Council will

continue to advocate at every opportunity for the social and economic value and impact of the arts and to work to attract ongoing external investment to support the provision of high-quality creative opportunities and a vibrant cultural county for all.

Cllr. Margaret Dewsbury

Cabinet Member, Communities and Partnerships, Norfolk County Council Chair, Norfolk Arts Forum





What we do

Norfolk Arts Service (NAS) is part of Norfolk County Council's (NCC) Community and Environmental Services. Our work is shaped by the belief that the arts play a vital role in the social, educational, economic, health and environmental life of the County.

We provide the following key services:

- Administer the NCC Arts Grants budget supporting 14 professional arts organisations and over 60 community projects, each year;
- Manage and promote the Norfolk Arts Forum, a free cross-sectoral membership organisation with more than 900 members and an annually elected Executive Committee.
- Provide a range of support services for arts organisations, artists, creative enterprises, community groups and volunteers;
- Co-ordinate the annual Norfolk Creativity and Wellbeing Week promoting the health and wellbeing benefits of engagement in arts and culture;
- Lead partner with Suffolk County Council for the administration and strategic delivery of the work of the New Anglia Culture Board;
 - Strategic lead for Head East, a major New Anglia Culture Board cultural tourism marketing and PR campaign which aims to further build the East's reputation as a 'must see' UK cultural destination;
- Strategic lead for the Norfolk Tourism Sector Support Package, a Covid-19 tourism recovery programme involving a partnership of all 7 Norfolk District Councils, Visit East of England and NCC, funded by the Norfolk Strategic Fund;
- Delivery partner for Creative Unlimited, a collaborative programme to support the development and growth of creative enterprises in Norfolk & Suffolk, building on the success of StartEast;
- Key partner in EXPERIENCE, a €23m project led by NCC, to attract visitors in the off-peak season through an innovative 'experiential tourism' approach, co-financed by the European Regional Development Fund through the Interreg France (Channel) England Programme;
- Key partner in Transforming Cities, a £59m partnership project (NCC, Norwich City Council and district authorities of Broadland and South Norfolk), funded by central government, to deliver major improvements to active travel, drawing upon the city's rich cultural, heritage and environmental assets to develop the new wayfinding infrastructure;
- Partnership agreement with Borough Council of King's Lynn & West Norfolk and Norfolk Museums Service to manage the King's Lynn and West Norfolk Cultural Board, facilitating the strategic development of the Borough's culture and heritage sectors.



Responding to local and national priorities

We support the delivery of Norfolk County Council's 'Together, for Norfolk' Priorities and Outcomes.

Our vision In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary community in which to spend a lifetime.

- We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.
- We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills, training and infrastructure.
- We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved.

Our priorities will be:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future.

Our work is also shaped by NCC's Arts Policy Objectives:

- We will act as a leader and advocate for the arts in Norfolk.
- We will ensure that people living in Norfolk and visitors can enjoy high quality arts activities.
- We will ensure that our arts organisations, artists in all art forms, and creative industries are recognised, valued and supported.
- We will invest in the arts to meet the

needs of local communities, rural and urban.

- We will support and promote cultural diversity and equality of access and opportunity in the arts.
- We will invest in the arts and lever in external funding from other sources.
- We will promote the arts as a powerful tool in social and economic regeneration.
- We will promote the role of the arts in enhancing health and quality of life, providing enjoyment and as a powerful tool in learning and skills development.

New Anglia Local Enterprise Partnership (LEP) Ambitions and Priority Themes

We support the New Anglia LEP Economic Strategy ambitions and priority themes.

Ambitions

We want Norfolk and Suffolk to be:

- The place where high growth businesses with aspirations choose to be.
- An international facing economy with high value exports.
- A high performing productive economy.
- A well-connected place.
- An inclusive economy with a highly skilled workforce.
- A centre for the UK's clean energy sector.
- A place with a clear, ambitious offer to the world.

Priority Themes:

- Our offer to the world
- Driving business growth and productivity
- Driving inclusion and skills
- Collaborating to grow
- Competitive clusters, close to global centres

Arts Council England Let's Create Outcomes and Investment Principles

Our current partnerships with local authorities and higher education institutes are among our most significant and valuable assets.
Let's Create

We support the outcomes and investment principles set out in Arts Council England's (ACE) recently published strategy, *Let's Create* through strategic support to arts organisations and projects and through the development and delivery of specific partnership initiatives. Currently, 6 Norfolk arts organisations have ACE 'National Portfolio Status'. This designation is awarded to organisations which are of national importance to the Arts Council's ability to fulfil its vision and mission.

ACE Vision

By 2030 we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences.

Outcomes

1. **Creative people**
Every person can develop and express creativity throughout their life
2. **Cultural communities**
More villages, towns and cities thrive through a collaborative approach to culture
3. **A creative & cultural country**
England's cultural sector is innovative, collaborative and international

Investment Principles

- **Ambition & quality:**
Cultural organisations are ambitious and committed to improving the quality of their work
- **Inclusivity & relevance:**
England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce. We want to support organisations that matter to their communities
- **Dynamism:**
Cultural organisations are able to thrive and better able to respond to the challenges of the next decade
- **Environmental responsibility:**
Cultural organisations lead the way in their approach to the climate emergency.



An overview of the arts in Norfolk



The arts play a vital role in the economic, social, health and community life of Norfolk. Our diverse range of professional arts organisations, creative practitioners and thriving voluntary and community arts sector contribute to:

- **Growing the Economy** through cultural tourism and the visitor economy, external funding investment and the development and growth of creative enterprises;
- **Thriving People** of all ages through access to and participation in high quality arts opportunities, skills, learning and career development;

- Creating **Strong Communities** through place-making and regeneration and improving physical and mental health and wellbeing.

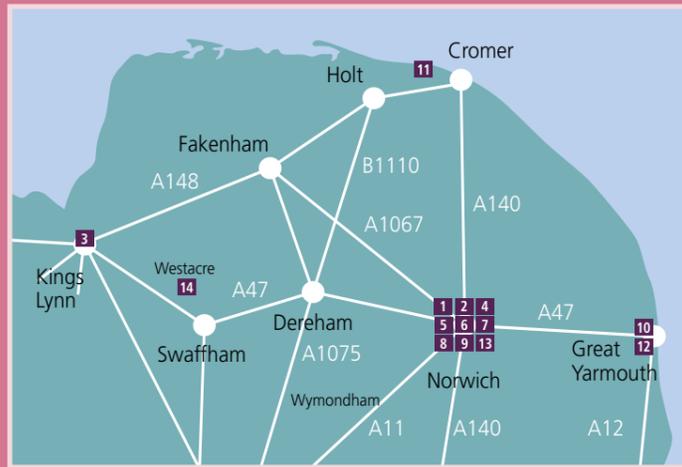
Strong cross-sector partnerships in Norfolk and the wider eastern region continue to develop the national and international reputation of our cultural sector as a driver of social change, innovation, collaboration and sustainable economic growth.



NCC Arts Grants 2020-21

We administer the NCC Arts Grants budget which provides investment to our professional arts organisations as well as a wide range of community arts activities.

14 arts organisations received investment from the Arts Grants Budget in 2020-2021.



1 Creative Arts East
www.creativeartseast.co.uk



2 Curious Directive
www.curiousdirective.com



3 King's Lynn Festival
www.kingslynnfestival.org.uk



4 Maddermarket Theatre
www.maddermarket.co.uk



5 National Centre for Writing
www.nationalcentreforwriting.org.uk



6 Norfolk & Norwich Festival
www.nnfestival.org.uk



7 Norwich Arts Centre
www.norwichartscentre.co.uk



8 Norwich Puppet Theatre
www.puppettheatre.co.uk



9 Norwich Theatre
www.norwichtheatre.org



10 Out There Arts
www.outtherearts.org.uk



11 Sheringham Little Theatre
www.sheringhamlittletheatre.com



12 St. George's Theatre
www.stgeorgestheatre.com



13 The Garage
www.thegarage.org.uk



14 Westacre Theatre
www.westacretheatre.com

‘Cultural organisations boost local economies and also contribute to people feeling proud about where they live.’
Sir Nicholas Serota
Chair of Arts Council England

All the arts organisations that the Council invests in support the delivery of Norfolk County Council's **'Together, for Norfolk'** priorities and outcomes.

Growing Economy Kickstart East Anglia

Kickstart is a government-funded programme launched in 2020 which has enabled the creation of a wide range of high quality 6-month work placements, aimed at those aged 16-24 who are on Universal Credit.

Creative Arts East is heading up Kickstart East Anglia, a programme gateway specifically for young people wanting to work in the arts, culture and creative industries. The programme is supporting over 140 placements up until June 2022, in partnership with 51 employers based across Norfolk, Suffolk and Cambridgeshire.

Placements cover a wide range of different roles, including communications, marketing, production and event organisation. The aim of the scheme is to build the participants' confidence, support them to learn vital transferable skills and gain real experience of working in the arts and cultural sector.

Natalie Jode, Executive Director at Creative Arts East:

‘It has been galvanising to see so many organisations from within our region rise to the collective Kickstart challenge on behalf of the young people in their communities and I am looking forward seeing the placements, and the legacy of those placements, in action.’

Thriving People

NNF Bridge, Young Norfolk Creatives - Listen To Us!: Young creative people in Norfolk are passionate about ensuring that all young people have access to creative opportunities. They believe that it is more important than ever that we champion creative careers, actively support communities, and work more inclusively with regard to intersectionality to help make positive change to young people's lives in Norfolk. With Festival Bridge, five Norfolk Young

Creatives worked collaboratively to produce a short film highlighting some of the challenges facing young people in the county and how creativity can help tackle them. The film covers some of the key issues in the creative industries ranging from education, funding and health to culture, community and inclusivity. It was written, filmed and edited within the space of a month and first shown at a meeting of the Norfolk Arts Forum Executive Committee in June 2021.

The film is available at tinyurl.com/norfolkyoungcreatives - <https://nnfestival.org.uk/festival-bridge/what-we-do/young-norfolk-creatives/>

Strong Communities Rewriting Rural Racism

Rewriting Rural Racism was an Arts Council England-funded partnership project devised by Sheringham Little Theatre and supported by Norfolk Museums Service *Kick the Dust* programme. The partnership included a range of organisations across Norfolk including St. George's Theatre, The Garage, East Coast College, BBC Radio Norfolk and Historic England.

The project aimed to act as a springboard enabling the Theatre to become a more diverse and welcoming space for all members of the community and to ensure that its performance programme reflected the diversity of communities in Norfolk. Due to Covid restrictions, the project was delivered through a mixture of live and online engagement.

‘Rewriting Rural Racism grew into everything we had hoped for and so much more. The organisations and the young people who got involved in the project, as well as the amazing migrants and people of colour who came forward and told their stories, completely made the project what it was. I believe the project will have a great legacy through the work that was produced and the organisations' commitment to diversifying performance, education and history.’

Katie Thompson (Project Co-ordinator)

Strategic Partnerships & Projects

‘Investment in cultural activities and in arts organisations, museums and libraries helps improve lives, regenerate neighbourhoods, support local economies, attract visitors and bring people together.’

Let's Create, Arts Council England Strategy 2020-2030

The arts play a vital role in the social and economic life of Norfolk, contributing to health, social care and wellbeing, education and skills, economic development and community cohesion as well as helping to raise the profile of the county as a special place to live, work and visit. The development of the sector is supported by our New Anglia Local Enterprise Partnership (LEP) cultural strategy, **Culture Drives Growth, 2016-2022.**

This 6 year plan to maximise Norfolk and Suffolk's cultural assets to ensure that our sector makes the fullest contribution to sustainable economic growth is guided by the following objectives:

- 1 Accelerating Creative Job Growth
- 2 Scaling Cultural & Creative Investment
- 3 Backing Creative Talent
- 4 Increasing Cultural and Creative Diversity
- 5 Building Inspiring Places to Live Work, Visit & Invest
- 6 Broadening International Engagement

The LEP Economic Strategy for 2017-36 identified the cultural sector as one of 10 key sectors at the core of this work to ensure that the East continues to be recognised as an economically dynamic and thriving region.



‘Culture has a unique role in placemaking, the visitor economy, inward investment, skills, health and wellbeing, and inclusive growth. The New Anglia Cultural Board plays an important role in ensuring that culture is at the heart of our economic recovery.’

Norfolk & Suffolk Unlimited: Covid-19 Economic Recovery Restart Plan, New Anglia LEP, June 2020

‘Truly successful places are much more than economic powerhouses. Their high levels of performance are always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a clear sense of cultural identity.’

Culture Drives Growth

Norfolk Arts Service is a lead partner, with Suffolk County Council in delivering Head East a major New Anglia Culture Board strategic initiative.



Creative Enterprise & Business Support

StartEast

StartEast, our bespoke business development programme for creative enterprise across Norfolk and Suffolk concluded on 30 September 2019. This ground-breaking economic development initiative was managed by Norfolk County Council in partnership with Suffolk County Council and on behalf of the New Anglia Culture Board. Delivered by the New Wolsey Theatre, Ipswich and launched in May 2017, the programme was made possible by over £1.2 million of investment from the European Regional Development Fund (£609,773) and Arts Council England Creative Local Growth Fund (£500k).

StartEast provided expert business support and investment to over 360 small/medium creative enterprises, start-ups, pre-start-ups and sole traders across our region. As hoped, the project enabled a significant change in the capacity, ambition, impact and economic contribution of our regional creative enterprise sector. NCC continues to manage the StartEast website which has been developed into a comprehensive one-stop shop and resource for creative enterprise across the region.

Creative Unlimited Business & Entrepreneurs Support Programme

As part of the StartEast legacy and building on the positive momentum achieved by the programme, NCC is a delivery partner in Creative Unlimited.

Funded by the Norfolk Strategic Fund and project partners, Creative Unlimited is designed to help economic recovery and growth in the creative, cultural and digital sectors in Norfolk and Suffolk. A partnership between New Anglia LEP, University of East Anglia, Norwich University of the Arts, University of Suffolk, Suffolk County Council and NCC the project

will help organisations and individuals develop and showcase their creative ventures through bespoke business workshops, masterclasses, mentoring and direct support.

The programme offer includes:

Invest East: Creative Unlimited Investment Readiness Programme: 24 Creative, cultural and arts businesses and organisations from across the New Anglia region were selected to take part in a free programme providing Masterclasses and mentoring sessions with industry and investment experts. Participants used the sessions to refine their business plans and a select group presented their pitches to an audience of investors, funders and key stakeholders.

Of the 24 businesses that were selected, 13 (just over 50%) were beneficiaries of StartEast, further developing their creative enterprise through the programme to strengthen their business models and become investment ready.

‘For Hyrst, as well as mapping out a path to possible investment, the programme has been hugely beneficial in bringing clarity of thought on how we develop and grow the business, helping us to corral creative ideas and ambitions into a defined, achievable plan’. Programme participant from Hyrst: designers and makers of furniture and homewares.

Platform 2021: Delivered by Norwich University of the Arts, Platform 21 is a series of free monthly workshops for people interested in starting their own creative business or becoming a freelancer. The sessions are run by industry professionals, covering research, branding, marketing, finance, legal and networking.





Revel & dance



Celebrating amazing arts, timeless heritage, and cultural wonders in the East of England.

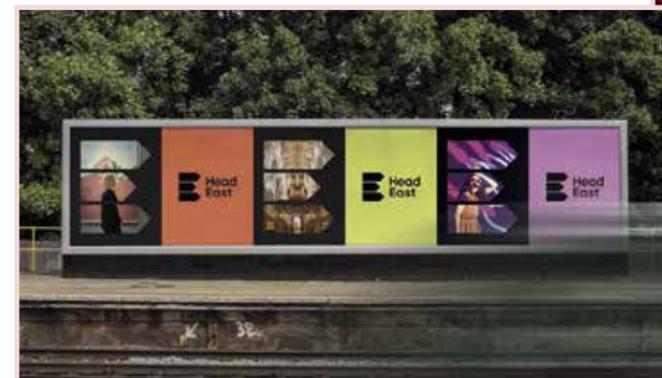


Cultural Tourism

Cultural Destinations was a 2-phase cultural tourism initiative funded by Arts Council England, Norfolk and Suffolk County Councils bringing together cultural leaders, local authorities and tourism partners in a strategic partnership which aims to firmly establish Norfolk and Suffolk as 'must-see' destinations, to build audiences, visitors and customers for our outstanding cultural offer and to build our visitor economy.

Phase 1 aimed to raise the profile of our outstanding cultural offer and to attract greater numbers of cultural tourists to the region via targeted interventions including digital advertising, communications and promotional campaigns.

Phase 2 created a dynamic new web resource in partnership with Visit East of England to attract national and international visitors to the area year-round, and to increase the annual revenue generated by Norfolk's cultural visitor attractions. The new website (www.visiteastofengland.com), with culture at its heart, launched in summer 2020. Phase 2 also supported small-scale regional festivals development and new family-focused cultural activity across key locations including Norwich, Ipswich, Bury St. Edmunds, King's Lynn and Gt Yarmouth.



Head East

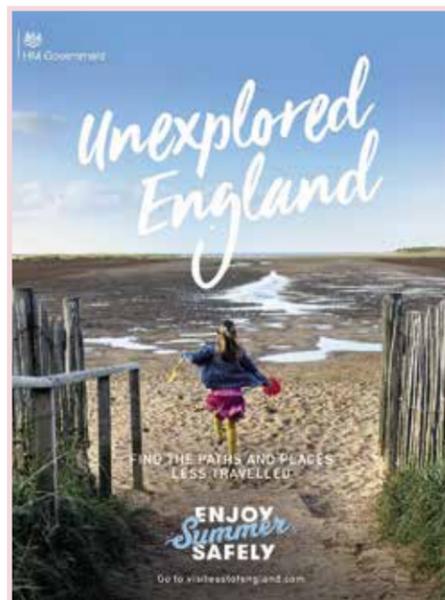
Head East an innovative and inclusive digital marketing and PR campaign launched in June 2021 to celebrate the rich and diverse arts, culture and heritage offer across Norfolk and Suffolk. The project is led by Norfolk County Council on behalf of the New Anglia Culture Board (NACB) and supported by the New Anglia LEP, Suffolk County Council, Interreg EXPERIENCE, University of East Anglia, Norfolk Museums Service and Visit East of England. The campaign aims to further build the East's reputation as a 'must see' UK cultural destination; support the region's economic recovery; increase visitor numbers to the region as/when safe to do so, support the development of a year-round visitor economy and to drive engaged audiences to find out more and book cultural visits. The campaign which runs initially until January 2022 is hosted on the Visit East of England website.



Norfolk Tourism Sector Support Package

The £2.225m Norfolk Tourism Sector Support Package was set up in July 2020 to support tourism businesses across the county in providing a safer environment for visitors to Norfolk, along with local communities. Funded by the Norfolk Strategic Fund and delivered through an innovative collaboration between Norfolk County Council, all seven District Councils, Visit East of England and local Destination Management Organisations (DMOs), the overarching goal of the initiative was to aid the recovery of the visitor economy and to position the region to become a Tourism Zone.

£2m was distributed to the 7 Districts to invest according to local needs and priorities, supporting local tourism and hospitality businesses and investment in activities and infrastructure to support Covid-19 tourism safety initiatives. 314 businesses across Norfolk were supported through the Tourism and Autumn & Winter Business Adaptation Grants.



“Thank you for your approval of the grants. This money will go a long way to helping the business trade through the tough winter months with the current global situation.” – The Swan Inn, Southerton, King’s Lynn and West Norfolk.

A Partnership Agreement with Visit East of England was established to focus on regional sector development and to further build national advocacy/relationship development with VisitBritain, VisitEngland and DCMS. VEE made a successful bid (£350k) to the Cabinet Office for Unexplored England, a collaborative initiative to extend the tourism season through 2020 and to build demand for 2021 through an innovative coalition of every Destination Marketing Organisation (DMO) and Local Authority in Norfolk and Suffolk.

A DMO Membership Support package was also established for Norfolk and Suffolk Tourist Attractions, Broads Tourism and Visit North Norfolk, supporting 352 small visitor economy businesses and safeguarding three smaller but critical DMOs.

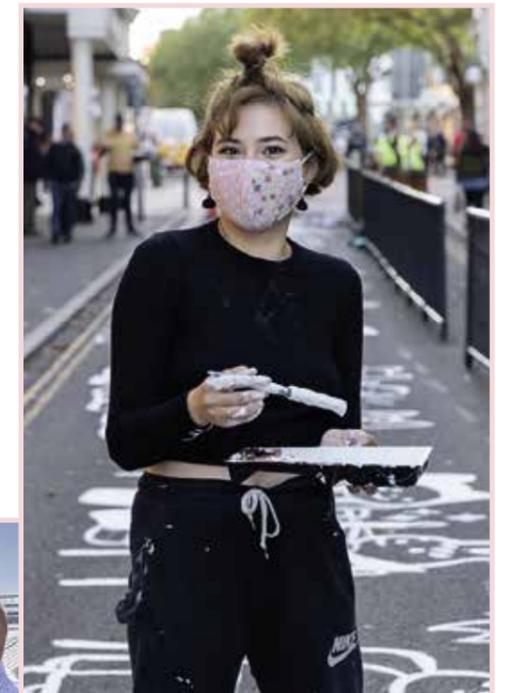
“It was brilliant to visit Norfolk to hear about all the important work being undertaken to ensure that visitors are able to enjoy attractions like Norwich Cathedral and the Great Yarmouth Sea Life Centre and locations like Wroxham and Cromer safely.” Tourism Minister Nigel Huddleston during a day trip to Norfolk on 17 August 2020 to see tourism recovery progress in the East of England.

EXPERIENCE

EXPERIENCE is a €23.3 million project co-financed by the European Regional Development Fund (€16m ERDF) through the Interreg VA France (Channel) England Programme 2014-2020. Norfolk County Council is the lead partner, working with 13 other organisations across 6 pilot regions in France and England.

Over the next 3 years, the project will harness the experiential tourism trend to extend the season (October – March), generating 20 million new visitors across the 6 regions and delivering sustainable economic growth. Together, project partners will reinvent the way in which the economy, environment, culture, communities and brands interact - focusing on sustainable, low-impact tourism activities to secure the future resilience of our natural and cultural assets.

Experiential travel is a growing movement in tourism with a ‘tread lightly’ ethos, respectful of both people and place. EXPERIENCE will work to unite cross-sector tourism stakeholders and use local knowledge to co-create innovative new tourism offers. The project will also upgrade existing infrastructure to support enjoyable off-season access to our natural and cultural heritage. This will include the Norfolk Way Art Trail, a series of 5 public art commissions which celebrate Norfolk’s unique and distinctive natural and cultural riches.



Culture, Health and Wellbeing

Strategic collaboration between arts organisations and health and social care partners is well established in Norfolk. Our work in this area continues to be guided by the findings from the 2017 All Party Parliamentary report and Inquiry, *Creative Health: The Arts for Health and Wellbeing*. This set out comprehensive national research and evidence on the impact, value and contribution of arts and cultural engagement to health and wellbeing.

Key messages:

- The arts can keep us well, aid our recovery and support longer lives better lived;
- The arts can help meet major challenges facing health and social care: ageing, long-term conditions, loneliness and mental health;
- The arts can help save money in the health service and social care;
- Cultural engagement can mitigate the effects of health inequalities.

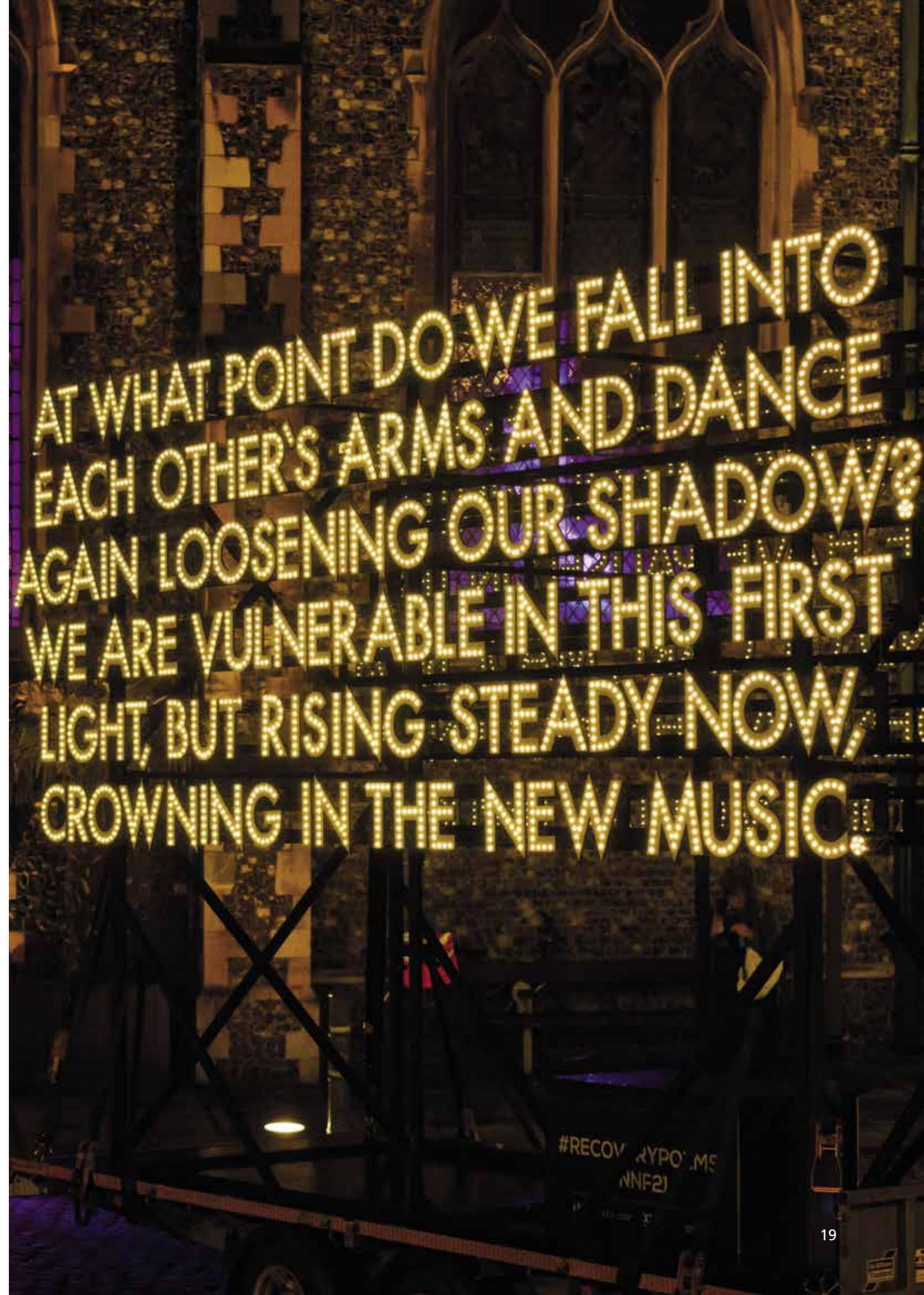
The overarching recommendation 'Policy should work towards creative activity being part of all our lives' guides our ongoing collaboration.

Norfolk Creativity and Wellbeing Week

Creativity and Wellbeing Week is a national festival celebrating the power of creativity and culture to transform our health and wellbeing. The annual event is a partnership between London Arts and Health Forum and the Culture, Health & Wellbeing Alliance. It is an open festival where anyone who wants to host an event focused on culture, arts and wellbeing is encouraged to join in and contribute to the programme.

Norfolk Creativity and Wellbeing Week is part of our ongoing work to encourage and support greater collaboration between our arts, culture, heritage and health partners, showcasing the excellent work of Norfolk-based artists and organisations, and the many ways in which creativity impacts positively on our health and wellbeing.

While NCC delivers an inspiring programme of creativity and wellbeing events throughout the year, Creativity and Wellbeing Week provides a key opportunity to highlight the year-round work of Norfolk Library & Information Service, Adult Learning, Norfolk Museums Service, Norfolk Music Hub and the Norfolk Record Office to provide creative and cultural activities for Norfolk communities.



Culture, Health and Wellbeing Case Studies

Creative Arts East Creative Wellbeing Packs

Throughout lockdown and beyond, free creative packs were posted to those aged 40+ and living anywhere in Norfolk or beyond. Designed for people of all abilities including those living with a dementia and their carers, people living with other long-term health conditions and those feeling isolated. The packs were offered in alternative formats such as image-based and audio/video format. The packs initially grew out of a demand to continue to reach Creative Arts East's regular workshop participants whilst the workshops were on hold, eventually benefiting over 300 recipients across the East.

Each month's pack was created in collaboration with a different creative artist and on a different theme, including creative writing, Bollywood, creating textile pieces to music, and hip-hop.

Funded by Spirit of 2012 Trust and Independent Age, with additional investment from the Big Lottery Fund, Borough Council of King's Lynn and West Norfolk, Norfolk County Council, Breckland Council and North Norfolk District Council.

Participants said:

‘The packs are so wonderful, they are so inspiring and there is so many things to do. It keeps you busy.’

‘I have been enjoying all the packs you've been sending me... moving and listening to music and encouraging me to be creative musically at home.’

Norwich Theatre, Creative Matters

The Creative Matters programme focuses on important issues which affect people of all ages and backgrounds. Through a range of creative activities including workshops, films, debates, Q&As, productions, performances and exhibitions, the seasons stimulate discussion and connections. The programme, which aims to ensure that people feel comfortable listening and talking about topics that might otherwise not be discussed, welcomes those experiencing these issues first-hand, as well as those who are interested in finding out more.

Since the project launched in 2017, each season has explored a different theme, including Gender and Sexuality, Men's Mental Health, Caring for Dementia, Black British Identity, Living with Homelessness, and Finding Refuge and Sanctuary.

Loss and Grief, in association with Rosedale Funeral Home, will take place from Autumn 2021 into Spring 2022 to support local communities through a post-pandemic recovery.

‘I haven't been that moved in a long while. It was lovely to see from attendees, how real it (depression) is and how it can affect so many walks of life. I knew this already, but found it very comforting for an hour or so, knowing I wasn't alone in real time, rather than reading about people, or watching a documentary about the issue for a change. I could have sat in the theatre for hours.’ Participant from Creative Matters - Men's Mental Health.

Norfolk & Norwich Festival 2021

NNF21 incorporated wellbeing-focused events into their 2021 programme to encourage dialogue around the challenges of the pandemic and to aid community recovery.

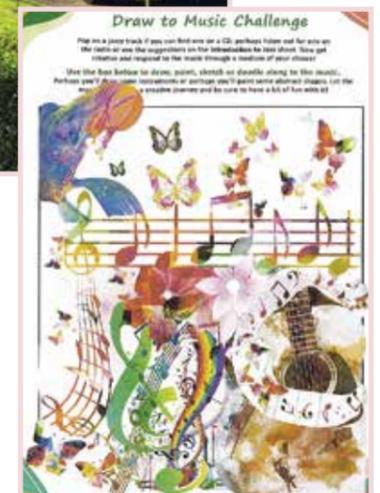
NNF Recovery Poems

‘Who have we lost? What do we need to commemorate and how? What do we want to hold onto and grow? What positive changes can we make to society and the natural environment as we recover from the pandemic?’ Emergency Exit Arts presented *The Recovery Poems*, which toured across Norfolk as a public art installation that people could see from a socially distanced perspective.

Festival Mobile Stage:

‘It has been difficult to get out this past year for many, even more so than usual, so we took music and performance and toured it to 14 schools and residential homes on the back of the Festival Mobile Stage. When surveyed, 100% of participants said they felt their wellbeing had improved thanks to getting to see a live performance.’ NNF Representative.

‘This event makes such difference to our tenants' lives. This is the first event after this pandemic lockdown. Even though it was raining, tenants stayed and thoroughly enjoyed the show. It was magnificent.’



Education, Skills and Learning

The New Anglia Culture Board Cultural Sector Skills Plan for Norfolk and Suffolk sets out its collective vision for how skills development can support the growth of the sector, increasing local competitiveness, supporting inclusive growth and building high quality local careers.

“*This plan is a key step to strengthening local collaboration to ensure skills opportunities are maximised across the whole area. We look forward to employers and education providers coming even closer together to shape the future of a vibrant New Anglia cultural sector.*”
Chris Gribble, Chair, Skills Group, New Anglia Culture Board

Our Ambition: To drive place-based inclusive growth through the recruitment and development of a skilled, socially mobile and diverse creative, local workforce by championing:

1. Well informed new entrants having opportunities to gain high quality work-based learning and pathways to progress their careers;
2. An inclusive, dynamic cross-sector leadership and professional development network;
3. Accessible, vibrant local cultural workplaces;
4. ‘Clustering’ for the benefit of New Anglia through the co-location, collaboration and combined skill-sets of the Norwich and Ipswich cultural and creative hubs.

New Anglia LEP – Cultural Sector Skills Plan, March 2018

Arts and cultural organisations in Norfolk provide a significant range of formal and informal learning opportunities for people of all ages, including: schools programmes, outreach sessions, formal qualifications, regular informal classes and workshops, as well as skills sharing networks, professional development events, apprenticeships and internships, volunteer training and work experience placements. They also provide professional advice and support for individuals and arts organisations in the region to develop and make new work across all art forms.



Education, Skills and Learning Case Studies

Collaboration: Place: Change

Collaboration: Place: Change (CPC) is a place-based leadership programme designed to equip current and next-generation creative and cultural leaders with the skills they need to drive creative, social and economic change across Norfolk and Suffolk. There are three strands to the programme:

- CPC+ for existing senior leaders to offer support and collaborative learning as the regions meet the challenges of Covid-19.
- CPC Developing Leaders for cultural leaders who have 5+ years’ experience.
- CPC Emerging Leaders for leaders who have up to 5 years’ experience.

Each programme is carefully tailored to meet the needs of the cohort and the cultural sector in Norfolk and Suffolk and makes use of both physical and virtual working.

CPC is one of 18 projects nationally supported by the Arts Council England Transforming Leadership Fund. The fund was established to address specific issues around diversity across leadership, opportunities for emerging and early career leaders, and the development of executive skills at senior levels.

The Collaboration: Place: Change programme is managed by the National Centre for Writing on behalf of the New Anglia Culture Board, and delivered in partnership with Clore Leadership, Achates Philanthropy and the University of East Anglia. It is supported by Arts Council England, New Anglia LEP Innovative Projects Fund, Suffolk County Council, Norfolk County Council, Norwich City Council and other cultural organisations in Norfolk and Suffolk.

Emily Phillips, Communications and Development Manager, Out There Arts, based at the Drill House in Great Yarmouth, said:

“*There has been a great sense of community and friendship amongst the cohort and many connections and partnerships have formed as a result. Collaboration: Place: Change recognises the importance of ongoing support, and teaching you skills for continuous professional development. I have broadened my professional knowledge. I have been practicing the techniques and adopting them into my day to day role.*”

Education, Skills and Learning Case Studies

The Garage

The Garage Trust uses the performing arts to change the lives of Norfolk's young people and their families facing challenging circumstances enabling them to participate in a wide range of dance, music or theatre classes and courses.

Former participant, Victoria Wyatt explained *'There would be no way I would have had the opportunity to be involved in these classes at this level if it wasn't for The Garage as I was not aware of any other opportunities or any that were accessible to someone like me and my background.'*

Victoria is now studying for a BA Hons in Musical Theatre at University Centre Colchester. Victoria said *'I can safely say I wouldn't be there if it wasn't for the opportunities The Garage gave me.'*

Referral Network meetings

The Garage Trust offers a Creative Foundations course in Arts Award and Drama at their venue, The Workshop in King's Lynn, providing free sessions for 7-11 year olds who are referred to them. As well as a free opportunity to complete an arts qualification, the focus of the sessions is on confidence building and developing team work and social skills. The course runs weekly and is designed for vulnerable young people who would not typically access the arts; be it through being a young carer, financial restrictions, disability, anxiety, lack of self-confidence, geographical isolation or any other perceived



disadvantage. The programme is bespoke, providing a flexible approach to delivery according to the needs of participants, as communicated by their referrers as well as through The Workshop's own informed practice.

In order to enable participants to access the programme as comfortably as possible, a referrals network has been set up to ensure schools, youth centres and other children's services can share information and support each other, enabling clear communication between partners regarding referrals and their needs.

All participants said their confidence improved "very much", they "very much" enjoyed working with others, they "very much" felt good talking to others in the group and "very much" felt happy.



Escalator, Writer Development Programme

During 2020/21, six writers took part in National Centre for Writing intensive writing development programme. The ten-month course includes mentoring opportunities with established writers, professional development workshops and culminates with the publication of an anthology of their work and an industry showcase for agents and publishers. The programme is specifically designed for and open to emerging writers who are under-represented in mainstream publishing. There is an emphasis on encouraging applications from early career writers who identify as working class or who have faced an economic barrier to progressing with their writing.

Steven Rayner, from Norfolk, a full-time carer, was selected for the programme. He said:

'When I read the criteria for this year's Escalator programme – working class (yes), no necessary creative writing experience (which I can't afford) – I knew there were no excuse not to apply. To achieve a place, and to have people of such talent and experience tell you that what you're doing is actually worth something, is both exciting and unreal.'

Almost 500 industry professionals have watched the online showcase. Escalator had additional support from Arts Council England and The Garrick Club.

'Barbican Box' West Norfolk

The Barbican Primary Box programme is a portable resource filled with the ingredients for making and creating original poetry, film and visual arts. Barbican Box has been implemented in schools across the country and in collaboration with Creative Arts East, PEACH West Norfolk (the Local Cultural Education Partnership) and Barbican Guildhall Creative Learning, the Box came to West Norfolk during Spring term 2021.

British children's author and former Poet Laureate, Michael Rosen was the featured artist for the West Norfolk Box, and young people across the region used the Box to create imaginative responses to his work.

Out There Arts, Youth Development Scheme

The Drillaz Circus School programme has been in operation since 2012, and now works with more than 800 local children each year, aged 2-18. Working alongside professional tutors, the Drillaz participants report increased confidence, social skills and aspirations. The Circus School is a vital part of a much-needed wider programme of neighbourhood and town regeneration work and community activities in Great Yarmouth. Out There Arts helps to address issues such as health and wellbeing, poverty, education, engagement, inclusion, social cohesion, welfare and access to the arts for all.

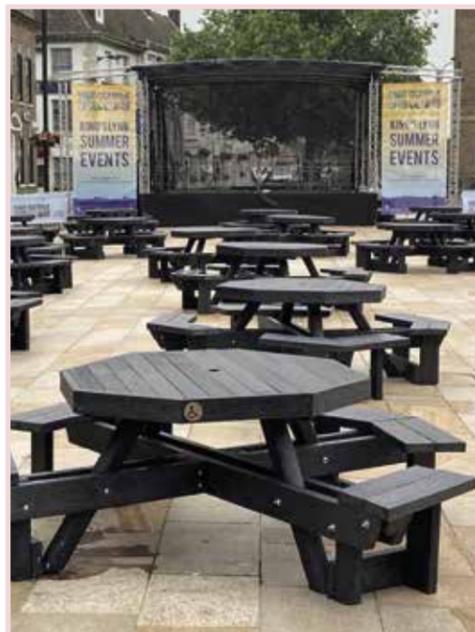


Place-making and Public Realm

Transforming Cities

In 2018, NCC, in partnership with Norwich City Council, Broadland District and South Norfolk councils, submitted a successful bid to the Department for Transport (DfT) for a share of the £1.2bn Transforming Cities Fund (TCF) to deliver a high quality, integrated transport network for Greater Norwich. The overarching vision is to invest in clean and shared transport, creating a healthy environment, increasing social mobility, active travel and boosting productivity through enhanced access to employment and learning.

As part of this vision, NCC and project partners will deliver a coherent and distinctive wayfinding system to supplement and significantly improve the existing system. This will enable a shift towards more sustainable modes of travel around the city, particularly walking; encouraging exploration, wandering and discovery; and stimulating sustainable economic growth.



To deliver these objectives, the project will focus on two wayfinding strands:

- Conventional - infrastructure rationalisation and development including the installation of up to 52 new minilith totems at key wayfinding locations;
- Creative – installation of 10 public art interventions at key wayfinding locations.

NCC and project partners are working with Norwich BID to manage the commissioning and delivery of 10 site-specific public art interventions at key locations (one for each city district) in Norwich which will form a unique cultural asset for the city. This will comprise 8 'book bench' interventions which will compliment and capitalise on the City's international status of UNESCO 'City of Literature' and the Norwich 'The City of Stories' brand, and 2 light installations which will act as major gateway/focal points for the city.

The works will be located in public spaces across the city centre in key locations for residents and visitors alike in terms of cultural landmarks, entertainment spaces and/or attractions. The project is also supported by EXPERIENCE, the €23.3 million 3-year project led by NCC which aims to deliver innovative and sustainable growth via a new experiential tourism strategy.



EXPERIENCE: Norfolk Way Art Trail

In order to increase visitor numbers in Norfolk during the off-season, the EXPERIENCE team is developing an ambitious, high quality outdoor art and sculpture trail, the Norfolk Way, using Norfolk's existing network of long-distance walking trails and footpaths. Each district will have its own site-specific sculpture as a mechanism to encourage people to explore the county by bicycle or on foot. Creative Giants, an artist-led creative agency, has been contracted to manage the development of the trail including engaging partners and stakeholders, scoping out sites for artworks, developing artist and creative wayfinding briefs, as well as managing the production of the art commissions, activities and itineraries.



King's Lynn and West Norfolk Cultural Board

The Borough Council of King's Lynn and West Norfolk has a partnership agreement with Norfolk Arts Service and Norfolk Museums Service to help lead the delivery of the King's Lynn and West Norfolk Cultural Prospectus, 'King's Lynn: Ensuring Culture and Heritage Make West Norfolk a Better Place.' This includes facilitating the King's Lynn and West Norfolk Cultural Board to enable the successful development and delivery of the arts, culture and heritage offer.

Initiatives delivered so far, include:

- Creation of PEACH, the West Norfolk Cultural Education Partnership lead by Creative Arts East and funded by Festival Bridge;
- Ongoing work to facilitate the development of the Guildhall Complex in King's Lynn for creative and cultural use, including the development of funding bids to National Lottery Heritage Fund;
- Ongoing work to support the Borough Council of King's Lynn and West Norfolk's culture and heritage-based approach to funding proposals including the Future High Streets Fund, Historic England's High Streets Heritage Action Zones scheme and the Town Deal.

Arts Council England Investment in Norfolk

Arts Council England (ACE) remains a major investor in our arts sector with investment increasing year on year. This includes substantial investment in Norfolk's family of ACE National Portfolio (NPO) organisations, plus investment via a range of other funds including; capital, strategic and National Lottery Project Funds.

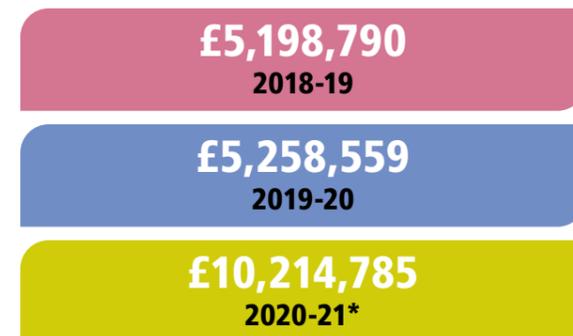
In 2017 ACE announced its NPO funding investment for 2018-2022 awarding a total of £10,499,284 to 6 Norfolk arts organisations:

- Norfolk and Norwich Festival (+ Bridge)
- National Centre for Writing
- Norwich Arts Centre
- Out There Arts
- Creative Arts East
- Curious Directive

In addition, Norfolk Museums Service became an ACE NPO in 2018 with investment totalling £6,557,808 until 2022.

NCC match funding is an essential requirement of this vital investment. enabling recipients to increase their national cultural leadership role and the provision of high-quality arts opportunities, as well as making a major contribution to the local economy.

Strategic investment by ACE in individual artists, arts organisations and initiatives in Norfolk for the last 3 years:



*2020-21 Figures include ACE Covid-19 emergency support funds.

All our regularly funded organisations have faced unprecedented organisational and financial challenges in 2020/21. The major economic and social impacts caused by the coronavirus pandemic have also severely affected Norfolk's wider arts sector, and continue to do so.

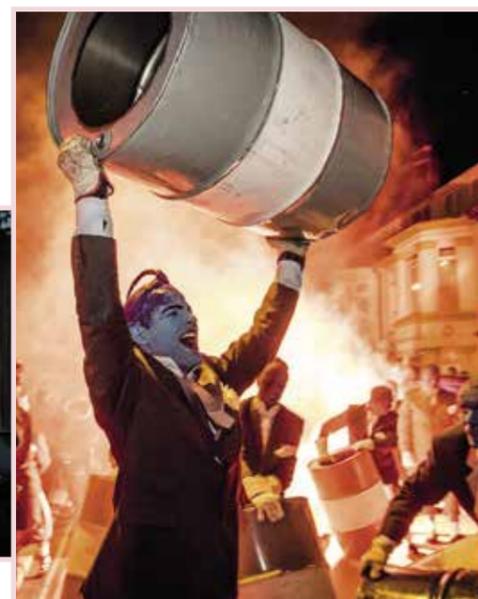
The government announced a series of measures in March 2020 to help safeguard the cultural and creative sectors, maintaining jobs and keeping businesses afloat. The Department for Digital, Culture, Media and Sport provided a £1.57 billion Culture Recovery Fund rescue package for cultural organisations and artists to help the sector survive, and when possible, reopen.

To date, Arts Council England has awarded a total of **£12,937,023** to individuals and organisations in Norfolk, via the Emergency Response and Culture Recovery Funds.

Arts Council England Emergency Response Fund Data for Norfolk, to date:



Arts Council England Culture Recovery Fund (CRF) data for Norfolk, to date:



In addition, in 2020/21 ACE awarded a total of **£927,631** to individuals and organisations via the Developing Your Creative Practice and National Lottery Project Funds.

Arts Grants Investment

Arts Grant awards are based on:

- Ability of applicants to help fulfil NCC Strategic Priorities;
- Ability of applicants to fulfil our Arts Policy objectives.

Funding via our Arts Grants budget is an invaluable means of enabling organisations to access a wide range of external investment, including public funding such as the lottery, Arts Council England (ACE), trusts and foundations. Almost all such funds require local authority match-funding and support.

Income generated for the last 3 years including grant funding and earned income:



*The capacity of organisations to generate earned income during 2020-21 has been severely affected by the Covid-19 pandemic.

Responses to the Pandemic

Covid-19 had a huge impact on the ability of organisations to deliver events, due to government restrictions, lockdown measures and reduced staff capacity because of furlough. Despite these challenges, the organisations supported through the NCC Arts Grants adapted their delivery methods in creative and innovative ways to continue to deliver their programmes at a reduced level.

Live events were delivered where possible following Covid safety guidelines, but many events took place virtually online, and included: performances, exhibitions, concerts, festivals, literary events, film shows, and professional development and educational workshops.



Case Studies

Norwich Arts Centre, Human Resources Mini Podcast

Created by Hannah Jane Walker, with Chris Thorpe, Rachel Mariner and Ross Sutherland, four artists supported by Norwich Arts Centre, Human Resources is a podcast that explores the simple complicated task of being a person.

This mini-series is in three parts, with each part posing a question that seems too simple to ask: How do we deal with our mistakes? Is friendship fundamental to our survival? How do we keep breathing through a crisis?

Through storytelling, documentary and poetry, Hannah and her collaborators open up a space of care and creative challenge in which they invite their listeners to consider the unlikely sources of potential resource in their own lives, and how they might use them a little differently.

Created during the Covid pandemic, a time when life shrank to what is inside our homes and with more time to reflect and less real-life engagement, Human Resources explores the relationship between performer and audience, reconsidering how theatrical ideas work at a distance and without a live audience. Immersive, conversational and accessible, the podcast is an innovative way of creating space for listeners to enjoy a cultural experience.

Lit from the Inside, National Centre for Writing

Throughout 2020/21, National Centre for Writing (NCW) delivered its 'Lit from the Inside' programme for eighteen young people from across Norfolk.

'Lit Insiders' share a love of reading, writing and books with their schools and local communities helping to celebrate and spread the word about Norwich as

England's first UNESCO City of Literature. During 2020, the programme was particularly important as it provided a regular, meaningful way for young people to connect during the long months of the pandemic.

Across the Learning and Participation programme, NCW ensures that 50% of participants are from communities which are under-represented in the creative industries. During the programme, the young team had the chance to interview writers online from all over the world via exchanges with other UNESCO Cities of Literature.

The programme culminated in February 2021 with the cohort of young producers creating their own festival in a day. The online festival 'Chrysalis' included panel discussions on how to support people to read outside of their comfort zone, and an original commission from spoken-word artist, Inua Ellams. The programme received additional support from Anguish's Educational Foundation and The Norwich Freeman's Charity.

Freya Cushing, 'Lit Insider' and sixth form student at Thorpe St. Andrews School and Sixth Form said:

'It was a wonderful experience, and it was a great opportunity to meet new friends who have the same passion for writing and literature as I do. Planning the event was a challenging experience but with the support of the National Centre team it became a creative and fulfilling event.'

'Ghosed', Sheringham Little Theatre & St George's Theatre

Sheringham Little Theatre & St George's Theatre commissioned James McDermott to write a new play 'Ghosed' as part of their Cultural Recovery Fund work. It was specifically set on a Norfolk seaside coast and engaged young newly trained artists. The outdoor production travelled from Great Yarmouth to Sheringham and played to full audiences as they followed the action along the promenades of both seaside towns. It was directed by Marcus Romer who wrote a blog about creating Ghosed during lockdown.

'Ghosed' is a new commission from James McDermott that I have been working on and directing the cast of 7 young actors from Norfolk on this new performance piece. The rehearsals took place on Zoom and the audience eavesdropped, using bluetooth headphone technology, on a series of encounters of the characters who were trying to piece together the unexpected disappearance of 'Ash' one of their friendship group. A series of voicemails and text messages were shared between the group as well as live 'in person' scenes.'

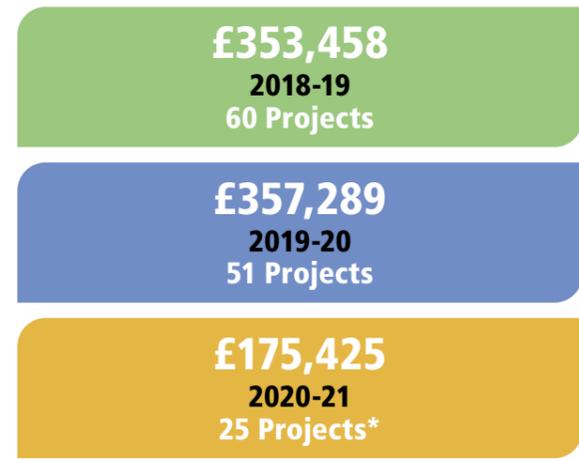
'The actors and audience were socially distanced and the technology allowed an intimate audio and performance experience with the backdrop of the Norfolk coast as the new piece of 'Promenade Theatre' unfolded.'

'The piece played across the seafront of both towns in June 2021. Ghosed was incredibly well received and audiences really engaged with the characters and the story. The technology all held up brilliantly without any hitches.'
Extracts from Marcus Romer's blog.

Norfolk County Council Arts Project Fund

In addition to annual grant funding, NAS administers the NCC Arts Project Fund. This small fund is a vital means of supporting small-scale, locally-based arts initiatives and artists as well as match-funding for larger bids such as Arts Council England and Heritage Lottery funds.

Total leverage figures for the last three years:



* The number of applications in 2020-21 was reduced because of the impact of Covid-19.

Total amount awarded to individuals and organisations in Norfolk by ACE via National Lottery Project Funds for the last three years:



Case Studies

Yarmouth Springs Eternal

In 2020, it was widely reported that the pandemic had increased mental illness and that Black, Asian and Ethnic groups had been disproportionately affected. Yarmouth Springs Eternal was created in response to this.

The arts and the natural world were used as a focus to process and express the experiences of culturally and linguistically diverse communities and adults who have experienced homelessness, from Herring House Trust and GYROS charities. Led by community artist Genevieve Rudd, participants shared the experience of actively seeking out hope and watching spring unfold together in Great Yarmouth. They witnessed and recorded their discoveries through artist-led walks/workshops, exploring environmentally sustainable photography, writing, drawing, design and curation.

Participants remarked:

- “It brings you back to yourself when you notice things.”
- “We’ve got many beautiful things in Yarmouth, and I’d never noticed.”
- “It has opened my mind. Learning and understanding people, and experiencing other cultures, and understanding my truth also.”
- “Muito interessante, criativa, por causa da troca de ideias.” / “Really interesting, creative, because of the exchange of ideas.”

There was also a public exhibition with a programme of workshops, walks and events, a conference and the creation of a participatory walking and arts resource, PLAY BOOK.

Yarmouth Springs Eternal is led by Genevieve Rudd, in partnership with Great Yarmouth-based arts charity, originalprojects. The project was made possible with funding from NNF Creative Individuals Norfolk fund, ACE National Lottery Project Grants, East Anglian Art Fund, NCC and Better Together Norfolk.

Wild Wander, Professional Development Programme by Glass House Dance

Wild Wander was a professional development programme for artists to have the space to question, experiment and nurture their own creative practice in relation to others during and post Covid-19. It explored the human need for connection and meaningful experiences using walking, art and the environment.

10 Artists were selected for a place on the programme, and were invited to meet up for three walks in October, November and December 2020. Each meeting took place in a different landscape with a theme hosted by a provocateur: Mike Challis (Sound Maker), Rosemary Lee (Choreographer) and Mark Cocker (Author). The sessions provided a basis for conversation, reflection and visioning for new practices and projects. Each participating artist created a one-hour podcast episode exploring their artistic processes.

The aim of the project was to support artists wherever they were in their career, to challenge, source new inspiration, connect and collaborate with artists from other art forms in order to continue to make exciting, relevant work that pushes boundaries and perceptions.

“Getting out into wild spaces that I would not otherwise have known about or visited, re-stimulated a sense of adventure and discovery, which can be easily numbed by familiar routine. Sharing the experience with other artists, in a sensitively structured framework, was another layer of enrichment which consolidated not only the value and wonder of the natural landscape, but also the value of connection, listening and a kind of creative kinship.” Wild Wander Participant.

Slop Projects, Publication and Online Exhibition in Great Yarmouth Showcasing Rural Artists

‘Lockdown Slop’, funded by the East Anglian Art Fund and NCC, showcased contemporary visual art by emerging rural artists in the East Anglian region. Rural artists often have limited access to paid exhibition and networking opportunities, and this exhibition provided a platform to reach a wider audience in areas where viewing contemporary art can be difficult. Due to Covid-19 restrictions, the exhibition was presented online, including interviews with the selected artists and an accompanying publication. The publication was also posted as physical copies to community groups based in Great Yarmouth, along with a craft activity pack.



Photo credits

- Cover Don't Touch Duckie by Duckie NNF21. Photo: Luke Witcomb
- Pg 2 Exhibition, King's Lynn Festival
- Pg 2 Unsigned participants Jora The Fortuneteller performing at The Garage TYDIR City Event. Photo: Andi Sapey
- Pg 2 Outdoor Theatre Tent, Westacre Theatre
- Pg 3 Cllr. Margaret Dewsbury, Cabinet Member for Communities and Partnerships, Norfolk County Council. Photo: Sean Owen, Reflective Arts
- Pg 3 Christmas doorstep visits by Kimberley Moore and Joe Mace, Creative Arts East
- Pg 4 Luke Wright and Cobbler Tilted East 2020, Norwich Arts Centre. Photo: Adam Maizey
- Pg 5 Performance of TWO at St. George's Theatre and Sheringham Little Theatre. Photo: Mark Ivan Benfield
- Pg 5 Summer School 2019, Maddermarket Theatre. Photo: Sean Owen, Reflective Arts
- Pg 7 Don't Touch Duckie by Duckie NNF21. Photo: Luke Witcomb
- Pg 7 Dance for Wellbeing Global Water Dances event. Photo: The Garage Trust
- Pg 8 King's Lynn R&D Challenge, Collusion. Photo: Matthew Usher
- Pg 9 Our Day Out post pandemic meet-up in Thetford, Creative Arts East.
- Pg 9 Liv Cabaret Liberte Homecoming 2021, Norwich Arts Centre. Photo: Charles Prothero
- Pg 13 StartEast workshop
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- Pg 15 Head East outdoor advertising, Cambridge Train Station
- Pg 16 Visit East of England, Unexplored England marketing campaign
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- Pg 17 Tourism Minister Nigel Huddleston meets Cllr Graham Plant during a visit to Norfolk in August 2020. Photo: Visit East of England
- Pg 17 Artist Gina Patch working on one of the Norwich City of Stories art installations, Norwich City Council & Norwich BID
- Pg 18 Participant in 'Brilliant Birds' Little Tots workshop at Norwich Puppet Theatre. Photo: Fiona Fletcher
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- Pg 21 A Little Bit Of Light, Glass House Dance, part of the Caring for Dementia Creative Matters programme at Norwich Theatre
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- Pg 22 Rehearsals for the 2021 Turnstyle event. Photo: The Garage Trust
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- Pg 24 One of The Garage flash mobs perform in Chantry Place as part of the TYDIR City Event. Photo: The Garage Trust
- Pg 24 Artwork created by children participating in the Barbican Primary Box programme, Creative Arts East
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- Pg 26 The Journey - Chris Bullzini, NNF19. Photo: Julian Claxton Photography
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- Pg 30 Ghosted Cast, outdoor performance for Sheringham Little Theatre & St George's Theatre. Photo: Mark Ivan Benfield
- Pg 30 Socially Distanced Audiences at Norwich Arts Centre for Tilted East 2020. Photo Adam Maizey
- Pg 30 Drive in cinema event at Westacre Theatre
- Pg 33 Walking along the bank at Breydon Water, Yarmouth Springs Eternal project. Photo: Moyses Gomes

KEY PARTNERS

INTERNATIONAL: EUROPEAN REGIONAL DEVELOPMENT FUND **NATIONAL:** ARTS COUNCIL ENGLAND DEPARTMENT FOR DIGITAL, CULTURE, MEDIA AND SPORT MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT VISIT ENGLAND NATIONAL TRUST NHS ENGLAND NATIONAL LOTTERY HERITAGE FUND CREATIVE UNITED ORCHESTRAS LIVE **REGIONAL:** SUFFOLK LOCAL AUTHORITIES ARTS COUNCIL ENGLAND, EAST VISIT EAST OF ENGLAND NEW ANGLIA LOCAL ENTERPRISE PARTNERSHIP **PRIVATE SECTOR LOCAL PARTNERS/STAKEHOLDERS:** NORFOLK COUNTY COUNCIL (ALL DIRECTORATES) BOROUGH COUNCIL OF KING'S LYNN AND WEST NORFOLK BRECKLAND COUNCIL BROADLAND DISTRICT COUNCIL GREAT YARMOUTH BOROUGH COUNCIL NORTH NORFOLK DISTRICT COUNCIL NORWICH CITY COUNCIL SOUTH NORFOLK COUNCIL NORWICH BID NORFOLK AND SUFFOLK TOURIST ATTRACTIONS VISIT THE BROADS VISIT GREAT YARMOUTH VISIT NORTH NORFOLK VISIT NORWICH VISIT WEST NORFOLK NCC **CULTURAL SERVICES:** NORFOLK MUSEUMS SERVICE NORFOLK LIBRARY AND INFORMATION SERVICE NORFOLK RECORD OFFICE NORFOLK COMMUNITY LEARNING SERVICE NORFOLK MUSIC HUB ACTIVE NORFOLK ALL NCC FUNDED ARTS ORGANISATIONS: CREATIVE ARTS EAST CURIOUS DIRECTIVE KING'S LYNN FESTIVAL MADDERMARKET THEATRE NATIONAL CENTRE FOR WRITING NORFOLK & NORWICH FESTIVAL NORWICH ARTS CENTRE NORWICH PLAYHOUSE NORWICH PUPPET THEATRE NORWICH THEATRE ST. GEORGE'S THEATRE OUT THERE ARTS SHERINGHAM LITTLE THEATRE THE GARAGE WESTACRE THEATRE **OTHER:** NEW ANGLIA CULTURE BOARD NORFOLK ARTS FORUM NORFOLK COMMUNITY FOUNDATION VISIT NORFOLK VOLUNTARY NORFOLK UNIVERSITY OF EAST ANGLIA NORWICH UNIVERSITY OF THE ARTS NORWICH CITY COLLEGE VISIT NORWICH CCSKILLS A WIDE RANGE OF COMMUNITY AND VOLUNTARY ORGANISATIONS



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