

Norwich

UNESCO *City of Literature*



MEMBERSHIP MONITORING REPORT

November 2017



United Nations
Educational, Scientific and
Cultural Organization

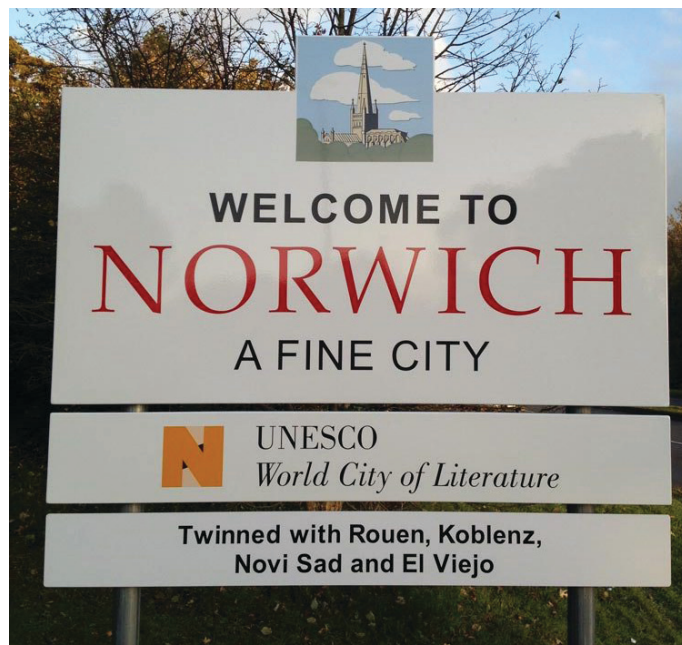
Norwich

• City of Literature
• Member of the UNESCO Creative
• Cities Network since 2012

TABLE OF CONTENTS

1. Executive Summary	1
2. General Information	3
3. Contribution to the Network's Global Management	4
4. Major initiatives implemented at the local level to achieve the objectives of the UCCN	5
4.1 National Centre for Writing	5
4.2 City of Literature for Young People	6
4.3 Noirwich Crime Writing Festival	7
5. Major initiatives implemented through inter-city cooperation to achieve the objectives of the UCCN	8
5.1 Engage	9
5.2 Sub-network activities and collaborations	9
5.2.1 International Literature Showcase 2012, 2015 and 2017	9
5.2.2 Melbourne's Digital Writers' Festival	9
5.2.3 Edinburgh City of Literature Unbound programme	9
5.2.4 Poetry Projections project	9
5.2.5 Sarah Perry residence in Prague City of Literature	9
6. Proposed action plan for the forthcoming mid-term period of four years	10
6.1 Initiatives within Norwich	10
6.1.1 The City of Literature: Children's Archive	10
6.1.2 Norwich City of Literature: Publish East	11
6.1.3 Start East	11
6.2 National and International Working	12
6.2.1 Audience Development for Literary Tourism (ADLit)	12
6.2.2 Nottwich	12
6.2.3 Residency (and Exchange) Programme	13
6.4 Estimated annual budget for implementing the proposed action plan	13
6.5 Plan for communication and awareness	14

1. EXECUTIVE SUMMARY



“I’m delighted. Literature has deep roots in the beautiful city of Norwich and it was a natural choice for UNESCO. I’m happy too for personal reasons - Norwich is where my own writing life began. Writers have known for centuries that Norwich is a dreamy city.”
— Ian McEwan, author

Norwich was announced as England’s first, the United Kingdom’s second and the world’s sixth UNESCO City of Literature in May 2012.

A place of literary firsts, England’s busiest library and home to the world-famous University of East Anglia Creative Writing programme, the City of Norwich and the partnership behind the bid, led by Writers’ Centre Norwich, aimed to use the designation and Norwich’s position as the foremost literary city in the UK to deliver tangible benefits to residents of, visitors to and workers in the city and its environs.

At the heart of Norwich’s bid was the promotion of reading and writing as a means of positive and inclusive social change. Accordingly, the heart of our first five year plan consisted of the following priority aims:

- To promote access to and enjoyment of the best in world literature to the residents of, workers in and visitors to Norwich and Norfolk
- To promote international connections, development and collaboration by supporting the development and showcasing of the best in literature from the UK and bringing writers from around the world to Norwich
- To work with young people across the city and county to engage them with reading and writing in new and exciting ways

- To increase economic investment in the region by developing a tourism offer for the city and county based on our literary heritage

After the award of UNESCO City of Literature status, Writers’ Centre Norwich continued to be home to the designation, managing it for the City of Norwich, developing a strategic and creative programme and a resource framework for their development and ensuring that we maintained a focus on local, regional, national and international level working throughout.

Our key priorities over this first period were

- To deliver a National Centre for Writing in the heart of Norwich UNESCO City of Literature to act as a focus for our activity and a space for people to learn more about Norwich and the wider network
- To develop local and international programmes for adults, children and young people that explore our city’s literary heritage and its future potential and engage existing and new UNESCO Cities of Literature within them
- To ensure that the UNESCO City of Literature priorities, designation and values are embedded in local, regional and national strategic planning

• In Summer 2018, our £2.8m National Centre for Writing will open in the magnificent Grade I listed Dragon Hall in the centre of Norwich providing an amazing setting for the UNESCO City of Literature designation and new energy and profile for our work and ambitions.

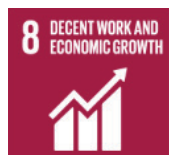
• We have just celebrated our most successful Norwich Crime Writing Festival, an autumn literary festival designed to attract cultural tourists to the city each year in partnership with the University of East Anglia (UEA) and the Norwich Business Improvement District (BID).

• Our City of Literature Cultural Education Partnership – the first in England based on a single art form – enters its third year this autumn and will see us work in and out of schools with young people across our city and county, with partners in Krakow, Barcelona and more.

• We are working with partners in India, Myanmar, the Caribbean and Ireland to explore applications to the UNESCO Creative Cities Network within literature and have welcomed writers from many of the current Cities of Literature to our events and programmes over the past five years.

• We are key partners in the New Anglia Local Enterprise Partnership (LEP) Culture Drives Growth economic strategy and part of the Norwich 2040 strategic plan, which will ensure that the UNESCO Sustainable Development Goals and Agenda 2030 priorities will find a place in our city’s development in the years to come.

We are now looking forwards to the next five years as a UNESCO City of Literature. Our plans will see us focus on city partnerships to utilise culture and the arts to drive the skills, equality and education agendas as well as cultural tourism (SDGs 4, 5 and 8), regional partnerships and programming to address inclusion, diversity and freedom of expression (SDG 10 and 11), and national and international partnerships, programmes and activities to support the mobility of writers, translators and artists.





2. GENERAL INFORMATION

2.1 Name of the City:

Norwich

2.2 Country:

United Kingdom (England)

2.3 Creative field of designation:

Literature

2.4 Date of designation:

2012

2.5 Date of submission of current report:

November 2017

2.6 Entity responsible for the report:

Writers' Centre Norwich

2.7 Previous reports submitted and dates:

N/A

2.8 Focal points of contact

Chris Gribble, CEO

Writers' Centre Norwich and Norwich, UNESCO

City of Literature

Dragon Hall

115-123 King Street

Norwich, UK

NRI IQE

City Government Liaison

Nikki Rotsos

Director of Culture and Customers

Norwich City Council

City Hall

St Peters Street

Norwich, UK

NR2 1NH

3. CONTRIBUTION TO THE NETWORK'S GLOBAL MANAGEMENT

3.1. Number of UCCN annual meetings attended in the last four years:

Four

3.2 Hosting of a UCCN annual meeting and dates:

N/A

3.3 Hosting of a working or coordination meeting addressed to one or more specific UCCN creative field representatives:

N/A (Norwich has bid to host the 2019 Literature Network meeting in partnership with Nottingham)

3.4 Hosting of an international conference or meeting on specific issues salient to the Creative Cities with a large participation of members of the Network:

N/A

3.5 Financial and/or in-kind support provided to UNESCO's Secretariat in order to ensure the management, communication and visibility of the UCCN (type of contribution, estimated value, main objectives, and dates):

The staff members supporting the Norwich UNESCO City of Literature designation at Writers' Centre Norwich and those at Norwich City Council support the UNESCO Secretariat to a significant degree in in-kind terms via the review and assessment of applications, formal and informal mentoring of applicant cities, hosting of visiting city delegations, cost of attending meetings and associated activities. We estimate that Writers' Centre



International Literature Showcase 2015

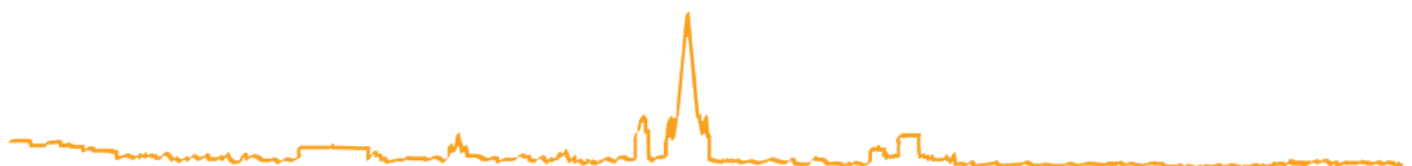
Norwich has supported the UNESCO Secretariat to the sum of approximately £24,000 and Norwich City Council to the sum of £6,000 over the past four years.

3.6 Membership of the Steering Group and period:

N/A

3.7 Participation in the evaluation of applications (number of applications evaluated per year):

In 2014 the City of Literature Steering Group and Writers' Centre Norwich assessed 14 applications. In 2015 we assessed 12 applications and in 2016 we assessed 12 applications. This encompassed every application submitted to us from UNESCO in Paris.



4. MAJOR INITIATIVES IMPLEMENTED AT THE LOCAL LEVEL TO ACHIEVE THE OBJECTIVES OF THE UCCN



National Centre for Writing artistic impression

4.1 National Centre for Writing

Norwich’s UNESCO City of Literature bid contained a commitment to build a National Centre for Writing in the heart of Norwich to act as a focus for our activity and a space for people to learn more about Norwich and the wider network.

The National Centre for Writing at Dragon Hall will open in Summer 2018 following a £2.6m capital campaign to upgrade Dragon Hall, a Grade I listed, 15th century merchant’s hall in Norwich. This will create new spaces for collaborative working and writers-in-residence, a unique new physical venue for public engagement with literature and a new South Wing extension to house a purpose-built Education Centre. The Education Centre will act as the base of operations for our work to engage young people in and out of school to overcome barriers to participation in literary and intellectual culture, develop skills, improve life chances and employability, and promote best practice in education, tolerance and understanding and freedom of expression.

As a local, regional, national and international hub, the National Centre for Writing (NCW) will facilitate greater expansion of our education and outreach work in collaboration with existing partners, as well as through developing new partnerships with national and international organisations. Engagement with children and young people under 30 in post codes identified as having low arts provision is projected to increase from 10,000 to 20,000.

In total our five-year Business Plan projects that the NCW’s physical space and partnerships will reach a total of 1.3 million people (or an average of 260,000 people per year) across all audiences and platforms and will have a positive economic impact on the local economy – including employment, capital investment, additional spend of visitors and cultural tourists – in the region of £500,000-£1,000,000 per annum.

This project helps to achieve the following UNESCO Creative Cities Network aims:

- 1. Making creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society;*
- 2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;*
- 3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;*
- 4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector*

This project contributes to the advancement of the following UNESCO Sustainable Development Goals:



4.2 City of Literature for Young People

Our City of Literature for Young People partnership, formed in 2015, was the first Cultural Education Partnership (www.artscouncil.org.uk/children-and-young-people/working-partnership) in England based on literature, and on the heritage of our city identified through our UNESCO City of Literature bid.

Designed to bring arts and cultural organisations, educational institutions and local authorities together to drive a joined-up art and cultural offer locally, to share resources and bring about a more coherent and visible delivery of cultural education, Cultural Education Partnerships are intended to improve the alignment of cultural education for young people in places where this is most needed.

Norwich's City of Literature for Young People now runs five core programmes with 11 partners offering events, training, learning, outreach and inspiration to young people in an out of school across our city and county. In our second year of operation (2016) we:

- engaged with 1,092 students aged between 7-25, a 40% increase on 2015
- worked with 23 schools
- delivered projects around the county in regional towns including: Long Stratton, Aylsham, North Walsham, Attleborough, Wymondham, Hetherset, Old Buckenham
- worked in direct partnership with: Our Norfolk Our Story, Young Norfolk Arts Trust and Norfolk County Council (Young Norfolk Poetry Competition), Festival of Literature for Young People (UEA) and UEA (FLY in the City, Creative Leaders), Norfolk Libraries (Young Ambassadors), Norfolk and Norwich Festival and 14-18 NOW (Young Ambassadors, The Fiercest Light), YMCA and Norwich International Youth Project (Creative Leaders; dub poetry workshops), Time and Tide Museum (Stories from the Sea).

- trained 15 Arts Award Advisors (Bronze and Silver)
- helped deliver six Bronze level Arts Awards
- provided initial training in creative learning to 7 students aged 18-25
- provided professional development training to 20 freelance artists and creative learning tutors aged 25+
- supported 12 young professionals tutors in delivering work with young people
- hosted the first region-wide poetry writing competition for young people

This programme helps to achieve the following UNESCO Creative Cities Network aims:

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3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;
4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector;
5. Integrating culture and creativity into local development strategies and plans

This programme contributes to the advancement of the following UNESCO Sustainable Development Goals:





Sophie Hannah and Denise Mina at the Noirwich Crime Writing Festival

4.3 Noirwich Crime Writing Festival

“Fast becoming my favourite festival.”

— Stav Sherez, author

In 2014 we devised a new crime writing festival in Norwich in partnership with the University of East Anglia, Norwich City Council’s Business Improvement District and the New Anglia LEP Cultural Board with the following aims in mind:

- To celebrate the city as a centre of writing, reading and cultural debate
- To create a shoulder season cultural offer to benefit the profile and economy of the city
- To attract increased numbers of cultural tourists to the city

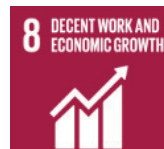
We have run the festival for the past four years and it is now established as one of the country’s best new literary festivals. We have invested over £200,000 into the local economy in direct costs, services and promotion. In 2017 the media reach of Noirwich publicly was calculated at 3,185,264 people.

Ongoing estimates suggest we have increased the number of cultural tourists to our festival from over a 45-minute drive-time year on year by 45% since we started, and had a net positive impact on the local economy in terms of direct additional tourism spend of over £250,000 over the course of the festival to date.

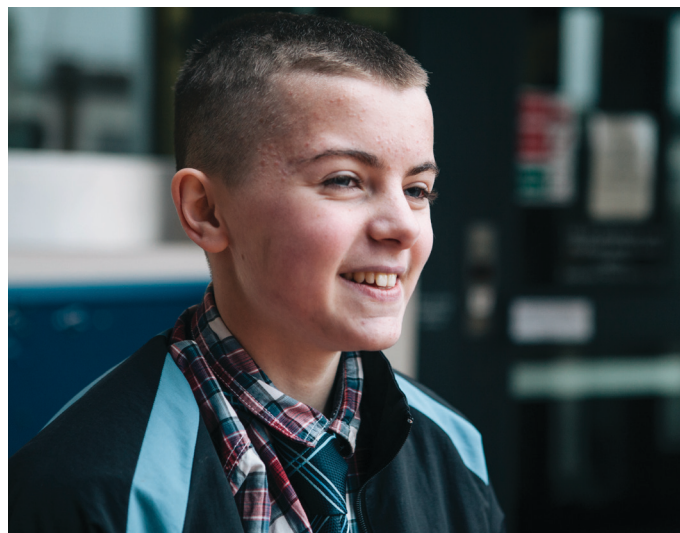
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5. Integrating culture and creativity into local development strategies and plans

This programme contributes to the advancement of the following UNESCO Sustainable Development Goals:



5. MAJOR INITIATIVES IMPLEMENTED THROUGH INTER-CITY COOPERATION TO ACHIEVE THE OBJECTIVES OF THE UCCN



WCN Young Ambassador

5.1 Engage!

Engage! is a four-city, 30-month project that seeks to enhance the cultural and literary sector by championing linguistic and cultural diversity.

Engage! is EU-funded and led by Catalan PEN (Barcelona UNESCO City of Literature) in collaboration with Norwich, Krakow and Växjö in Sweden. It seeks to promote the participation of young people in literary and cultural life as a way to empower them, foster critical thinking and encourage a better understanding of multicultural realities.

The successful application for €250,000 of a total 2.5 year project budget of €420,000 to Creative Europe was made in 2017 and the project has now started.

Engage! is a series of young people-led cultural actions and festivals with a surrounding research project to help small to medium arts and literature organisations develop their skills at young people-centred working and impact assessment. It is focused on delivering benefits to:

- Young people, with a focus on teenagers from underrepresented communities
- Small-medium European cultural and literary organisations
- Agents of the cultural sector
- European policy makers
- People who work in literary organisations
- International networks

The key project outcomes are to:

- Increase the participation of young people in cultural and literary life in towns and cities
- Strengthen international networks and the cultural and literary sector in our countries and continents
- Encourage critical thinking and knowledge of the cultural realities experienced by different communities
- Improve the functioning of literary organisations

Key Project Outputs are:

- A catalogue of 20 best practices to engage young audiences into cultural and literary organisations and a digital database platform
- An audience development protocol for small-medium literary organisations and KPIs dashboard
- The celebration of several project events (Barcelona, Växjö, Krakow and Norwich) with young European and guest European experts to share knowledge and experiences, and make proposals to improve cultural participation among young people and to enhance our connections with them
- Two workshops (Barcelona and Krakow) and a series of webinars to improve the working abilities of international network members
- A series of cultural activities in each country addressed to young people and with the purpose to improve their access to culture

This programme helps to achieve the following UNESCO Creative Cities Network aims:

1. Making creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society;
2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;
3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;
6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field.

This programme contributes to the advancement of the following UNESCO Sustainable Development Goals:



5.2 Sub-network activities and collaborations

Norwich has worked with most, if not all, of the UNESCO Cities of Literature in some form over the past five years. We have engaged in collaborative online activities, exchanges, residencies, programmes, projects and events and will continue to do so over the coming years. Among other programmes we took part in the following:

5.2.1 International Literature Showcase 2012, 2015 and 2017

We invited delegates from existing and aspirant UNESCO Cities of Literature to the International Literature Showcase, a premier showcase of literary talent, literature development and exchange of best practice in 2012, 2015 and 2017. In partnership with British Council, we have used the platform to invest over £110,000 in projects that have included Creative Cities of Literature. www.litshowcase.org

5.2.2

We participated in **Melbourne's Digital Writers' Festival** in 2014 in an extended online event that brought together the cities and writers to share best practice, insights and great ideas. www.digitalwritersfestival.com/2014/events/cities-of-literature-a-global-meetup

We also participated in the Melbourne 20-Minute Cities programme when a writer from Norwich delivered a 20-minute virtual live guide to our city to be shared with audiences online and in Melbourne as part of the Digital Writers' Festival.

5.2.3

We took part in the **Edinburgh UNESCO City of Literature Unbound programme** at the Edinburgh International Book Festival in 2016, sending the outstanding writer Megan Bradbury to take part in the event as a representative for Norwich.

5.2.4

We contributed a poem from world renowned poet and translator George Szirtes towards the **Poetry Projections projects** in both Edinburgh and Krakow which involved submissions of poetry from 11 sister Cities of Literature being projected on the city's streets.

5.2.5

Norwich writer Sarah Perry spent January and February 2016 in **Prague UNESCO City of Literature** as a writer in residence and has written several pieces about the experience in the national UK press including this recent piece in the *Guardian* www.theguardian.com/books/2017/nov/18/european-union-writers-look-back-on-relationship

This programme helps to achieve the following UNESCO Creative Cities Network aims:

1. Making creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society;
2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;
6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field



Kei Miller at the International Literature Showcase 2017

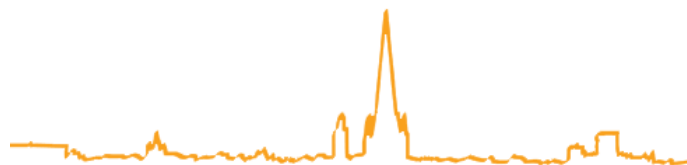


Poetry Projections project



Sarah Perry residence in Prague UNESCO City of Literature

6. PROPOSED ACTION PLAN FOR THE FORTHCOMING MID-TERM PERIOD OF FOUR YEARS



Norwich UNESCO City of Literature will undertake a review of activities, planning and strategic direction in 2018 to help us prepare a new 2019-21 three-year plan in line with the opening of the National Centre for Writing at Dragon Hall and our Norwich 2040 Strategic Vision partnership with the municipality.

In addition to the three major and ongoing projects outlined in Section 4, we have chosen to highlight here six key projects in development that we hope illustrate the scope, range, partnership approach and outcome-focused nature of our work and plans.

6.1 Initiatives within Norwich

6.1.1

The City of Literature: Children's Archive project will curate a children's online archive themed around Norwich's UNESCO City of Literature status. In addition to this, the project will produce a range of creative learning resources, activity packs and workshop packages suitable for students aged 7-12. Finally, the project will celebrate the launch of this archive with a youth-led summer show performance event at WCN's historic Dragon Hall venue.

Project Objectives:

- Curate the first dedicated UNESCO City of Literature archive and identify, interpret, and explain Norfolk's world class literary heritage to make it accessible to young people
- Facilitate a range of outreach and engagement activities based on heritage
- Provide a range of appropriate learning resources, toolkits, and worksheets suitable for classroom and home use
- Offer supported and structured work experience in public outreach, youth and community engagement to graduate students
- Offer employment opportunities for researchers and artists

Main Partners:

- Norfolk Records Office
- University of East Anglia, School of History
- Millennium Library, Norfolk Library Service

Project Beneficiaries

- Children in Key Stages 2 and 3
- Students at Key Stages 3 and 4

- Under/graduate students
- Teachers/parents, who will gain a range of quality-assured, free-to-access learning resources
- The wider community, which will also be able to access the online resource, the community workshops, and the summer performance and exhibition

Project Outcomes:

- The creation of the first integrated online archive of UNESCO-accredited literary heritage
- The online tool will be user friendly, appropriate for school-aged students (KS2/3), and interactive; resources and activity packs will support teachers in engaging with the material in the classroom or assist parents in engaging with the material at home; and the summer school and performance will bring the material to a wider audience
- 12 students will gain professional research skills with support from experienced researchers
- 300 school-aged students will creatively engage directly with heritage, and 15 Key Stage 4 students will engage and re-imagine with heritage
- Members of the community will be invited to a performance event devised by summer school students inspired by UNESCO City of Literature heritage, and to view an exhibition put together by the researcher/tutor team
- Members of the wider community will have the opportunity to participate in drop-in workshops held at the Millennium library

This initiative will address the following UNESCO Creative Cities Network aims:

- 2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;*
- 3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;*
- 6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field*

6.1.2 Norwich City of Literature: Publish East

In partnership with two of the most exciting UK literary publishers – both based in or near Norwich – we are aiming to create a programme of national and international promotion for the best new writing and publishers coming out of our city.

We will work with Salt Publishing and Galley Beggar Press to expand their international market impact by attending and presenting at London Book Fair, Frankfurt Book Fair and Book Expo America. We will work with them to develop a shared online channel to raise their digital and international audiences and support them in investing in collaborative marketing planning to ensure presence of Galley Beggar Press and Salt authors at key literary events in the UK and abroad and in particular with UNESCO Cities of Literature.

The project's objectives are:

- To sustain and deepen the publishing economy in Norwich City of Literature
- To support the economic and artistic development of publishing in the city
- To give profile to outstanding new work being published in our city
- To broaden access to publishing opportunities for more writers in our city

Main partners:

- Our Publishing East partners, Salt and Galley Beggar Press, have produced some of the most exciting and challenging work of the past three years. with GBP publishing Eimear McBride's debut *A Girl is a Half Formed Thing* and now Preti Taneja's debut *We That Are Young*
- London Book Fair
- Frankfurt Book Fair
- Book Expo America
- Arts Council England

Project Outcomes:

- Increased international sales and rights sales for publishing partners
- Increased economic resilience for publishing in our city
- Increased skills, profile and marketing capacity for the publishers and Norwich UNESCO City of Literature
- Increased global awareness of the great work coming out of our city

This initiative will address the following UNESCO Creative Cities Network aims:

1. Making creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society;
2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy
4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector

6.1.3 StartEast

Norwich UNESCO City of Literature will partner with the New Anglia Local Enterprise Partners and StartEast (www.starteast.co.uk) to design, manager and deliver a series of business-focussed interventions to creative start-ups, sole traders and SMEs in the Norwich and New Anglia area across literature, music, performing arts and digital media.

The four project objectives:

1. To deliver effective, targeted, specialist business support to SMEs and start-ups in the cultural sector, with the purpose of establishing an enterprising, entrepreneurial approach to growth
2. To ensure sustainable opportunities for cultural businesses to access growth and support. This involves working with other business support providers to embed the needs of the sector.
3. To develop a network of cultural enterprises working locally in education, youth, health and community settings
4. To reach, engage and support a diverse range of people, ensuring that the cultural enterprises supported reflect the diversity of our community

Project Target Groups

- Cultural sole traders and SMEs (trading for less than 5 years).
- New start-ups and pre-start-ups with the ambition to build a business or social enterprise
- Based in New Anglia LEP Area
- Of those participants supported
 - 50% will be female
 - 5% will be from BAME backgrounds
 - 5% will be registered disabled

Project Outputs

- Enterprises supported – target 180
- Support the creation of cultural social enterprises – target 15
- Enterprises receiving grant – target 60
- New enterprises supported – target 15
- Number of potential cultural entrepreneurs assisted to be enterprise ready – target 30
- Leveraged funds from grant match funding

Project Outcomes:

- Improved business performance: turnover, employment, GVA, productivity, survival
- New markets - social settings: more businesses operating in social context, new contracts/ commissioning, business network
- New business activity: start-ups, survival of start-ups, relocation of supported businesses
- Approach to growth: entrepreneurial mind-set, management expertise, elevated motivation for development
- Business support provision: more cultural businesses accessing other business support

This initiative will address the following UNESCO Creative **11**

Cities Network aims:

1. Making creativity an essential component of urban development, notably through partnerships involving the public and private sectors and civil society;
2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy
3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;
4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector

• Lead Partner: Norwich Business Improvement District Ltd – a public-private company dedicated to making a clear positive impact on the vitality of our city centre and the success of the businesses within it.

-UNESCO City EU partners:

- Norwich UNESCO City of Literature, UK (Writers' Centre Norwich)

- Krakow UNESCO City of Literature, Krakow Festival Office, Poland

- Óbidos, Municipio de Portugal, UNESCO City of Literature

- Reykjavik Bolemenataborg UNESCO City of Literature, Iceland

• Academic Partner: Institute of Place Management, Manchester Metropolitan University

6.2 National and International Working

6.2.1

Developing a Branding Toolkit for Literary Tourism in UNESCO Cities of Literature (ADLit).

The Audience Development for Literary Tourism (ADLit) project will target Literary Tourism and address the key challenges faced by cultural organisations, especially in the field of literature, which is to develop new audiences, particularly against a backdrop of growing digitisation.

Working with others in the UNESCO Creative Cities network with UNESCO City of Literature status, this is a project that will develop new practices, as well as network and share experience, with other EU countries by maximising the tourism opportunities that come from being a UNESCO City of Literature. The total project cost is estimated at €250,000 and will be co-funded by the cities and the EU.

The objectives include:

- Understanding the tourism market and consumers
- Developing an effect USP for a range of locations
- Learn how to make a strategy measurable and understandable for a very wide audience and varying size locations
- Capacity-building activities that allow collaborators to understand the concepts and develop critical thinking
- Finding cost effective ways to get our message across, using free outlets like social media
- Developing a brand and ways to measure the impact

The networking opportunities offered to the locations, who already feed into the UNESCO Creative Cities network, will also give opportunities to engage with business, in particular the travel and leisure industries.

This initiative will address the following UNESCO Creative Cities Network aims:

2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;

5. Integrating culture and creativity into local development strategies and plans;

6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field.

6.2.2 'Nottwich'

Norwich is working with Nottingham (and shortly we hope with Manchester) to create 'Nottwich 2019' – the first gathering of the full UNESCO Cities of Literature Network in the UK.

In 2019, with Nottingham UNESCO City of Literature, we'll host the country's first meeting of the UCCN Cities of Literature. Delegates from all of the newly enlarged UNESCO Cities of Literature sub network will be invited to the UK.

We will host a two-stage gathering, deliver a programme of work, support their meeting our city and sector partners to talk about the UNESCO Creative Cities Network and its value to other English cities and plan future collaborations involving home artists and practitioners.

We will curate opportunities to exchange best practice as UNESCO Cities of Literature, ensuring that UNESCO Cities of Design, Film, Music and Media Arts are engaged in the meetings too, to promote cross designation partnerships and thinking.

We will engage city, municipal, artistic and funding partners in the programme and aim to further and deepen the integration between UNESCO Cities of Literature strategically and practically.

This initiative will address the following UNESCO Creative Cities Network aims:

- 4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector;*
- 5. Integrating culture and creativity into local development strategies and plans;*
- 6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field*

6.2.3 Residency (and Exchange) Programme

When the National Centre for Writing at Dragon Hall opens in 2018 at the heart of Norwich UNESCO City of Literature we will have, for the first time, a writer and translator-in-residence house that will be available to host residencies, short-and-long-stays and exchanges for writers and their families.

We plan to host a series of residencies from UNESCO sister Cities of Literature over a three year period in the first instance so that we can:

- Introduce writers from a range of languages and cultures to the communities of our city and improve cultural understanding
- Engage young people in activities with the writers to broaden their horizons and understand the wider global context in which their city operates
- Create a place of exchange and creative energy for writers and translators to thrive, linking our cities and communities over the coming years

The residencies will last between two weeks and three months and will be supported by a range of appearances and UK festivals and events as well as within Norwich. We will focus in the first instance on countries and cities that are less able to support the outbound movement of writers and translators and also have a focus on applicant countries from under-represented regions and countries.

This initiative will address the following UNESCO Creative Cities Network aims:

- 2. Strengthening the creation, production, distribution and enjoyment of cultural goods and services and fostering the creative economy;*
- 3. Improving access to and participation in cultural life as well as the enjoyment of cultural goods and services, notably for marginalized or vulnerable groups and individuals, including women and youth;*
- 4. Developing hubs of creativity and innovation and broadening opportunities for creators and professionals in the cultural sector;*
- 6. Improving awareness-raising of the UCCN and the role of culture and creativity in sustainable urban development and supporting research and analysis in this particular field*

6.4 Estimated annual budget for implementing the proposed action plan

Our business plan 2018-22 is currently under development and budget figures provided here are provisional and subject to final programme decisions.

Norwich UNESCO City of Literature designation is managed by Writers' Centre Norwich. Our core stakeholders are Arts Council England, Norwich City Council, University of East Anglia and Norfolk County Council and we gratefully acknowledge their support - financial, strategic and artistic - over the lifetime of this designation.

Writers' Centre Norwich is a charity and a company limited by guarantee overseen by a Board of Trustees. Our projected turn over in FY 2016-17 is £1,450,000.

We fundraise to deliver our programmes and also rely on core funds from our stakeholders. The data below is an estimate of cost ratios against core UNESCO City of Literature activities and is subject to change over the coming years.

Norwich UNESCO City of Literature Overview 2018-20

		2018	2019	2020
Income	Statutory (Stakeholder) Sources	50%	45%	43%
	Trusts and Foundations	30%	30%	30%
	Commercial Activities	5%	10%	12%
	Private Support	10%	11%	13%
	Other	5%	4%	2%
Total		100%	100%	100%
Expenses	Staffing	38%	37%	38%
	Programme	40%	42%	42%
	Travel (International)	4%	5%	5%
	Administration	8%	6%	5%
	Communications	10%	10%	10%
Total		100%	100%	100%

6.5 Plan for communication and awareness

Our communication plan seeks to raise awareness of the UCCN Creative Cities goals and ambitions within the Norwich and wider network contexts locally, regionally, nationally and internationally. It is our aim not only that everyone who lives in, works in and visits Norwich is aware of our UNESCO status and the great wealth of heritage and contemporary vibrancy that supports this status, but that we champion the values of the network in clear and positive ways.

The adoption of the UNESCO Sustainable Development Goals (SDGs) offers a wonderful opportunity to shape our programmes, strategies and communications around their shared understanding and we will be pursuing an update of our communications in light of this adoption across 2018.

Aims

Our communications aims are as follows:

1. To promote Norwich regionally, nationally and internationally as a centre of excellence, exchange and creativity in and around literature.

We will achieve this through:

- *Marketing and PR activity specific to promoting projects within our programme and within the network programmes*
- *Our Comms and Digital Strategy (website, databases, CRM & social media channels)*
- *Work with key promotional bodies (Higher Education, Destination Marketing, Tourism and Media partners)*

2. To engage our city and regional partners in City of Literature programmes and strategic partnerships.

We will achieve this by:

- *The establishment of an enlarged City of Literature Development Board*
- *Representing the UNESCO City of Literature on key local and regional strategic boards and forums*
- *Creating a three-year plan for UNESCO City of Literature designation in the Norwich 2040 framework*

3. To engage audiences, participants and artists in the UNESCO City of Literature offer and opportunities here and across the globe.

We will achieve this through:

- *An updated Audience Development strategy based on key audience segments*
- *Targeted social, partner and central comms activity across the city and city region*
- *Research and development into the best use of the designation to engage audiences*

4. To raise awareness of the UCCN Creative Cities programme and its values and Norwich's role in achieving them.

We will achieve this through:

- *Regional, national and international partnerships*
- *Collaboration in Sub-Network and Network meetings and General Assemblies*
- *Implementation of the UNESCO SDGs into city and regional planning/strategic thinking*

Audiences

We have a range of core audiences within our communications plan, including:

- *Norwich stakeholders – core partners, strategic, economic, literary, social*
- *Norwich residents and workers – existing and new event-goers, readers and writers with a focus on Young People (in and out of school) in areas of high deprivation*
- *Norwich visitors – cultural tourists, existing and potential*
- *The literary ecology – regional, national and international literary partners*
- *City of Literature and UCCN Creative Cities partners, UNESCO itself*

We engage our audiences across a range of digital and print media platforms with local, regional, national and international partners to ensure timely, appropriate and engaging experiences of our work and values are received and understood. We have a rapidly growing social media presence and use a range of key press and PR partners to ensure our story is being told in ways that our audiences can access and understand.



Margaret Atwood meets school students



Linton Kwesi-Johnson performs at Norfolk & Norwich Festival



Robert Paul Weston performs for a young audience at Dragon Hall