

NL-21-00031 Lowestoft Town Hall Project



Activity & Audience Plan

Version 3.0

May 2023

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EXECUTIVE SUMMARY

The Town Hall has the potential to become a shining beacon, lighting up Lowestoft's rich and varied history, inspiring pride in the community and guiding the way to a brighter future.

Lowestoft is on the cusp of changing tides. A large-scale regeneration programme is already underway in the Town. The multi-organisational Lowestoft Place Board has taken the lead, creating a Town Investment Plan which aims to breathe new life back into the town. In March 2021 £24.9 million was secured through the Towns Fund of which £2 million is allocated to the redevelopment of the Town Hall.

The Town Hall is a Grade II listed landmark and the most prominent building on the High Street and sits within the former Historic England Heritage Action Zone. It has been vacant and boarded up since 2015 when its previous owners, Waveney District Council, (since abolished and replaced by East Suffolk Council), vacated the building. Its ownership was transferred to Lowestoft Town Council when it was formed in April 2017. Emergency repairs were undertaken in 2019, following a condition survey by Purcell. It remains in a poor and deteriorating condition and is a drain on the financial resources of the Town Council, without any visible benefit, at present, to the town or its residents.

Acting as an anchor to raise the profile for heritage and culture in Lowestoft, the refurbished Town Hall will provide a new, compelling and innovative heritage gallery and changing programme of exhibitions and events that will act as a driver for economic growth and community pride, inclusion and wellbeing. It will support cultural education to inspire people of all ages, raising aspiration and pride, in order to influence how the town develops, strengthening the area and making it a more attractive place to live, work and invest in.

In the immediate area around the Town Hall (Nr 32 1 and NR32 2 post codes) there is a significant number of people from low socio-economic backgrounds, and historically there is low cultural participation. We have identified these residents as being our prime target audience. We want the Town Hall to play a positive role in the lives of local people living in the immediate area, ensuring that they are consulted and feel included in the project as it develops. As anticipated, in the development stage we found that working with local organisations such as Access Community Trust and the Food In School Holidays Project, was the best way to engage with these groups and we have incorporated this into the Stage 2 activities. *(See Pilot Activities for details)*

In 2021 significant consultation was undertaken within the local community, with 999 individuals completing our community survey and 49 groups or individuals separately consulted, to share their views on what they would like to see happen to the Town Hall. *(See Section 5 below).*

During the development stage we facilitated opportunities for in-person and online community engagement. We specifically designed our pilot engagement project 'Your Lowestoft Stories' to help facilitate in person opportunities to share views. To inform the interpretation plan, various consultation workshops have been undertaken with target audiences and stakeholders to understand which elements of Lowestoft's history resonates with them and inform the interpretation plans. In January 2023 a consultation event was held over two days for people to comment on the RIBA stage 2 plans.

The town of Lowestoft has an interesting and varied history. There is an opportunity for the overarching themes to be told in one building, open all year round, with innovative interpretation and displays, which incorporates local people's stories. It will celebrate the past whilst also making it relevant to the present,

showcasing the best of today and encouraging positive changes in behaviour. It will collaborate with local museums on exhibitions and outreach projects, signposting people to find out more detailed information at the relevant museums in the Town. Feedback from our 2021 community survey demonstrated that lack of information was one of the main barriers to engaging with heritage, and this provides strong evidence for the potential value of a heritage gallery and information point at the Town Hall, delivering better information and driving footfall to the wealth of heritage venues and events in the town.

We have carried out audience assessment research to understand the potential audiences for heritage activities at the Town Hall. (See Section 5). This has included reviewing the geography, socio-economic background and Audience Agency Spectrum data. We expect that the majority of our audience will come from within about a five to eight-mile radius of the Town Hall, i.e. around a 20-to-30-minute drive. Our research indicates that there are distinct differences between the areas in and around Lowestoft, with neighbourhoods closest to the Town Hall (postcodes) being more deprived, and less culturally active, than those further away. This has helped to identify our target audiences and develop activities tailored to appeal and engage them in the project. The people living in these areas are also most likely to have been adversely affected by the Covid-19 pandemic and the cost-of-living crisis. It is therefore important that the project provides benefits for them.

During the development stage, a Heritage Engagement Coordinator was appointed to run a series of pilot activities to deliver activities that will start to bring in groups that are under-served by heritage and also raise awareness of the project amongst the wider community. (See Section 3). The focus of these activities has been to provide opportunities for people to get involved, to create and feel included. In the delivery stage there will be two staff roles, a Heritage Manager and heritage trainee, to deliver the activity plan. The Heritage Project Manager will continue to oversee the activity plan until the building becomes operational. Their main focus will be on the delivery of the interpretation plan.

Training opportunities for local people to gain skills were incorporated into activities in the development stage. These will be expanded in the delivery stage to include further work placements, heritage trainee roles, building conservation work experience, café and management apprenticeships.

We will build long-term environmental sustainability into our plans (this is discussed further in the Business Plan). Our exhibitions and activities will raise participants' awareness, providing knowledge and opportunities to change behaviour. We will provide opportunities for local people from lower socio-economic backgrounds to gain skills, increase their employability and raise their aspirations and wellbeing.

A consultant evaluator was appointed to devise evaluation tools to assess the overall impact the development phase pilot activities against social outcomes during. The evaluation has shown us what has worked well, and the opportunities to build on. (See appendix 6.o) These have been incorporated into the NLHF Stage 2 activity plan. In the delivery phase, evaluation consultants will be brought on board to assess the impact of the project overall as well as the activities.

In summary, the Town Hall, built to celebrate civic pride and prosperity of the Victorian town and once the home of the civic elite, will become an inclusive centre for the community and visitors, bringing socio-economic and wellbeing benefits to local people. It will relight ambition and pride in the town, which has much to celebrate today, such as a nationally significant Clean Energy Hub and the world-leading Centre for Environment, Fisheries and Aquaculture Science (CEFAS). With recent new investment into its industry, infrastructure and culture, Lowestoft has an eminently bright future.

1. INTRODUCTION - HOW WE CREATED THE ACTIVITY AND AUDIENCE PLAN

Moss King Associates were commissioned in September 2020 to provide business planning and audience development services, including an outline activity and interpretation plan for Lowestoft Town Hall to inform a development phase application to National Lottery Heritage Fund (NLHF). It was commissioned by Lowestoft Town Council with development funding from the Architectural Heritage Fund. The Outline Activity and Audience plan was developed in close consultation with Lowestoft Town Council, The Architectural Heritage Fund, East Suffolk Council and Historic England all of whom are important stakeholders in the project. In September 2021 Lowestoft Town Council was awarded development funding to progress the project to a Stage 2 NLHF bid. The aforementioned organisations have continued as important stakeholders in the delivery of the development stage of the project.

Extensive consultation with the community, key stakeholders and heritage organisations was undertaken. Our public consultation has shown that the people of Lowestoft would like to see the Town Hall brought back to a useful life. We have delivered a programme of pilot activities, developed local partnerships and tested what works well to engage people in Lowestoft's history. Interpretation workshops with target audiences and key stakeholders have helped to inform the plans for the new heritage gallery and wider heritage and visitor experience offer in the Town hall. Analysis of this data and research into the key audience groups within the local area and hinterland inform the recommendations within this plan.

The following sources have been used to inform our recommendations.

- The Lowestoft Town Hall project public consultation survey findings – Moss King Associates Ltd April 2021
- Colliers International *Options for Lowestoft Town Hall & Adjacent Sites* Oct 2019
- Lowestoft Town Council – *Lowestoft Community Survey* 2018
- People & Places- *Lowestoft-Town Centre Baseline Report* December 2019
- Lowestoft and northern parishes Community Partnership Profile 2019
- The HAZ Delivery Plan April 2020
- Lowestoft High Streets HAZ Cultural Programme Plan
- *Celebrating culture on the edge!* Lowestoft's Cultural Strategy 2020-2025
- Lowestoft Creative Hub Implementation Plan 2020
- Lowestoft Towns Fund Investment Plan
- East Suffolk Council Creative Industries report
- COVID-19 Cultural Participation Monitor Summary Report- The Audience Agency February 2021
- COVID-19 Cultural Participation Monitor Inequalities through COVID-19- The Audience Agency February 2021
- Heritage and the Pandemic: An Early Response to the Restrictions of COVID-19 by the Heritage Sector in England – Kate Guest
- Suffolk Insight/English Indices of Deprivation – Ministry of Housing, Communities and Local Government, 2015 – 2019
- Town Investment Plan – East Suffolk Council

- The Audience Agency data, research includes Taking Part, an annual engagement survey across England.
- Visitor segmentation presentation, Visit England, 2016
- *Wellbeing and the Historic Environment*, Historic England, by Sarah Reilly, Claire Nolan, Linda Monckton
- Heritage and wellbeing. The impact of historic places and assets on community wellbeing – a scoping review Technical Report March 2019, What Works Centre for Wellbeing (WWC-WB)
- *Pride in Place*. The RSA Heritage Index 2020 - Hannah Webster
- *Looking Ahead* Museum Sector research- The Art Fund, May 2021
- The Ness Audience and Activity Plan
- *Making Waves Together*- Evaluation November 2020
- The Grit project- Evaluation 2019
- The Hold Activity Plan November 2017
- *Looking Ahead*, Museum Directors Research 2022, Summary report
- Lowestoft Community Partnership Profile, Suffolk Knowledge, 2022 update
- People & Places - *Assessing the impact of Covid 19 on East Suffolk town centre businesses- Lowestoft*, East Suffolk Council 2022
- Lowestoft Neighbourhood Development Plan, Regulation 14 consultation draft January 2023
- *Celebrate, Champion and Connect* - East Suffolk Cultural Strategy 2023-28, East Suffolk Council, February 2023
- Festival Evaluation Report 2022, First Light Festival
- Cultural Participation Monitor, key findings, the Audience Agency March 2023,



2. CONTEXT

[The Town Hall, High Street and wider area](#)

The Lowestoft Town Hall is a striking building of Italianate design, contrasting in scale against its setting in the historic High Street. It is a key, vacant, landmark building in the North Lowestoft Conservation Area (Conservation Area at Risk, 2017) and North Lowestoft Heritage Quarter, it had been vacant for two years when Lowestoft Town Council (LTC) inherited it in 2017. "It is important to the regeneration of the area that the Town Hall has an "active use" that helps to generate vitality, both in terms of appearance and stimulating footfall".¹ Extensive consultation has demonstrated that the Town Hall retains a strong importance to the community who overwhelmingly support the building having a community future.

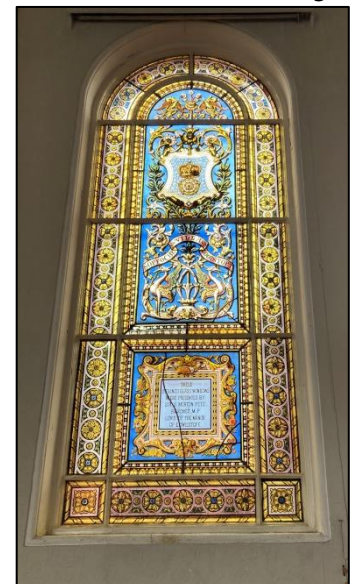
'Lowestoft town centre and the historic High Street area have suffered from national changes in retail, a high vacancy rate, significantly reduced footfall, and a lack of purpose.'² The area surrounding the Town Hall is amongst the most disadvantaged neighbourhoods in England, with its immediate setting in the 10% most deprived areas of the country, ranking 64th most deprived area for multiple deprivation in 2019, worsening from a rank of 148th in 2015. Immediately to the south is also within the top 10% most deprived in England.

Over the past year, through a development grant from The National Lottery Heritage Fund, Lowestoft Town Council (LTC) has been able to progress its plans to inform this delivery stage application.

[The building](#)

'The *communal value* of the building is considerable. Both the exterior and the Council Chamber are overtly public architectural statements. They celebrate Lowestoft at the height of its late 19th century prosperity and continue to represent the town's distinct identity. The Town Hall's historic site connects the building with a long and proud civic tradition.'³

There has been a building on the site of the Town Hall since the late medieval period. Originally it was the home of the Town Chapel and Corn cross, which was replaced towards the end of the 17th century, although some fragments of the earlier building may have remained. After the middle of the 19th century this new building was demolished and replaced 1857-1860 by a 'new updated civic headquarters intended solely for local government purposes'.⁴ The Council chamber is especially significant, retaining its stained-glass windows gifted by Sir Samuel Morton Peto. Their retention, despite subsequent rebuilding programmes, attests to the importance of the civic tradition of the site. Due to the necessity of road widening in the late 19th century an entire new frontage along the High Street and Compass Street was incorporated onto the site. There followed several further piecemeal alterations in the early to mid -20th century. The site has played host to many important events in the town's



¹ Colliers International- Options for Lowestoft Town Hall & Adjacent Sites Oct 2019

² Lowestoft Town Investment Plan

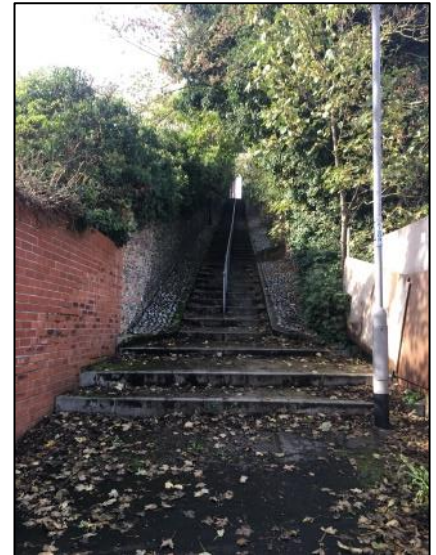
³ Michael Copeman Statement of Heritage Significance, Options for Lowestoft Town Hall & adjacent sites, Colliers International

⁴ David Butcher, Lowestoft Heritage Workshop Centre

history, to events during the Civil war and a 'riot' in 1933. The history, context and significance of the Town Hall are explored in the Conservation Management Plan. (See separate document)

Wider area

The character of the town has been influenced by its links to the sea. Historically the main industry was Herring fishing. The beach village, a community that grew up around the smoke houses and net stores was linked to the High Street by the Scores, a series of narrow lanes along the medieval burgage plots. The fishing industry saw a steep decline in 20th century. To some extent the offshore oil industry and manufacturing industries offset this loss. More recently Lowestoft has seen the influx of businesses from the clean energy sector servicing the offshore wind farms off the East Anglian Coast.



A little-known element of the town's history is its innovative industrial past, from the industrial innovation and experimentation of Lowestoft Porcelain in the 18th century to Maconochie Bros. innovative canning process in the late 19th century.

In the mid-19th century, Sir Samuel Morton Peto led the redevelopment of the town to the south as a port and seaside resort. Today significant numbers of tourists still visit Lowestoft. In 2016 there was over 1.2 million day and staying trips, with visitors spending over £60 million in Lowestoft⁵. Whilst the beach and other activities scored highly on the activities that were undertaken the cultural assets of the town are a key visitor attraction and a powerful economic driving force. Over 35,000 estimated in person audiences enjoyed the 2022 First Light Festival with 96% of people survey saying the festival was 'good for Lowestoft's image'. The festival attracted local people as well as day visitors from further afield. Day and long-stay visitors will be one of the key audiences to consider when delivering activities.

Museums, heritage sites and organisations

Lowestoft is home to a significant number of heritage organisations; they range from Museums, research centres, exhibition spaces and heritage interest groups (see Appendix 1). They are spread across different locations throughout Lowestoft. The majority are volunteer run with limited opening hours; most charge little or no entrance fees. From 2022 figures the visitor numbers for the Lowestoft Museum and Lowestoft Maritime Museum seem to have bounded back to pre-Covid levels.

The [Lowestoft Museum](#), [Lowestoft Maritime Museum](#) and the [Royal Naval Patrol Service Museum](#) collections are all displayed in quite a traditional manner. The pieces are well explained and interpreted, and one comes away with a good understanding of the history of the subject matter but there is limited interactive or digital technology currently on offer.

The [Lowestoft Heritage Workshop](#) centre has a large model of the beach village and also provides a local history research and book printing facility. These organisations are run by people who are extremely passionate about preserving and sharing their town's heritage, and their organisations' unique offers. They are situated in park settings where many people go for recreation, which benefits the Museums visitor

⁵ Visitor segmentation presentation, Visit England, 2016

numbers. Legacy funding from the Making Waves project enabled the Association for Suffolk Museums to continue to provide support, through a development post, to the Lowestoft Museum and Lowestoft Maritime Museum until 2021.

The [East Anglia Transport Museum](#) is located in Carlton Colville and is a working transport museum, staffed entirely by volunteers. It has the highest visitor numbers out of all the local museums, despite being a pay for entry attraction. It provides an educational offer and in recent years has provided a free bus connection to local Heritage Open Day events.

[Lowestoft Museum](#) house, on loan, a significant proportion of the Town Council's Lowestoft Porcelain and some other items from its collection. The Making Waves development post overseen by the Association of Suffolk Museums supported the Museum to gain funding for a new community learning space for school visits etc, called the Turner Room. Their long-term aspiration is for Museum to redisplay the Lowestoft Porcelain in a more engaging manner and to make it a centre to raise the national profile of the importance of Lowestoft Porcelain.



On the High Street the [Heritage Workshop Centre](#), provides a research service, book printing and also has an interactive model of the Beach village on display. It has run conservation skills projects through the restoration of a 17th century plaster ceiling and the Making Waves Together project.

There is a Lowestoft branch of [Suffolk Archives](#), which is housed within the same building as the library. It contains local studies books, maps, newspaper cuttings and access to parish baptisms/marriages/burials via microfiche and microfilm. A separate room holds the records of the Port of [Lowestoft Research Society](#), (not owned by Suffolk Archives), which is an extensive collection of photographs, logs and shipping ephemera of considerable regional importance. The Archive Service has recently undergone a number of changes to include the removal of all original archive documents previously held in the basement strongroom, for storage at the Hold in Ipswich. This was met with considerable local opposition due in part to the go-mile round journey to access the documents in their new home.

[The Grit: Lowestoft Centre for the Arts and Heritage](#) is a new centre for the arts and heritage in Lowestoft. It is housed in a section of the 20th century magistrates court and provides a space in which art and sculpture is presented alongside a programme of art events, evening performance, cinema, community activities and heritage exhibitions and talks.

[The Mincarlo](#) is the last of her kind. A floating maritime museum which pays tribute to the men who braved the North Sea to provide our fish, she is the last surviving fishing vessel built in Lowestoft. She is moored on the Heritage Quay, South Pier and is free to visit.

[The Excelsior](#) is Lowestoft's last surviving fishing smack and is operated by the Excelsior Trust. The Trust aims to preserve the Excelsior ship (and other historic sailing vessels) and to authentically sail and maintain her to make Excelsior available to challenge and develop young people, by offering sailing scholarships and bursaries. It has little on-board space to share its heritage and currently no significant display of its history within the onshore museums.

The [Lowestoft Station Parcel Office](#) is a community exhibition space which was developed by a community interest company, Station Regeneration East. This was established to take on the formal lease of the Parcels Office and they have carried out significant works to the room internally and externally.

Lowestoft has a wealth of respected and very knowledgeable historians; there are also a number of individuals with private collections relating to Lowestoft's history. Many are members of [The Jack Rose Old Lowestoft Society](#) which promotes the history and raises funds for worthy causes. Their input is extremely valuable to the project, helping to ensure historical accuracy, sharing their knowledge through talks, and also bringing previously rarely displayed historical content to a wider audience. Many of these historians have been involved in the development stage the [Heritage Focus Group](#) (see above).



Lowestoft is also home to the [International Boat Building Training College](#), which teaches traditional skills in wooden boat building, restoration and repairs.

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The [Carlton Marshes](#) nature reserve conserves and celebrates the natural history of 1000 acres of Broadland on the southwestern edge of the Town. It has recently received National Lottery Heritage Fund's investment of over £4 million to help transform the marshes into the southern gateway to the Broads National Park. There are also smaller natural heritage sites near to the Town Hall such as Leathes Ham and Gunton Warren.

Opportunities

The Town Hall provides an opportunity to create a free for access, heritage attraction in Lowestoft that is open all year round. This will be feasible within the Town Hall as it will already be open with the Town Council and registrars in residency, as well as a café offer in the building. There will be a separate management team to oversee the day to day running of the Town Hall and the heritage team will focus on the heritage visitor experience. Volunteers, when available, will complement the visitor experience.

The Town Hall will provide an alternative, but complementary offer, to the current heritage organisations by creating a Heritage gallery, as well as secondary areas, which increases the awareness of, and engagement with, the town's history, and points visitors and residents to the other heritage sites in the town. The Heritage Focus Group will continue to ensure collaboration between the project and local museums and heritage organisations which would help to share skills and resources. With so many heritage organisations and attractions already in the town, this collaboration will be important to ensure that the Town Hall does not appear to be competing for the same audience, funding and volunteer resource. The Association for Suffolk Museums are supportive of our plans and there is opportunity for the heritage and the tourist information provision, and activity programme in the Town Hall to increase awareness and engagement for the town's museums to visitors, driving footfall to them and helping them to become more resilient.

The production of facsimiles of documents which have moved to the Hold would be a good resource to raise awareness and bring to local people the heritage of their town. Some will be displayed within the permanent heritage gallery, and we will also look to hold temporary exhibitions focusing on the most significant

documents. The Excelsior Trust has expressed an interest in the Town Hall becoming the onshore base to tell the story of its heritage and its youth work and we have incorporated this into the interpretation plan.

At least 32 % of adults in Lowestoft do not exercise⁶. Through the courtyard interpretation and planting the Town Hall will promote the local nature reserves, as well as the beautiful park settings of the museums and the free-for-access sport facilities in the Town. There are several local walking trail apps available in the Town such as the Go Jauntly app walks [North Lowestoft Town Trail - Go Jauntly](#), and [Our Wild Mural Trail in Lowestoft | Suffolk Wildlife Trust](#) which again will be promoted through the project. We will explore further opportunities work with Suffolk Wildlife Trust in the delivery stage.

[Lowestoft Town Council heritage and other engagement activities](#)

Outside of the Town Hall Project, the Town Council is already directly involved with heritage organisations and activities. Three local museums operate from Town Council owned premises, and the Town Council has pledged match funding in support of another local museum. The Town Council operates community grants, events, and arts & heritage budgets, and provides a number of heritage and cultural grants to local organisations each year.

The Town Council also puts on a limited number of heritage activities each year, some directly-organised and others in partnership with local independent heritage organisations, whilst also working through the various partnership boards and steering groups such as Lowestoft Place Board, the Heritage Action Zone Partnership Board, and the Lowestoft Rising Cultural Education Partnership to help deliver projects that further the interests of local people, business, and visitors to this unique town. The Town Council has recently supported the following independent heritage projects:

- High Street Stroll
- Our Fallen- People of Lowestoft 1914-45
- Commemorative plaques
- Lowestoft Heritage Open Days- major event grant for 2022, with same budgeted for 2023
- 1953 Flood Memorial events and exhibitions
- 90th Anniversary of the Town Hall "riot" commemorative event

Whilst these projects are independent of the Town Hall project we will look to collaborate where our aims align. The Town Hall website will also signpost people to these projects, and they will be a beneficial resource to draw upon for the heritage staff when they are developing exhibitions, and schools' workshops.

Pre-pandemic the Town Hall was open for tours during Heritage Open Days which in 2018 attracted just under 500 people over 2 days. In 2020, due to the Covid-19 pandemic, a physical tour was not possible. Instead, a group of volunteers created a virtual tour with an associated Facebook page which attracted over the two weeks from launch the Facebook post reached an audience of 16,530 and with audience post engagement of 3,563. In 2021 the Town Hall was open for one weekend of the Heritage Open Days Festival with over 200 people visiting.

The Town Council owns a number of parks in the Town and often uses these as a venue to run large scale community events such as the Big Green Weekender held in September 2022, collaborative event with local partners to champion the issues that we are all facing in regard to Climate and Sustainability. On Saturday

⁶ Source: Experian Mosaic 2021, Lowestoft Community Partnership Profile 2022

5th August LTC will be hosting Britain's Most-Easterly Pride. In the development stage we moored the Memories Bike at several of these events, it proved successful in engaging a wider range of people in the project and we will continue this in the delivery stage.

[Heritage events and projects](#)

In recent years there have been many successful heritage events and projects within the Town (see Appendix 3.0). This demonstrates that, if delivered well, there is a keen interest in the town's heritage. The Great Places scheme is discussed later. The Grit project, run by Poetry People is another exemplar with the celebration day held at the Sparrow's Nest in May 2018, attracting over 2000 visitors. After the successful GritFest, there was a desire by both participants, Lowestoft Town Council and East Suffolk Council, to run another one in 2020. Unfortunately, this was not possible due to the Covid-19 pandemic. We have proposed a small festival for the delivery stage which will focus on sustainability and also the history of the herring industry.

Heritage Action Zone Cultural programme- A number of projects to engage local people in the history of the town have been delivered through the HAZ projects. For example, themed decade weekends, development of school's resources with worksheets and High Street Histories videos. 'Peto' A collaboration between professional actors and community musicians which celebrates the heritage and history of Victorian Lowestoft, performed at the Seagull theatre. Suffolk Art link postcard project. The repair and regeneration of the Post Office [Repairing Lowestoft Post Office | Historic England - YouTube](#) and associated oral history project and video poem. [Post Office Elegy by Luke Wright - YouTube](#)

Lowestoft Old and Now- High Street Stroll- A website created by High Street resident Joe Thompson which displays historical and contemporary photographs as well as well sharing history and memories. [Learn More About This Stroll | Lowestoft Old and Now](#)

Joe has recently embarked on another project [Home | Our Fallen \(lowestoftoldandnow.org\)](#). This is a tribute to those Lowestoft people who died because of two World Wars. It aims to provide a complete record, including photos, dates, places and memories.

The Restoration Trust 'Our Lowestoft Heritage Group'- Group of like-minded people who explore heritage to improve their wellbeing. A social prescribing project funded by Historic England, in partnership with D.I.A.I Great Yarmouth and Access Community Trust

With numerous heritage organisations and projects in Lowestoft it is likely that themes and activities may have already been explored by the time it comes to the delivery stage of the project. Therefore, the Town Hall heritage staff will need to work collaboratively with local heritage organisations, and it is likely the activity programme will need to be able to flex and adapt to suit.

3. DEVELOPMENT STAGE ACTIVITY PLAN – WHAT WE LEARNT AND WILL DO IN STAGE 2

In September 2021 Lowestoft Town Council was awarded a development grant by the National Lottery Heritage Fund (NLHF) to progress plans to a stage 2 delivery bid. Between August 2022 and May 2023, a programme of pilot community engagement activities has been delivered. This has enabled us to test and learn what works well, and what engages with our target and core audiences, in order to inform the Activity Plan for the delivery and operational stages of the project.

Audience research for the Stage 1 plan identified our target audiences for the development stage (see Section 5 of this report)

'Locals'

Living within the immediate area of the Town Hall (Postcodes NR32 1 & NR32 2)

- Older people from lower socio-economic backgrounds
- Families from lower socio-economic backgrounds
- Young people

'Residents' (postcodes NR32 3, NR32 4, NR33 0, NR33 7, NR33 8, NR33 9)

- Families
- Young people
- 'Midults' aged 18-34

The evaluation report (*See Appendix 9*) provides data and in-depth analysis of the outcomes and learnings of the pilot phase activity programme. One of these is the slight revision of the target audience groupings and this is discussed in Section 3 of this report.

A Heritage Project Manager was appointed in May 2022 to oversee the activity and interpretation plan development and develop partnerships and collaborations to contribute to a NLHF Stage 2 bid. A Heritage Engagement Coordinator was appointed in July 2022 to run a series of pilot activities and provide opportunities for people to get involved, to create and feel included. There have been some challenges which has seen changes and adaptations to the proposed pilot stage.

The activity programme had originally been envisaged to take place over a 1-year period. Delays in appointing the consultancy team meant that the programme had to be delivered in a compressed timeframe, August 2022 to March 2023. The weekly hours of the Heritage Engagement Coordinator were increased to reflect this.

Only limited activities were able to take place in the summer months when there would have been more opportunities to engage with people at large outdoor community events. Unfortunately, due to health issues of a project team member, a reduced number of engagement activities were delivered between October and January. Fortunately, another member of the project team was able to provide some limited cover during this period, coordinating the 'Your Lowestoft Memories'



activities and events, and attending community events with the Memories Bike.

The impact of the team member’s long-term illness has been a delay in starting several longer-running activities such as the student work placements and Town Hall Creates workshops. Originally activities were due to conclude in March 2023 to provide time for reporting on the evaluation and reflection. It was decided to extend the activities into May to make use of the hours which were not able to be delivered in late 2022. This unfortunately meant that not all of the activities could be included within the evaluation report, but it was felt that this was outweighed by the benefit of providing further opportunities for the public to engage with the project and local heritage.

Heritage Open Days had been planned as the major launch of the activity programme as being part of a national event would provide considerable wider publicity benefits. Unfortunately, due to the death of Her Majesty the Queen and the subsequent mourning period, many of these activities were either postponed or had a very quiet, soft launch.

As a new project, and with only limited public access to the Town Hall and no permanent venue, it has been important to work with partners to help raise awareness of the project and provide opportunities for people to engage with the project. Despite the challenges, a real positive has been the development of relationships with local community groups and organisations such as the YMCA Shine Youth Group, Food In School Holidays organisation, Access Community Trust, the Local Cultural Education Partnership and local heritage museums and organisations.

Alongside the activity programme a series of consultative interpretation workshops have been undertaken with different stakeholders and target audiences. Taking the themes identified in the Stage 1 plan as a starting point, the workshops have helped to further refine the themes to create a clear content framework for the Town Hall. We have also threaded the interpretation themes into the activities for the next stage. *(See separate Activity Action Grid)*

The evaluation report stated that those NLHF Outcomes that have been well-evidenced in the development stage activities are a wider range of people will be involved in heritage; people will have learnt about heritage; people will have greater wellbeing; people will have developed skills. *(See Appendix 6.o)*

[Activity: Your Lowestoft Memories](#)

Capturing the stories of the recent past Memories of the Town Hall and local industries.

Poetry People, the consultants engaged to create a video poem for this activity, have significant experience of devising and delivering creative community projects and are well known and respected amongst the community of Lowestoft. Poetry People’s year-long Heritage Lottery project ‘The Grit’ in 2019, about the almost-forgotten fishing village in Lowestoft, won the national Creative Learning Award in the Literature & Creative Writing category. Dean Parkin, Poetry People director, was able to provide the project with access to archive photographs from local historian Jack Rose’s collection, through his role as curator of the collection.

Due to the compressed timescale of the activity programme this activity was adapted slightly from the original proposal. Originally, the idea was to recruit people who had



shared their memories to create a pop-up exhibition at Heritage Open Days, but the project wasn't able to start until the end of August, so this was not feasible.

The Heritage Open Days Festival was to be the main launch of the project, but as noted, this was not possible and local publicity therefore took place after the mourning period for the Queen had ended.

Poetry People and the project team collected stories and memories through a variety of methods:

- Postcards using evocative archive photographs from the Jack Rose Collection where people could provide written responses.
- Facebook memory collection using photographs from Jack Rose Collection.
- Exhibition and Memory Sharing event at the Parcels Office exhibition space, with Jack Rose Collection photographs and collection items from Lowestoft Museum. Many people said they couldn't stay long and then ended up staying for over an hour. People brought in photographs and one person even brought in his apprenticeship toolbox which he made at Eastern Coachworks. Memories were recorded on film, sound recordings and written postcards.
- Memories Bike - Attendance at eight community events and spaces with the Memories Bike.

These memories inspired Dean to write the poem '*All in a Day's Work*' alongside 12 further poems. Lewis Wickwar, Dean Parkin and Naomi Jaffa produced a short film '[All in a Day's Work](#)' that includes contributions from the local young people, with a recurring chorus performed by members of the Seagull Youth Theatre and animations by Art & Design students at East Coast College (both in Lowestoft).

The video poem was launched at The Grit: Lowestoft Centre for the Arts & Heritage, on Sunday 26th February with 116 people in attendance. It received a very positive response at the event and two weeks after the film had been posted online had received 7,000 views. It has also been promoted at the Town Hall project exhibition at Lowestoft Museum, May 12th-May 25th), and will be used as the basis of a school's workshop with Roman Hill Primary School. Historic England are keen to add this as a link on their Lowestoft Schools resources page. All the memories and stories captured during this initiative are being collated and archived.

Learnings

We were fortunate that both Lowestoft Museum and the Maritime Museum were happy to loan some of their collection items for engagement events. People were really drawn to the fishing industry-related items at Sparrows Nest Park, one child who attended another Town Hall event six months later recalled the items they had seen. At the Parcel Office exhibition, the Lowestoft Museum photograph albums from organisations such as the Eastern Coachworks proved good conversation starters and helped to trigger many memories.



Working with Poetry People, an organisation that was already trusted within the local community, gave added legitimacy to the Town Hall project and widened its appeal.

Local older people enjoy reminiscing and sharing stories of local history: feedback from the 'All in a Day's Work' poem showed that it made them feel their histories were valued. We found that people were very happy to share their memories in informal ways such as postcard responses, Facebook comments, or short interviews, but were less

inclined to undertake formal oral history interviews. This is not unusual, and Suffolk Archives concurred that they have had similar experiences with memory-sharing projects.

Stage 2 Activities

The stories captured in the pilot stage will be incorporated into the industry interpretation in the Town Hall heritage gallery. In the delivery phase they will be available online through the development of a digital archive. We have had initial discussions with Suffolk Archives regarding depositing copies and they would be open to this, despite the recordings not being formal oral history recordings.⁷

For the delivery phase, we will continue capturing people's memories and stories, but will look to increase the intergenerational element, with young people trained in recording interviews with older people. The 'Your Lowestoft Memories' activity will continue expanding, initially the collection of memories to cover the heritage gallery themes of:

- Changing fortunes
- Stories from the sea
- Leisure and entertainment
- Traditions and witchcraft

These memories will be incorporated into the sound banks and interpretation displays. In The interpretation consultation workshops, entertainment and leisure came through as the theme that interested the most people. In the lead-up to the opening of the Town Hall we will focus on this theme through the 'All Day and All Night' activity, collecting memories and running events in order to develop the first community co-curated exhibition in the Town Hall.

Activity: Heritage Open Days 2022

Lowestoft has one of the largest numbers of Heritage Open Day (HOD's) events in the country. In 2021 there were over 18,000 visits to 118 separate events. Lowestoft Town Council provides grant support for the local events brochure. In 2021 the Town Hall was open for one weekend during the HOD's festival, with over 200 people visiting. In 2022 over 100 free events had been planned to take place in the town. This was to be the launch of the pilot phase activities. Unfortunately, due to the death of Her Majesty the Queen and the necessary measures that the Town Council as a local authority were required to undertake, it was decided

⁷ This will be subject to agreement from Lowestoft Town Council as decisions on acquisitions, disposals and archiving are not currently delegated to the Project Board.

not to run the majority of these events. Some did go ahead with a soft launch and limited promotion. Others were cancelled entirely, and some were rescheduled to a later date.

Activity: The Town Hall open weekend

This original Heritage Open Days event was due to coincide with the 1880s weekend, part of the High Street Heritage Action Zone cultural programme, which was to include classic bus rides to connect the Town's heritage locations and theatre and music displays along the High Street. It was planned for the Memories Bike to be sited at the Compass Street Park, opposite the Town Hall, providing heritage inspired craft activities and directing people to the Town Hall as well as the wider events.

The rescheduled event (29th and 30th October 2022) attracted mainly older residents of the town, who had an opportunity to share their memories about the Town Hall and local industries, find out more about the history of the building through roller banner displays, and hear about the plans for the redevelopment of the building. Many people commented that they had only ever previously visited the building to pay their rates and would welcome more of it being open to the public in the future. The YMCA Shine Youth Group graffiti hoardings and individual creations were on display in the Council Chamber and some young people brought their families to see their work.

Learnings

The majority of the people who visited the open days in October were over 50 yrs. of age, and only a few families came to take part in the craft activities. There were some people who, seeing the building open, did pop in out of curiosity. Anecdotally, we have heard that families do visit the Heritage Open Day events in the town. It would have been interesting to see if a younger range of people may have attended if it had been able to run as part of the wider open day HOD's events. Working with groups of young people and displaying their work gives them pride and a keenness to bring their family to the venue to share with them.

Stage 2 Activities

Heritage Open Days (HOD'S) is a key event in the Lowestoft year. It brings locals as well as visitors from further afield to visit heritage buildings and events in Lowestoft. Offering a unique event each year will encourage repeat visits to the Town Hall. In the first two years of stage 2 the HOD's will focus on providing updates on the progress of the Town Hall redevelopment works, with, if possible, tours of the building works. Once the Town Hall is reopened, each year a heritage themed exhibition in the separate gallery space will be programmed. We will collaborate with the Heritage Focus Group to run joint activities with related talks and workshops and link into any town wide themes.

[Activity: 'A History of the Town Hall, talk by local historian David Butcher](#)

David Butcher is a well-known and respected historian in Lowestoft. His talks can always guarantee good attendance numbers. We were already aware that in the town there is a considerable interest in local history, particularly in older age groups, and this event confirmed that they are keen to attend talks and exhibitions on history.

[Stage 2 Activities](#)

We have incorporated free talks linked to exhibitions and activities for the next stage, as well as programming talks with a small paid for entry fee. This will encourage core audiences to keep coming back, but also provide further learning opportunities for those within our target groups who may have had their interest sparked by being involved in one of the project activities.



It will be key to collaborate with the local heritage community to ensure that the Town Hall programming doesn't conflict with their offers and also provide the opportunity for organisations and individuals to collaborate on activities.

[Activity: 3D scanning of the Lowestoft Porcelain Pugs](#)

The 3D printing of the Lowestoft Porcelain pugs was a collaboration between the project, local ceramicist Tim Cross, Lowestoft Museum and the Lowestoft Heritage Centre. Traditional craft met modern 3D-printing when Tim Cross 3D-scanned Lowestoft museum's rare porcelain pugs and then 3D-printed the pugs in the window of Lowestoft Studio Ceramics. Ahead of the Heritage Open Days Tim delivered a workshop for the Museum volunteers to share with them the 3D printing process in action.



As the Museum had been opened by the Queen and it took the decision to remain open during the mourning period so that people could see the plaque and reflect on the Queen's passing, Tim also decided to continue with the 3D-printing of the pugs in his High Street studio. The Museum displayed a video of the pugs being 3D-scanned alongside the original porcelain pugs. Visitors were interested in this, particularly young people, and the 3D-printed pugs are now on display alongside the porcelain pugs in the Museum.

[Learnings](#)

People found it refreshing and interesting to find out about new technology and using this to consider historic objects in an alternative way.

Activity: Lowestoft Porcelain talk and workshop

With the cancelling of the Heritage Open Day events, we felt that there was a good opportunity to take Tim's talk on Lowestoft porcelain to a local group in the town who wouldn't normally attend a local history talk. The talk was given to Whitton Life lunch club for older people. The feedback was really positive, and the group asked for other speakers to attend to give talks or run activities.



We also wanted to trial something specifically for local families on the High Street. Tim ran a free creative workshop making clay pots inspired by Lowestoft Porcelain. Despite flyers through doors on the High Street and nearby streets, and discussions with people in person, who said they were planning on attending, there was poor attendance. Talking to those who attended they felt that people were not confident in coming to a venue or to be with people they didn't know.

Learnings

We need to continue to work with local partners to raise awareness of the project and provide opportunities for people to feel confident in engaging with activities. There isn't currently a community space in the immediate vicinity of the Town Hall where residents can meet. The Town Hall can offer a space to do this, but we will still need to work with local partners to bring people into the building.

Stage 2 Activities

We have allocated funding for freelance creative workshops and talks in the next stage, as they bring a new perspective and ways to engage with heritage and provides extra interest and compliment exhibitions and projects.

Activity: Virtual Town Hall

In 2020 Hugh Davies and other volunteers created a Virtual Tour of the Town Hall for Heritage Open Days as Covid restrictions meant that the venue couldn't easily be opened. The project commissioned Hugh Davies to create a new tour which would help to tell the history of the building and also promote the history of Lowestoft and publicise the Town Hall plans as they developed. The project team worked extensively with local historians David Butcher and Ivan Bunn to provide historical information for the site. Hugh also delivered workshops in the technology used to create the Virtual Town Hall for the East Coast College digital design work placement students. With his assistance they were able to curate and install a virtual exhibition in the Town Hall which will go live at the beginning of June 2023.

Overall, the mathematical average calculates at 14 snap views per visitor. So, extrapolating from this then the visitor numbers would look like this Sept- 135 Oct- 106, Nov-23, Dec- 17. Over- 100 by Jan 22nd. These visitor numbers coincided with in-person events. The project team have received positive comments from people who are pleased that they can see inside the building whilst it is closed.

Learnings

The audience figures from the 2020 virtual tour related to the number of people engaged in Facebook posts rather than individual visits to the website. We have been able to record these more accurately in this stage

through reviewing individual snap views. There has been promotion of the tour online and during in-person events, but we are aware that we could have used social media more to promote this. We have worked with Town Council officers to create a project specific page on their, [website](#) so it is easier to find project information and also the link to the Virtual Town Hall.

Stage 2 Activities

Whilst the Town Hall is being redeveloped there will be limited opportunity for people to see inside the building, so we feel it is important to keep the Virtual Tour running. The larger staffing resource in the next stage will enable more promotion of the site and it will be updated with new virtual exhibitions and information to encourage repeat visits.

Activity: YMCA – Graffiti ‘Takeover’

The project team began discussions with the LCEP officer in the summer of 2022 to discuss a potential young people’s Town Hall Take Over as part of Ness Fest, a youth arts festival run by the LCEP and held in October half term each year. The LCEP officer recommended that a graffiti activity, using heritage to inspire the designs, would be something that would be of interest to Lowestoft’s young people. We were keen to work with a local youth group to provide opportunities to learn new skills and approached YMCA Shine Youth Group. We decided that the young people could ‘takeover’ the town hall through creating their own graffiti hoardings for the Town Hall. The project paid for two development sessions for participants of the YMCA Shine Youth Group ahead of the Ness Fest.



On the first session, we took the young people to visit the Town Hall and learn about its history. They were really impressed by the stained glass in the Council Chamber. In the second session, the young people worked on planning the designs with a graffiti artist. The final designs were due to be created in the Sparrow’s Nest Park as part of the wider festival, with opportunities for the general public to have a go at spray painting. Unfortunately, due to a number of factors, Ness Fest had to be cancelled, which meant that the wider public did not have as much involvement in this activity. Instead, the graffiti workshop took place in the Compass Street pocket park immediately adjacent to the Town Hall. The young people worked on the hoardings but also created their own individual pieces, which were all displayed in the Town Hall

during the open days the following weekend. One participant commented ‘The fact we drew the picture means that we are a part of the Town Hall’. Several children brought their families to the Town Hall open day to share their work.

The young people visited the Town Hall to see the installed hoardings on 7th March 2023-They then went back to the YMCA building and took part in an activity inspired by the Council Chamber stained glass window which was led by the Project team.

Learnings

- The YMCA leaders and the LCEP officer felt the experience had been a great opportunity for the young people to learn skills and are really keen to be involved with further activities.
- Working with a partner who is already deeply engaged with young people allows us to learn from their experience and benefit from their existing relationships.
- Exhibiting young people's work encourages them to bring their families to venues and extends our reach to more people.

Stage 2 Activities

In the delivery stage we will ensure that we include YMCA Shine Youth Group in any opportunities which they feel will be of interest to their young people. The LCEP have good links to the local schools, and we will continue to collaborate with them to share information about our activities and also where possible collaborate on activities and events.

Activity: Town Hall Creates

The aim of these activities was to specifically engage with a people in our target audiences. We split the delivery of this activity so that the activities for our 'local families' target group were delivered by the project team. Activities for older local people and unemployed local people were delivered by Genevieve Rudd an experienced Community Artist based in Gorleston-on-sea, Norfolk. She develops creative projects that encourage closer looking, and that ask about the places and people around us. We worked in partnership with Access Community Trust (ACT) to recruit participants.



Local families- In the development stage we have established a good relationship with the Food In School Holidays (FISH) project. This is a collaboration between local churches and organisations to provide children and families who would normally rely on free school meals with a free meal during the school holidays when the schools are closed. Lunches are provided at a different location throughout the town. The project team developed craft activities that provided attendees opportunities to learn more about Lowestoft's history and heritage and gain artistic skills. This has been the most successful activity to engage with our 'local' and 'residents' families target group. 153 participants in total across 8 separate events. 56 in the mid-adults target group (age 18-34) 90 children pre-school to-secondary school.

Learnings

- We found that engagement was better at those sessions where people stayed longer. There were two types of FISH sessions, those where people would sit down and have lunch together and those where a pre-prepared meal would be available for collection.
- Taking an activity to an established group means that participants are comfortable and provides opportunities that people might otherwise not have benefited from.

Stage 2 Activities

We have scheduled this activity to continue in the next stage, as it has proven highly successful in engaging with our target audiences, introducing new skills and helping them to develop a greater understanding and

appreciation of the heritage in their local area. Regular attendance at these local groups by the project team will mean that we will be able to establish relationships with participants and will provide an opportunity for them to learn about, and feel comfortable attending, events in the Town Hall once it reopens.

Get Suffolk Reading have recently collaborated with FISH, and the families that normally attend FISH sessions, hiring the community bus scheme to take participants on a trip to Carlton marshes. A collaboration with Get Suffolk Reading to hold a joint event at the reopened Town Hall is an activity that would be worth exploring in the delivery stage. Many of the families do not have access to transport to take them into the centre of Lowestoft, and this would help to provide confidence to use the community bus as well as making a return visit to the Town Hall.



[Activity: Town Hall Creates- Blue Prints for the Future](#)

Local unemployed people



These sessions delivered by Under Open Sky centred on finding inspiration in local surroundings and developing new skills for people from our 'local' audience who were from lower socio-economic backgrounds. Five people attended three two-hour sessions over consecutive weeks at Boston Lodge (one of Access Community Trust's Lowestoft venues). They visited the Town Hall, taking inspiration from its exterior, learnt about cyanotype printing and created a portfolio journal. Time was spent walking outside, taking part in expressive observation and noticing the surrounding environment. Two of the participants volunteered their time to assist with the running of the Over 60s activity and the installation of their work at the Town Hall exhibition in the Turner Room, Lowestoft Museum, in May 2023.

Learnings

- Participants enjoyed learning new skills, the social interaction and learning about the heritage of the town. They would have liked to have had a longer series of workshops and we were able to provide an extra session to interpret and mount their work in readiness for an exhibition at Lowestoft Museum.
- This was a really good opportunity to develop the partnership with ACT. They work with several groups who are on an employment pathway and they have shared ways in which future projects could be tailored more to appeal to, and provide CV related employment benefits to, more participants. ACT have suggested that when planning similar projects, it would be useful to consider the audience group first, then the partner through which to reach that audience group and then create the brief / appoint the creative facilitator.

Stage 2 Activities

We have included a new activity, working specifically with ACT and people on an employment pathway. We have left the scope of this intentionally broad taking on board the learnings. We will also look to link the creative sessions to those employment options that area available in the town, incorporating visits to local businesses to see how the creative skills are incorporated into the working environment.

Local older people x3 one off sessions

All three sessions were intended to take place at ACT's centre for the over 60s in Lowestoft. The aim was for the consultant to facilitate discussion and creativity around reminiscence and sharing stories about the Town Hall and High Street. These memories would then become the imagery and words used in the Cyanotype photography outcomes. Participants would be welcomed to bring in any photos, memories or memorabilia about the Town Hall and have a go at Cyanotype photography.

The attendees at the first session at the over 60s centre were more interested in discussions about their recollections than taking part in the creative process. They enjoyed the opportunity to reminisce and would welcome similar opportunities. The second session was cancelled due to illness and the decision was taken to replace this with a session at Whitton Life Community Hub later in April as, after their talk by Tim Cross on Lowestoft Porcelain, they had expressed an interest in taking part in creative workshops. The group enjoyed this so much that they have asked for Genevieve to come back and run another session in June.

It was decided not to run the third session but instead use this time to offer an extra session to the Boston lodge group who has expressed a desire to take part in more sessions.

Learnings

Creative workshops were better suited to smaller groups such as the Whitton Life lunch group. People were keen to reminisce, and this was a better activity at drop-in sessions such as those held at the over 60s centre.

Stage 2 Activities

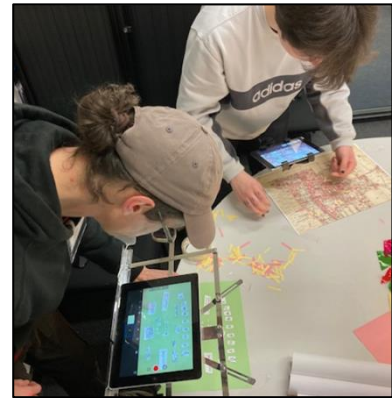
From May 24 to July 25 the focus of the project's activities for this group will be to provide reminiscence opportunities through the two main projects 'Your Lowestoft Memories' and 'All Day and All of the Night'. This will provide opportunities for inter-generational connection and also instil pride that their histories and creations have been included in the Town Hall.

We will provide creative workshops for older people with the opportunity to reminisce and their creations to be displayed in the community cabinet in the Town Hall or the separate gallery space. We will focus on delivering these to smaller established groups, such as Whitton life rather than drop-in sessions and will look to continue running regular free workshops for older people, in collaboration with local partners, in the Town Hall once it reopens.



[East Coast College student work placements](#)

The project team met with the East Coast College industrial placement officer in the summer of 2022, to discuss the brief for the work placements. In early September the brief was shared with tutors and received a positive response from the Art and Design department. During the development stage we have worked with three students from the Art and Design Level 3 course. Although the initial remit was for the placements to be heavily focused on marketing the overall project, the students personally were not very active on social media and the project team thought it was best to adapt the work placement programme to reflect their interests in order to ensure that young people could have a meaningful involvement in the project. The time period was also reduced to three months as, due to illness in the project team, we were unable to deliver the programme in the autumn.



The new programme was for the young people to research, curate and promote a heritage exhibition in the Virtual Town Hall. The students chose fishing as the heritage theme they would like to explore and research further; the grandfather of one of the students was one of the youngest people to captain a fishing boat in Lowestoft. The project facilitated a visit to Lowestoft Maritime Museum, provided workshops in animation, curation, design and 3D-imaging and website development in order to curate a room in the Virtual Town Hall.

We provided the students with opportunities to be involved in the wider Town Hall project activities. As part of the 'Your Lowestoft memories' activity Dean Parkin led a session discussing living in Lowestoft, fishing heritage and sharing the Jack Rose photographic collection. Lewis Wickwar delivered an animation workshop to the students and the animation they produced has been used in the video poem All in a Day's Work. The students were also consulted on the Town Hall interpretation plans providing an insight into what would interest older teenagers.

[Learnings](#)

- Work placement opportunity was dependent on tutors' interest and their passing on of information to their students.
- Need to adapt to the ECC students' availability - it may be better to offer a more condensed opportunity over a shorter period of time to maintain interest and momentum.
- Working from the ECC building gave students confidence as they were already onsite and familiar with the space, but it did mean they were somewhat distant from the ideas behind the project. Especially as many of the museums were closed for the winter.
- East Coast College are interested in exploring further collaborations and we have factored this into the stage 2 activities.

[Stage 2 Activities](#)

The East Coast College work placement adviser suggested that it would be worth exploring offering work placements to the A-Level History students. The Heritage Focus Group were keen to involve teenagers in their organisations. In Stage 2, the Heritage Manager and trainee will create a programme that gives the work placement students an opportunity over the summer months to get involved and learn from the different heritage organisations in the town. Skills that they could learn are collections management,

cataloguing, visitor services, curation and exhibition design. The output will be co-designed with the participating students but potentially it could be the curation of an exhibition and associated marketing for a virtual and/or in person exhibition. There are a number of activities where we have incorporated young people as core participants such as 'Your Lowestoft Memories' and , 'All Day and All of the Night'. We will ensure that these opportunities are publicised widely through the different channels of the college.

Heritage Focus Group

It was extremely important to include and involve in the development of the project those people that currently play an active role in the Lowestoft heritage community.

The Heritage Focus group consists of representatives from a number of local heritage museums and organisations and independent historians. (See list in appendix 3.1)

Those that attended the focus group meeting in 2021, as well as other local community representatives, were invited to take part in the development stage regular heritage focus group meetings. The aim of the group was to:

- Share ideas for what happens in the Town Hall (TH)
- Input into the interpretation in the Town Hall and pop-up exhibitions
- Involved with Your Lowestoft Memories – gathering stories of industry
- Regular face to face meetings with a formal agenda – discussion points, bring and share information

Meetings took place bi-monthly initially and monthly towards the end of the development phase. (An overview of topics discussed can be seen in Appendix 5.0). They acted in an advisory role on the Conservation Management Plan, the architects' plans, and the interpretation and activity planning. Attendees have been able to share their historical expertise but also experiences and challenges in running their organisations. Of particular concern is the declining national trend in volunteering, and that there are less people coming forward to undertake the more time-consuming roles such as trustees etc. In March 2023 the group was consulted on their experience of barriers to recruitment and retention of volunteers and how to work in partnership in the future for an integrated volunteer model.

Through the heritage focus group, we were also able to collaborate on some of the development stage activities for example the sharing of the Lowestoft Maritime Museum handling collection at children's event in the Sparrows nest park in August 2022. On 15th April 2023 we moored the memories bike outside the Lowestoft Museum and delivered an activity inspired by Lowestoft Porcelain collection. From the 12th May to 25th May 2023 we also co-produced an exhibition in Lowestoft Museum's Turner room. This shared the history of the Town Hall and local industries, displayed items from the museum's collections, archive images from the Jack Rose collection, information on the 90th anniversary of the Town Hall Riots supplied by the Jack Rose Old Lowestoft Society, the Town Hall redevelopment plans and showcased Town Hall Creates workshop participants works.

Stage 2 Activities

There was disappointment that a Town Hall Take Over by the local heritage organisations was unable to take place. Although the Town Hall Take Overs activity has been removed from the activities for the next stage, the aim will be to provide opportunities for local groups to be involved in the activities that take place in the lead up to, and after the Town Hall is reopened, with an emphasis on encouraging people to visit the local heritage organisations. Some members of the group have offered their services to curate exhibitions

and also deliver talks on their specialist subjects. It should be noted that there are other members of the heritage community who do not attend the meetings and it will be key to collaborate with both the heritage focus group and the wider local heritage community to ensure that the Town Hall programming doesn't conflict with their offers.

The last Heritage Focus grouping of the development stage was on 4th May 2023. Members all agreed that they would like to continue meeting as a group if the next stage funding was successful and felt it was of real benefit for representatives of the local heritage community to meet regularly to input into the Town Hall project, discuss wider issues effecting their organisations and explore collaborations. They suggested that given the significant knowledge base of the members that they could provide an advisory service to LTC to understand the significance of any archive or historic objects which may be offered to LTC as loans or gifts.

The group has suggested that its aims are revised to the following:

- To act in an advisory capacity on the heritage activities in the Town Hall (TH)
- Input into the interpretation in the Town Hall
- Assist and collaborate on temporary exhibitions and talks in the Town Hall
- To carry out regular face to face meetings with a formal agenda – discussion points, bring and share information and updates about their organisations
- Volunteering- work together on how to address challenges in recruiting, maintaining and diversifying volunteers in the local heritage organisations (including the TH)
- For the Heritage Manager to provide assistance, where possible to support local heritage organisations and share development opportunities

[Town Hall Takeovers](#)

In the stage 1 bid Town Hall Takeovers were proposed as an activity to engage our mid-adults audience group. The aim was to provide opportunities for people to run activities such as discos, theme nights and community group social events.

At the beginning of the development stage, a review of the practicalities of opening the building for public events was undertaken. The lack of running water, and therefore no toilet facilities was a limiting factor as to what could be delivered in the Town Hall itself. The use of Portaloos was explored but this was not a feasible option as they are unable to be sited inside the building, and the exterior locations were impractical for both access and security issues. With this in mind, the project team looked at alternative ways for community groups to 'Take over the Town Hall'. This led to the idea of the LCEP and Ness Fest taking over the Town Hall through designing and creating graffiti hoardings inspired by local heritage. So 'taking over' the outside of the Town Hall.

The project team were hopeful that some small-scale history exhibitions, in collaboration with the heritage focus group could take place in the Spring of 2023, but it became clearer in late 2022 that the building was continuing to deteriorate, and it would not be suitable to hold public events in the Town Hall during the rest of the development stage.

[Stage 2 Activities](#)

We have removed Town Hall Take Overs as a specific activity from the stage 2 plans. Although there will still be an emphasis on providing local groups with the opportunities to use the spaces in the redeveloped Town

Hall for diverse activities to ensure that different audiences use the Town Hall. The Town Hall Manager working collaboratively with the Heritage Manager will focus on the programming for live running.

Town Council Collection

The Town Council has over 800 items within its collection. These assets were transferred to the Council from Waveney District Council when Lowestoft Town Council was formed in 2017. Some are in storage in different locations and others are on display locally at the Lowestoft Museum. In our consultations a number of people have expressed the desire to have more of the items on display. There are many civic items and also some locally important paintings/drawings/prints; from 1830s etchings by Trery, to late-Victorian paintings by Burwood, to 1930s prints by D Smith. The pictures are a good visual illustration of how the town has changed through time.

Lowestoft Porcelain is an important part of the Town's history, and the Town Council has a significant collection of this nationally important porcelain. This has been on loan to the Lowestoft Museum for a number of years where it is currently displayed, (with much also in storage). The site of the original 18th century porcelain factory is relatively near to the Town Hall and given the size of the collection it has been agreed that a small number of items could be on display in the redeveloped Town Hall, sharing it with a wider audience, to help tell this story without having any adverse effect on the displays of the Lowestoft Museum.



During the development stage the Heritage Project Manager undertook a high-level review of the Town Council collection. In collaboration with Lowestoft Museum, who store and display some of the Lowestoft Town Council collection, we now have a better understanding, of the existing LTC collection catalogue information and the storage locations of items. The majority of the collection consists of Lowestoft Porcelain. There are also several items which relate to the civic history of the Town such as the mayoral mace and chain of Lowestoft Borough Council, and gifts from twinned towns. From the limited photographs of the Town Hall collection, we were able to identify potential items which could be displayed in the Town Hall to help tell the story of the building and the town. A terracotta bust of Sir Samuel Morton Peto will enrich the heritage display on the development of the town. There are several prints, paintings and photographs which have the potential to be digitised and used in the graphic displays in the heritage gallery.

Thirty paintings of seascapes, in gilt frames, which date from the Victorian to early 20th century were identified as being those which had previously hung in the Town Hall. There is a strong desire locally for these to return to the Town Hall and these are planned to be hung on the walls of the civic stairs, the first floor landing and the council chamber.

Due to the limited indoor space available at the LTC storage facility an in-person review of the collection was unable to take place until April 2023 when there



were more settled weather conditions. With the short timescale available the focus was on assessing the condition of those items which had been identified as having potential for redisplay in the Town Hall. The main issue was damage to the gilt frames; loss of the gesso patterns, and sticky labels which had been applied when the paintings were catalogued prior to transfer to LTC and had permanently adhered to the surface. These items were photographed and measured, and quotes have been obtained, and budget allocated for their conservation and cost to rehang.

Stage 2 Activities

Our proposed activity to digitise and make available online the LTC collection is welcomed by people locally. The Heritage Manager will oversee this activity and will assist LTC in developing its collection management policy. The Mode's collection management system (CMS) will be used in order to improve the cataloguing of the collection, and as this CMS is used by Lowestoft Museum it will be easy to copy and transfer data held on their system.

The collection items will be photographed, and measured and research into their provenance will be undertaken. Several members of the Heritage Focus group have expressed an interest in volunteering for this aspect of the project, particularly as many can provide greater insight into the provenance and historical background of some of the collection items. It's clear that within the collection there are some items that were transferred to LTC from Waveney District Council which have little relevance to the town, e.g. a picture of Bungay Post Office. There is therefore an opportunity to undertake a rationalisation of the collection, and this should be explored further by the Heritage Manager and LTC Asset, Inclusion and Development Committee.

The ambition is for the majority of the collection to return to the Town Hall with the opportunity to display items in the permanent exhibition and also in temporary exhibitions. The Lowestoft Borough Council mayoral chain and mace will take pride of place in the main ground floor corridor of the redeveloped Town Hall. Where possible as many of the pictures will be hung on the walls in the Town Hall, and lockable storage has been incorporated into the bottom of the display panels in the heritage gallery in order to store smaller, less valuable items.

Volunteers

The project team felt that it was important in development stage to focus on progressing a volunteer management plan in readiness for active recruitment of volunteers to begin in the delivery stage. In the development stage volunteers have provided their time and expertise to the project through involvement with the Heritage Focus Group and the East Coast College student placements.

In collaboration with the evaluation consultant, we have created a volunteer survey which will remain live, and regularly publicised until September 2023. This asks people the type of volunteering opportunities they would be interested in, how they would like to hear about them, what sort of commitment they would be able to give. At the end of the survey people have the option to log their interest in volunteering with the project and leave their contact details with the Town Council. To date 5 people out of the 10 respondents have done so. Over the development stage the Town Council has also developed a draft volunteer's policy. The final results of the volunteer survey will be analysed and used to inform the final volunteer policy with the aim of this being adopted in early 2024 in readiness for a concerted recruitment campaign by the heritage staff in the spring of 2024.

It is clear through consultation with the Heritage Focus Group and national reports, that there are challenges both locally and nationally in recruiting volunteers, particularly from the traditional older audiences⁸. The project will be extremely careful not to be seen to be trying to recruit volunteers from already stretched local heritage organisations. With this in mind, we have tailored activities to provide volunteering opportunities for more diverse audiences, such as the sixth form summer work placements, the activity collaborating with Access Community Trust to provide skills for people on an employment pathway, and projects such as the Environmental positivity activity. The Town Hall will not be reliant on volunteers for the facility to open, instead there will be volunteer welcome and heritage guides which will enhance the visitor experience. The main focus for the volunteering will be to provide opportunities for people to get involved and learn new skills. These will include opportunities in:

- Exhibition curation- For the community cabinet and separate gallery
- Digitisation of the Town Hall's collections
- Oral history projects- such as the 'All Day and All of the Night' activity where young people will be recruited and trained in filmmaking to capture the memories of Lowestoft's music scene in the 1960s, 70s and 80s
- Events assistants
- Research into the history and heritage of Lowestoft to help inform the interpretation and temporary exhibitions

It has been factored into the activity plan that the activities will still be able to take place without volunteer assistance, but it will mean that potentially targets, such as the full digitisation of the LTC collection may take longer to achieve.

[Interpretation](#)

(see separate RIBA Stage 3 Interpretation plan)

The heritage spaces in the Town Hall will have to work hard to engage a diverse section of the community as well as visitors from further afield. Overwhelmingly, we want local people to feel that their histories are valued and told in the Town Hall. We felt that it was important to consult with a wide section of the community to find out what would interest them about the history and heritage of Lowestoft to help inform the content in the heritage spaces in the Town Hall. We want local people to feel that the heritage gallery is a democratic space, where their stories will be told and they are involved in its creation.

The 2021 consultation captured data on the heritage themes that were of most interest to local people. The most popular was history of fishing and the former beach village (the Grit) with 67%, followed by the history of the Town Hall and Historic High Street; third was people and family history. Older people and men had a preference towards fishing, maritime, industrial and Lowestoft Porcelain and younger people and women were interested in witches and supernatural and people and family history (women only).

Further consultation was factored into the brief for the development stage interpretation consultants, and we have been particularly impressed with the workshops and audience research undertaken by PLB Ltd, our interpretation planners and designers. They used the stage 1 themes as a starting point in their core and target audiences' community workshops to develop the content framework. (See separate

⁸ According to the *Time Well Spent* report (May 2023), commissioned by the National Council for Voluntary Organisations, those volunteering to support activities has dropped by 52% since Covid-19, from 14% to 7%.

Interpretation plan document) People who didn't know about the project left workshops saying they would be keen to visit the new Town Hall.

Workshops to help inform RIBA Stage 2 planning were undertaken with the following groups:

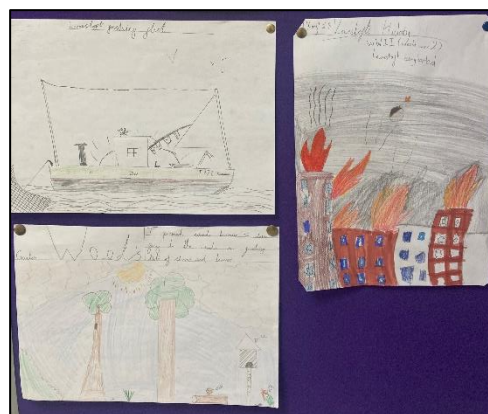
- Heritage Focus group
- Northfield St Nicholas Primary school- 51 yr. 5 pupils,
- 7x low-income parents,
- 5x incomers to Lowestoft.

Workshops to help inform RIBA stage 3 planning

- 'local' older residents
- The Most Easterly Community Group
- Heritage Focus Group

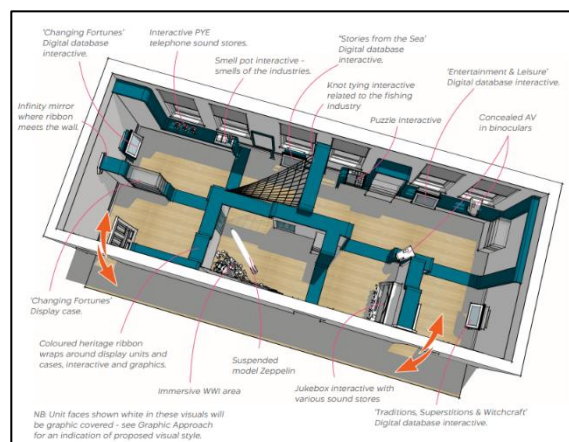
The project team assisted with the recruitment and delivery of the workshops, and this has enabled us to tailor activities for the delivery stage to encourage community involvement in collating the content for the displays. For example, the Celebration of Local people activity we will put a call out to local people to nominate a person who should be recognised for their contribution to the community, such as long-term volunteering for a local scout group. Photographs of these people, alongside people from Lowestoft's history, will be displayed as part of a digital installation in the Town hall.

The most popular topics collectively were 'Entertainment' and 'Battles and Bombs' (jointly), followed by 'The Witch Trial' and then 'When Lowestoft was rich and successful. Lowestoft's entertainment heritage was of the most interest to the school pupils consulted, closely followed by WWI and WWII. Interestingly there was a strong desire to tell the story of the recent 30 year-long period of decline, especially amongst older audiences. However, we also want to celebrate the positive changes happening in the town today. These workshops have led to the development of the overarching concept for the interpretation of "Shifting Sands" with 4 main themes and subtopics, which are explained in detail in the RIBA Stage 3 plan.



The Heritage Focus Group and other local stakeholders have been able to assist in providing the initial content for the themes and also identifying potential items from their collections which could be loaned for display in the heritage gallery. Many of the Museums have come forward to offer items and these will be used as a physical object to inspire visits to their organisations. In the delivery stage the Heritage Project Manager will lead in coordinating and collating the heritage content for the Town Hall interpretation.

There are also a number of secondary spaces which will provide an introduction and guide people into the heritage gallery, such as a map signposting people to the other heritage attractions, a timeline and interpretation panels telling the story of the building. Collection items such as the Lowestoft Porcelain will be placed throughout the building. In the courtyard there will be interactive sculptures and interpretation reflecting the local natural heritage, signposting people to local nature reserves such as Gunton Warren, and raising awareness of the local walking nature trails.



In order to encourage repeat visits, in the permanent heritage gallery an element of the displays will be able to be changed and updated, in particular the digital content, and also the collection items on display. In the latest designs there is now the inclusion of a community display cabinet and exhibition space. This will be a focal feature of the foyer and a place to celebrate the creations of local people as well as offering the opportunity for small outreach exhibitions for local heritage organisations. (The separate gallery will be used for larger outreach exhibitions.)

Gallery

This is a separate gallery to the permanent heritage gallery and will act as a venue for a programme of temporary exhibitions for heritage, community use, and local artists. The Easterly Artists group have reiterated that they would like to exhibit in this space and have provided input in the hanging systems they would wish to see in the Gallery. (See 6 Town Hall spaces, for more details.) The activity action grid outlines potential heritage themed exhibitions which will be explored further with the volunteer exhibition researchers, heritage focus group and heritage staff.

Digital Cultural Archive

This activity remains the same as the proposals for the Stage 1 bid. We feel it is important that there is a permanent record of temporary activities which can be used as a future heritage resource. As research is undertaken to develop exhibitions, and engagement activities take place, these will be recorded and made available on the archive. It will also be used a store to provide a deeper layer of information in the heritage gallery for people who wish to find out more about a particular subject. We have also incorporated an activity where young people will be trained in filmmaking to enable them to record contemporary events that happen in the town, promoting the positive things that are happening in Lowestoft.

We will explore how the archive can link in or signpost people to other organisations resources. We are aware that there is a local project mooted in the Lowestoft independent heritage community to record local history talks and make them available online, in order to capture and share the significant knowledge of Lowestoft's historians and at the beginning of the next stage will aim to organise a meeting where we can come together and discuss ways that ensure there are no conflicts between the two projects.

Dig Lowestoft

This activity was also proposed in the stage 1 plan, but it was not possible to arrange a suitable time to undertake it. Instead, it will be the first large-scale community activity of the delivery stage. An

archaeological contractor will be appointed to deliver a small-scale, weekend, community dig in April 2024 in the open ground within the curtilage of the Town Hall, ahead of the main contractor starting on site. They will take the lead in organising the dig, including training community volunteers in archaeological techniques, processing archaeological finds, health and safety, compiling formal reports, liaising and submission of information to the Historic Environment Record.

The Lowestoft Archaeological and Local History Society has a number of members who are amateur archaeologists, in fact it was two of its members who found the flint flakes at Pakefield which, due to the clay sealed around them, have been proven to be the first evidence of early humans in northern Europe. The project would look to involve members of the society in the dig to ensure that they can provide input to it, as the project will benefit from their local knowledge and advice.

Archaeological excavations are well known to appeal to a wide range of audiences, families and children in particular, and we will incorporate the facility for school visits on one of the days. We believe that the dig will be a good way to ignite interest in the project, particularly as this part of the Town Hall site has had very little public access, it will be physical proof that the project is really going ahead! Depending on what is found it has potential to increase our knowledge of the history of this part of the Town.

[Marketing and communications](#)

In the development stage a number of different communication methods were used:

- **Facebook Page** - 145 likes 231 followers. (16/05/23) The main age group are 45–65-year-olds. Peak posts 6,313 people reached for TH architect plans event, 3340 people reached for Lowestoft Memories Parcels Office event. Town Hall Take Over/ Open day post reached 8318 people.
- **Instagram page** - 156 followers. (16/05/23) The main age group are 25–45-year-olds
- **Traditional media** - Press releases, Project information leaflets and roller banners
- **Town Hall Project info hoardings** -After feedback from Heritage Focus Group and Most Easterly Community of the need to have information on the building to let people know about the project, two vinyl designs were created in collaboration with local designer and were installed in April 2023. Given the number of funders involved in the project there was a protracted length of time to review and revise designs to all parties' agreement.
- **Talks to local groups** - 1x Multiple sclerosis support group; 1x Trinity Methodist Church women's group on a brief history of the TH and information on the TH project; 2x Most Easterly Community Group committee meetings
- **Consultation events and open days** - HAT projects design consultation days; Town Hall open days; Conservation Management Plan consultation.
- **Presence at local events with the Memories bike** - at the Coronation event at Sparrows Nest Park on 7th May 2023, 127 people were engaged.

[Learnings](#)

Lowestoft is a large conurbation, there isn't really one place where people go either online or in person to find out about events and activities happening in the Town. It may take time for the project to become well known amongst the wider community. Lots of different methods of communication are necessary to engage with the different audiences within the community. Print media was important to engage older age groups, but extra time needs to be allowed to ensure all project funders can comment on press releases. Facebook works well to be able to share to the many different community groups. It will be interesting to

understand if the project information hoardings on the Town Hall itself are successful in raising greater awareness of the project locally. In the development stage there has been limited staff resource and we feel that staffing resource in the next stage needs to have a significant proportion of time dedicated to marketing and communication.

Stage 2 Activities

We will implement a communication strategy and associated action plan to ensure effective communication of the project. A fundamental part of the strategy will be compliance with the NLHF grant terms and conditions, ensuring that logos are used appropriately on promotional material and signage, that we thank National Lottery players in project-related social media posts and agree standard text with NLHF for articles and press releases and include NLHF information in the boilerplate. The building, once open, will provide free events to residents, visitors and young people all year round, and we will hold 'Thanks to you' offers for National Lottery players, with special events held to coincide with open weekends.

The first activity in the delivery stage will be to raise awareness of the successful funding bid. We have found that a mixture of communication methods is necessary to reach the different audiences. The heritage project manager will lead on the installation of new hoardings on the Town Hall to update people on the next stage of the project and acknowledge funders. The project social media channels and traditional print media will also be utilised. We will also produce hoardings promoting the other local heritage organisations to start implementing the use of the Town Hall as a location to signpost people to them.

We have found in person interactions are really beneficial. We looked into the possibility of using an empty shop on the High Street for a base for the project prior to live running but this was not feasible, as a Lowestoft Town Council project, rather than a charity, business rates would need to be paid. Therefore, we have proposed to do monthly in person project update events on High Street and at local venues, such as the Heritage Workshop Centre and The Grit: Lowestoft Centre for the Arts & Heritage. Costs for hire has been factored into this. Attending local events with the Memories bike will also assist with promotion. The stage 1 bid had proposed digital screens to be used in empty shops to promote the project. For the Stage 2 bid we have taken this element out, instead opting for a frame where content can be changed and easily moved to different shop windows. Some properties on the High Street have already offered to have displays in the window should the funding bid be successful. We will also utilise unoccupied shop windows to showcase work created through activities and school workshops.

Digital outputs

In the development stage there were a number of activities with digital outputs. We have ensured that these are licenced under an CCby4.0 open licence and adhere to accessibility standards, such as text subtitles to the 'All in a Day's work' video poem. In the delivery stage we have incorporated activities which are designed to raise heritage digital skills. Training in Modes CMS will be provided to Town Hall staff, volunteers and also to Lowestoft Museum volunteers. At the beginning of the delivery stage the Heritage Project Manager and Heritage Manager will work with LTC to develop a digital policy for the Town Hall project which ensures all project digital outputs adhere to NLHF guidelines.

Other changes since the NLHF Stage 1 bid

We have found that planning and development of activities took longer than anticipated particularly when working with partner organisations. At the beginning of the project, it took time to re-establish relationships

with organisations who had expressed an interest in working with the project in 2021. With over a year since the earlier contact, some staffing had changed, plus factors outside of the project's control such as other organisations' workloads would impact on availability.

The Lowestoft Town Council Events and Communications Sub- Committee has agreed to provide funding for one of the Town Hall project team to run a small programme of activities during the consideration period in order to continue the momentum of the pilot activities and engagement with our target audiences and partners. This includes attendance at the 2023 First Light Festival and continuing with Food In School Holidays activities. As the Heritage Project Manager's role is to continue into the next stage, they will be able to lead on the initial publicity and consultations in the first months following permission from NLHF to start. The engagement staff will be brought on board as early as possible to give plenty of time to focus on planning and developing the practical implementation of the stage 2 activities. Provisionally staff will be in post in early 2024 so the main activity programme can be delivered from May 2024 onwards to take advantage of the summer season.

The stage 1 bid proposed in the delivery stage shorter hours for staff to then increase into live running. We feel it is necessary to have more resource right from the beginning to continue to raise the profile of the Town Hall project and build on relationships developed in the development stage. The project also has numerous stakeholders, and more time is needed to ensure that they are engaged with in a meaningful way. It is also helpful to have two people running activities at larger community events and also to ensure adequate breaks for staff. The recruitment and management of volunteers will also take considerable time resource.

- The Heritage Manager will develop a learning programme for schools, drawing on existing resources such as the High Street Histories, Ness App and Scores worksheets. There is an opportunity to link up the heritage sites that are near to the Town Hall and provide a great experience for schools and visitors alike. They will also develop a programme of events and activities specifically for SEND children and adults once the Town Hall reopens. Such as a specific quiet hour for the heritage space and separate gallery for children living with autism.
- There is the potential to collaborate with Get Suffolk Reading, a Literacy Trust initiative in Lowestoft to enhance the literacy element of the project.
- Building the Future activity proposed in Stage 1 bid- A new regional steering group consisting of organisations such as English Heritage, the Broads Authority, East Suffolk Council are currently looking at how to address the heritage skills gap. The project will look to link in with this as their plans develop. Rather than running a separate off site project, we will provide an opportunity for the East Coast College construction skills participants to take part in a day/ small number of days workshop repairing/building a small element of the Town Hall. HAT projects have said they can factor in this participation/social benefit into the construction contract. We will also look to local organisations such as Access Community Trust, East Coast College etc to give different groups opportunities, and also take the groups to other sites in the Town where they can see building conservation skills, such as the Heritage Workshop Centre.
- Freelance Film maker in residence- Within the stage 1 plan there was funding allocated for a film maker for several separate activities. We have incorporated this into one role so that we can have continuity, and reduce time and money spent on procurement. The role will be to film the TH repair and

redevelopment work, install a timelapse camera, run various film skills workshops with groups; help edit films they produce and edit films for the interpretation content. Focus on creating a contemporary digital archive, recording people's memories of the recent past and showcasing the positive things happening in Lowestoft today. They will be involved in the Your Lowestoft Memories activity and also the All Day and All of the Night activity. The film maker can also provide training for the heritage staff so that long term they can create short films within workshops and be able to add new content to the digital displays in the heritage exhibition.

- Buildings and Houses activity proposed in Stage 1 bid - We have taken this activity out of the plan as a standalone project so that the Heritage Manager has more flexibility for what to deliver from Yr 2 onwards. Instead the topic will be explored through the temporary exhibition programme and associated events. The North HAZ has created High Street Histories videos and associated school lesson plans and worksheets. Town Hall Heritage Staff will be able to use these as a resource for the exhibitions and learning programme and associated school visits to the Town Hall. They also link in well with Changing fortunes interpretation theme.
- We have added in costs towards local heritage organisations' heritage exhibition production, in order to ensure a higher quality, plus travel costs for loan items from museums that are further afield.
- We have removed the Lowestoft Pottery throwdown to reduce costs, as we already have allocated a yearly budget for heritage open day activities and exhibitions.
- We removed the café work placements from the activity plan grid as these are not heritage roles and come under the business plan.
- We moved Lowestoft on Two Wheels and Museum of Me into *potential* exhibition themes so that Heritage Manager has more flexibility of what to deliver from year two onwards.
- Connectivity and transport to take people to the different museums -We are continuing to explore options with local partners about improving transport links to the Town Hall and local museums.

4. STRATEGIC POLICY CONTEXT & CULTURE LED REGENERATION

It is understood that NLHF advocate a place-based approach to designing and delivering projects that:

- Are collaborative, bringing in a range of local partners and participants.
- Are embedded in local strategies.
- Aim to deliver changes and improvements to local places during and beyond the life of the project.

We believe that Lowestoft has a wealth of place-based cultural initiatives that are relevant to this project.

Lowestoft Neighbourhood Development Plan

Lowestoft Town Council are currently in the process of creating a Neighbourhood Development plan which will form part of local planning policy for the town for the next 15 years.

The vision for the Lowestoft Neighbourhood Plan is to secure sustainable and high-quality regeneration and economic development for Lowestoft, realising the town's potential as a vibrant and attractive place to live, work, visit and invest. It affirms its commitment to the development of the Town Hall.

The Neighbourhood Plan aims are:

- 21st century mixed use waterfront
- Confidence as the place to invest
- Sustainable economy, port, town, enterprise
- Balanced community, with range of facilities and housing
- High quality environment
- Heritage-led regeneration
- Balanced and sustainable transport provision
- Protection of local green spaces (open spaces and parks)

Community consultation was undertaken in March 2023 and the consultation feedback will be reviewed, and appropriate changes made April 2023- June 2023.

Lowestoft Place Board

In 2020 a multi- organisation Lowestoft Place Board was formed to develop a 'Town Investment plan' setting out an ambitious vision for the future of Lowestoft, with the increase in community wellbeing at its heart.

"There will be aspiration and ambition so everyone aims higher and believes they can be successful in their place; skilled and self-reliant: focussing on up-skilling local people, attracting new talent where necessary and growing a sustainable local economic base; retaining and inspiring young people to grow and keeping our own talent".⁹

The Town Investment Plan also includes major infrastructure developments such as a new river crossing and the Lowestoft Flood Protection Scheme. East Suffolk Council (ESC) recently commissioned a Town Centre Masterplan, part of which recommended that four distinct quarters be created within the Town. The Town

⁹ P39 Lowestoft Town Investment Plan

Hall is identified as an anchor building for the Historic Quarter, and £2m allocated towards its redevelopment was confirmed with the successful bid to the Towns Fund in March 2021.

Further funding is earmarked for the restoration and improvements to the Scores and public realm in and around the Triangle Market. The Lowestoft Scores are a network of narrow hillside footpaths connecting the High Street with the former fishing community. The Towns Fund work will see repairs to the Scores (repairs have already taken place at Crown Score Wall and Mariners Archway). Last year ESC commissioned a landscape architect to draw up a concept to improve connectivity and the visitor experience. The concept is part of a much larger ambition to bring forgotten and neglected parcels of land and redevelop them into pocket parks, including play areas, community allotments and small event spaces. With the Towns Deal East Suffolk Council are able to work with partners to make enhancements to a number of Scores, to improve lighting, paving and wayfinding.

East Suffolk Council has advocated a 'culture led' approach to regeneration in the town.

"Culture is at the heart of the ten-year vision for the ongoing regeneration of Lowestoft. Investment into redundant spaces and heritage buildings and reimagining them as cultural spaces is a key component, including the Post Office and East Point Pavilion. Other places now look to Lowestoft for inspiration, but there is plenty more to accomplish for the town and for its communities. Lowestoft is just starting!"¹⁰

There is a Stakeholder Engagement and Communications Plan for the Town Investment Plan as a whole, as well as individual engagement and communication plans for each of the Towns Fund projects to ensure that everyone is engaged.

"The socio-economic profile of Lowestoft highlights significant challenges for much of the population. Many residents suffer from income and employment deprivation, which has resulted in low levels of cultural participation and engagement, as well as a lack of optimism surrounding the town."¹¹

There have been several successful projects which have begun to address the lack of cultural participation:

[The Great Place scheme – Making Waves Together](#)

Reimagining the Seaside Towns of Lowestoft and Great Yarmouth

The scheme ran between 2017 and 2020 was a joint project between Great Yarmouth Borough Council, East Suffolk Council and Waveney District Councils. It was one of sixteen projects across the UK which aimed to bring together cultural organisations and create cultural focus in the planning and regeneration of towns. New cultural activity and partnerships were created. The project exceeded all targets in terms of engagement with communities, schools, cultural providers and creatives, successfully engaging 13,131 participants in new arts and heritage activity¹².

The present Town Hall hoarding and window boards display the art commissions which were the result of the *Watertight Words* project. This drew inspiration from seaside environments to draw together heritage, science and engineering, creative writing, and design through work of professional artists working with primary school children.

¹⁰ Celebrate, Champion and Connect. East Suffolk Cultural Strategy 2023-8

¹¹ Celebrating culture on the edge! Lowestoft's Cultural Strategy 2020-2025

¹² Making Waves Together- Evaluation November 2020

“The *Making Waves Together* has identified that the interconnectivity of physical character and environment with disseminating stories and associations, and input by communities and in-depth work through skills development and involvement, and opportunities to bring different people together are factors that help to communicate the values of a place.”¹³

Lowestoft Heritage Action Zones

Two Heritage Action Zones (HAZ), book-ending the town centre, have attracted over £1m of public funding to date through Historic England, which will restore 65 historic buildings, create 50 new homes, provide a programme of cultural events and guide future development within key areas of the centre of Lowestoft.”¹⁴

The North Lowestoft Heritage Action Zone (2018- April 2023) focused on the historic High Street, Scores (steep narrow paths in the cliff), historic smokehouses and net stores, and once fine Victorian parks of north Lowestoft. Throughout the past 5 years it has provided funding for the refurbishment of shop fronts, and research into the history of the area. The London Road HSHAZ, in partnership with the North Lowestoft HAZ, was successful in securing funding to deliver a three-year cultural programme across both the HAZ’s. Funded by Historic England, National Lottery Heritage Fund and Arts Council England, there has been a number of cultural opportunities for residents to explore the history of the shops and buildings in the HAZ’s. In particular the 1940s weekend in London Road HSHAZ has proved particularly successful and the Seagull theatre are planning to continue run and finance this for the next few years.

The Ness Park

A £1million scheme delivered the development of the Ness Park which opened in 2021. This space holds the unique position as the most easterly park in the UK. The site is accessible for the public to enjoy, with cycling, wheelchair and pedestrian access to the sea wall, Ness Point (the most easterly point in the UK) and the coastal path, a novel play and picnic area for families and a performance stand. Securing the future of the net drying racks, which were once used by the fishing industry for the nets in the heyday of the herring trade. The area contains havens for wildlife, unique flora and fauna, and landscapes enriched with history. The Ness improves access, knowledge, participation and enjoyment of North Lowestoft and its unique maritime heritage.

The Town Council’s partnership working with the HAZ and Place Board (which oversees the Towns Fund) has meant that the Town Hall project has been well placed to collaborate at several of their recent engagement events such as the 1960s themed weekend in the south Lowestoft HSHAZ. Activities to increase the connectivity between the Scores, the Town Hall and the Ness will be explored. The Ness Park and the Town Hall could also hold joint events which celebrate the town’s past fishing industry, such as a Herring Festival.

¹³ Making Waves Together- Evaluation November 2020

¹⁴ P19 Lowestoft Town Investment Plan

5. AUDIENCE ASSESSMENT

Geography & socio-economic background

Understanding the potential audience for heritage activities at the Town Hall is key to ensuring that we have increased participation, particularly from people under-served by heritage. We expect that the majority of our audience will come from within about a five to eight mile radius of the Town Hall, ie around a 20-to-30-minute drive.

Our research indicates that there are distinct differences between the areas in and around Lowestoft, with neighbourhoods closest to the Town Hall being more deprived, and less culturally active than those further away.

For business and activity planning purposes, we have categorised these into three groupings, as shown in the map to the right:

“Locals” – the area immediately beside the Town Hall (blue) NR32 1, NR32 2.

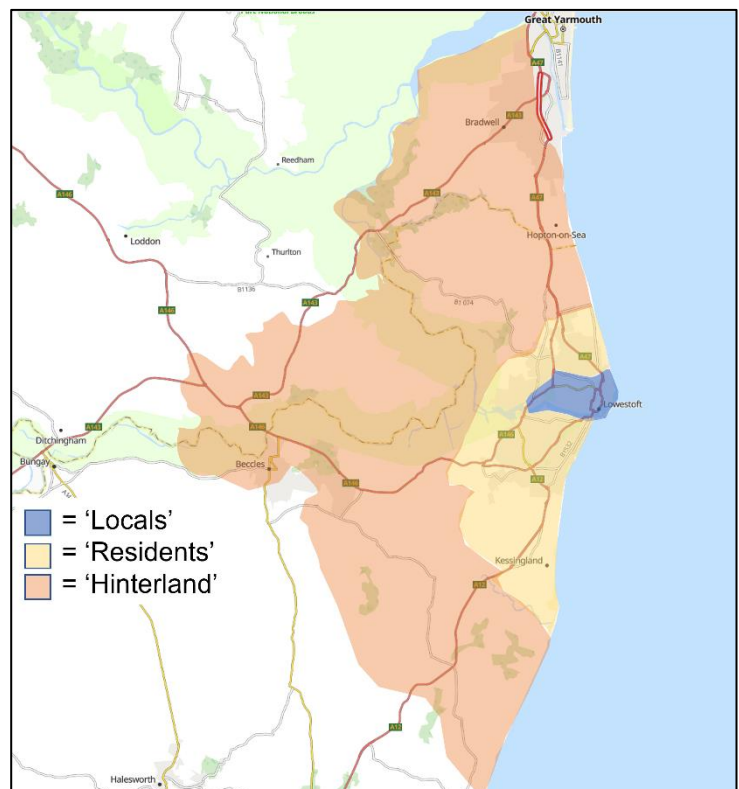
“Residents” – the rest of Lowestoft town (yellow) NR 32 3-4, NR33 0, NR33 7-9

“Hinterland” – those areas surrounding the town that look – or could look – to Lowestoft as their main town (orange) NR31 0, NR31 6-9, NR32,5, NR34 0, NR34 7.

Clearly there will also be visitors from beyond this catchment area, who we will attract to the Town Hall. However, for our Activity Plan we are directing our primary focus at local people, whilst developing the interpretation offer to engage with tourists and visitors from farther afield.

The area surrounding the Town Hall is amongst the most deprived neighbourhoods in England, with its immediate setting in the 10% most deprived areas of the country, ranking 64th most deprived area for multiple deprivation in 2019, worsening from a rank of 148th in 2015¹⁵. Immediately to the south is also within the top 10% most deprived in England.

The two wards (Harbour & Normanston and Kirkley)¹⁶ surrounding the Town Hall and extending to the south of the river include ten neighbourhoods falling within the 10% most deprived nationally, and a further eight neighbourhoods in the bottom 20%. These two wards account for 26,060 of Lowestoft’s 73,800 population,



¹⁵ Suffolk Insight/English Indices of Deprivation - Ministry of Housing, Communities and Local Government, 2015 – 2019, Lower Super Output Area Waveney 007A

¹⁶ There is an imperfect match between wards and postcode areas. However, Harbour & Normanston includes most of NR32 1 and NR32 2, whilst Kirkley covers most, but not all, of NR33 0

ie 35% of all residents.¹⁷ However, the town’s deprivation is often masked statistically by the relative affluence of the remainder of the East Suffolk district.

This means that ‘Locals’, ie the people living closest to the Town Hall, and who should be the most frequent users of its facilities, have significant socio-economic barriers to access, and this is therefore a key focus for our activity planning.

Beyond Lowestoft town itself lies a ‘hinterland’ consisting of numerous hamlets and villages, which traditionally would have looked to Lowestoft as their market town and their source of employment. However, over the last thirty years or so, that focus has diminished, and with increased personal mobility and willingness to travel, combined with significant investment in other towns, residents in this area now tend to go to Norwich, or towns like Beccles, to the west.

Attracting these people back to Lowestoft will be key to regeneration of the town, and of the High Street in particular. Our activity plan will engage with these people and encourage them to return them to the town, drawing on links in their shared heritage as well as being an attraction for a day visit.

[Audience assessment – Spectrum data](#)

The Audience Agency is a charity that provides data to enable cultural organisations – in the broadest sense, including arts and heritage – to increase their relevance, reach and resilience. Funded by the Arts Council England, it profiles audiences at household and postcode level, using both research¹⁸ and socio-economic data from Experian, enabling organisations to understand exactly who their audiences are, and identify the dominant segments within their catchment areas, to develop more effective audience plans.

In 2023 the project commissioned an Area Profile Request for the areas in and around Lowestoft in order to use the most up to date statistics to inform our planning. This incorporated an additional four further postcode areas to the north of Lowestoft into the hinterland of Lowestoft, which traditionally had associations with Lowestoft, and was also able to provide further in-depth information on cultural attendance, demographics, employment and qualifications to help tailor activities to the needs of specific audiences.

The Audience Agency’s Spectrum database segments the whole UK population by their attitudes towards culture and by what they like to see and do. Spectrum identifies 10 different profiles and gives them short ‘pen portrait’ descriptions. It has recently introduced subsegments, since, if a local area has a large proportion of a certain segment, it is useful to be able to the variety within the segment in order to help with marketing, programming and outreach.

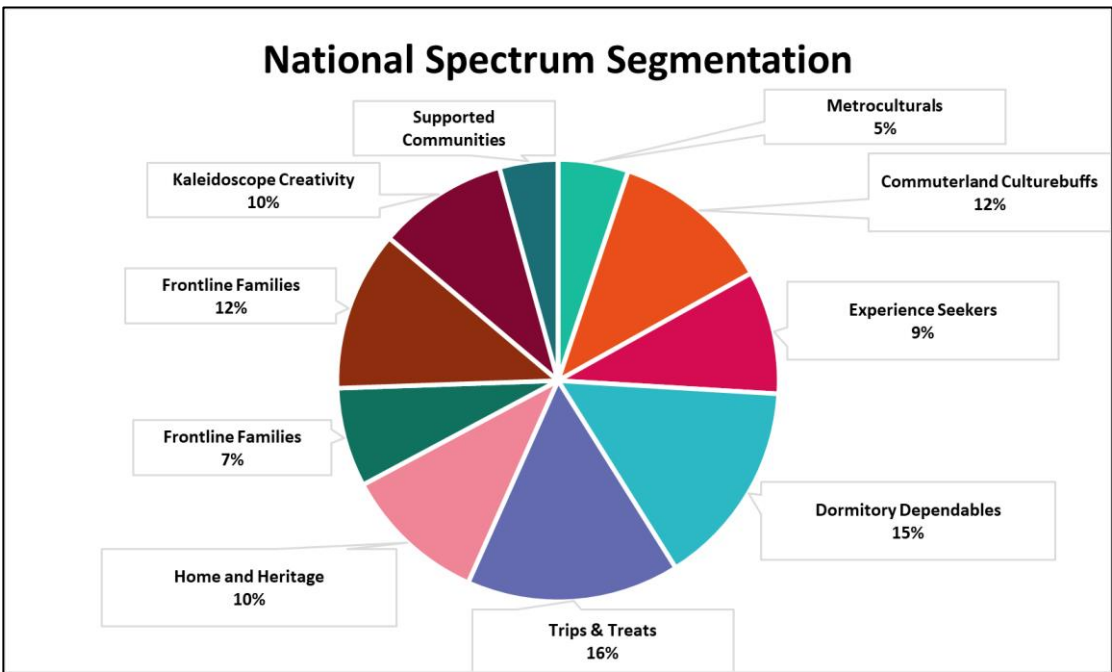
The database segments, with their key attributes, are shown in the table overleaf. The list is ordered from the easiest to engage to the hardest.

¹⁷ East Suffolk Council “Town Investment Plan”/MHCLG 2015 - 2019

¹⁸ Research includes Taking Part, an annual engagement survey across England.

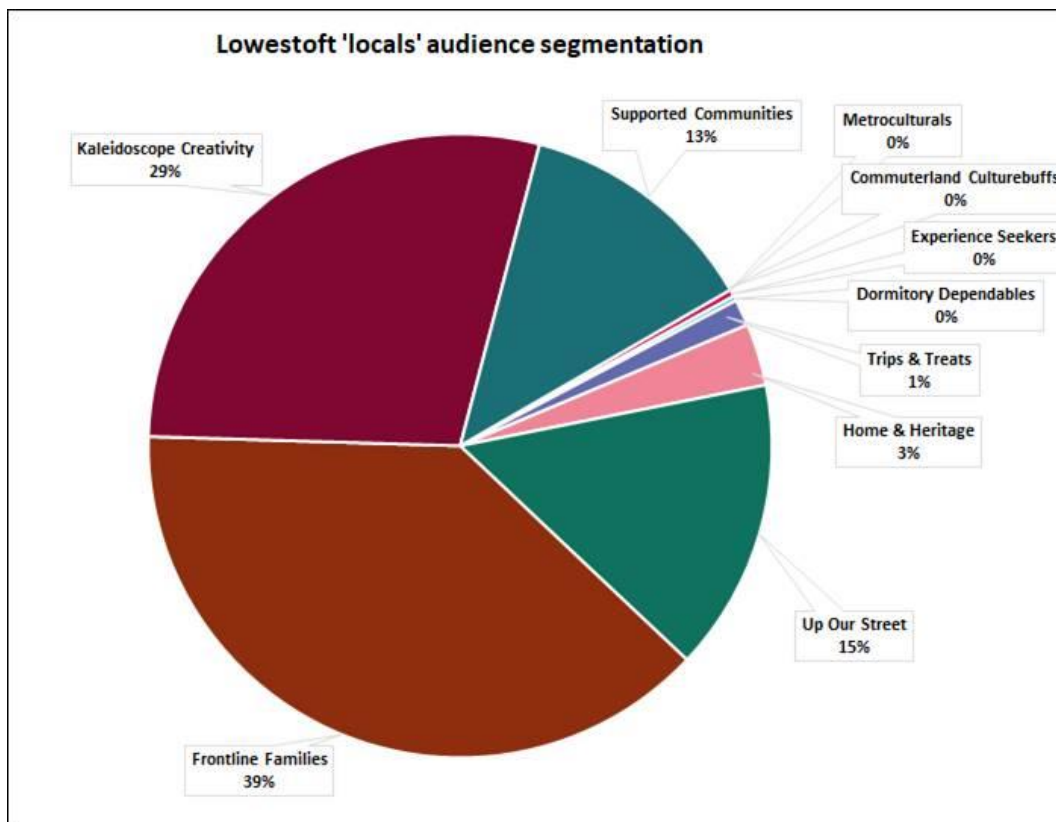
Metroculturals	Prosperous, liberal, urbanites interested in a very wide cultural spectrum	<p>Easiest to engage</p> <p>Hardest to engage</p>
Commuterland Culturebuffs	Affluent and professional consumers of culture	
Experience Seekers	Highly active, diverse, social and ambitious, engaging with arts on a regular basis	
Dormitory Dependables	Suburban and small towns interest in heritage activities and mainstream arts	
Trips & Treats	Mainstream arts & popular culture influenced by children, family and friends	
Home and Heritage	Rural areas and small town, day-time activities and historical events	
Up Our Street	Modest in habits and means, popular arts, entertainment & museums	
Frontline Families	Younger suburban and semi-urban, free family friendly local community offers, live music and pantomime.	
Kaleidoscope Creativity	Mixed age, low level engagement, free local events, outdoor arts & festivals.	
Supported Communities	Older, less engaged, crafts, knitting, painting, sheltered housing, church group or community library.	

Nationally, distribution of the different Spectrum segments is as shown below. The two largest groups 'Dormitory Dependables' and 'Trips & Treats' are in the mid-range of ease of engagement with a focus on mainstream arts, popular culture and heritage activities. Metroculturals and Commuterland Culturebuffs, ranked as the top two groups, have affluent lifestyles and wide-ranging engagement in the arts and heritage. These groups are most likely to pay for access to the arts, and to donate to support them too.



In Lowestoft, we see a different pattern, driven predominantly by socio-economic factors as discussed in the previous section. Notably, there is a real contrast between the different groupings (Locals, Town Residents and Hinterland) and this requires careful planning for activities to maximise engagement.

'Locals' (6,580 households)



Looking at the segmentation in the neighbourhood closest to the Town Hall ('Locals'), we can see that the two of the most difficult-to-engage Spectrum groups dominate, with 68 % of residents falling into these groups: Frontline Families, and Kaleidoscope Creativity. There is no representation in the top three ranked groups for engagement.

Frontline Families

This is the largest represented group by far in the Locals area, with just over a third of residents falling into this category. Nationally, a quarter of these have a household income of less than £10k, and 84% earn less than £25k. There is no reason to suggest that Lowestoft will be any different – indeed it could easily be worse.

This is the youngest of the ten Spectrum segments, and two-thirds of households within the Frontline Families segment will have children aged between 5-11 years, and over 80% of the adults will be aged between 26 – 50 years. Educational attainment is generally low, and employment prospects poor as a result. Just under half are likely to live in council or housing association accommodation, and the majority do not have a car.

The barriers to engagement for Frontline Families include financial, physical access (transport), time and a feeling that culture offers little to benefit them, although they do see it as important to others, who perhaps have more time and money.

Frontline Families look for activities that are tried and tested, and that will entertain their children. Therefore, to engage successfully with this segment, especially with a new venue and activities, partnerships with organisations/groups that have existing relationships with Frontline Families will be essential. Low cost activities will also be important, particularly when involving whole families.

Kaleidoscope Creativity

The **Kaleidoscope Creativity** segment is spread over a wide age group, with 70% aged between 35 and 65 years of age. Educational attainment for this group is higher, with a quarter having completed a higher education qualification. This group is marginally better off, although two thirds will have an annual household income of less than £20k.

Low numbers of Kaleidoscope Creativity residents are interested in heritage, and their arts participation, although higher, tends to be focused on popular culture, rather than the more traditional, with carnivals and street arts being well attended. However, 31% have participated in no cultural activity in the last year. At the same time, almost a quarter of this segment consider themselves 'arty', participating in arts and crafts or composing or playing music.

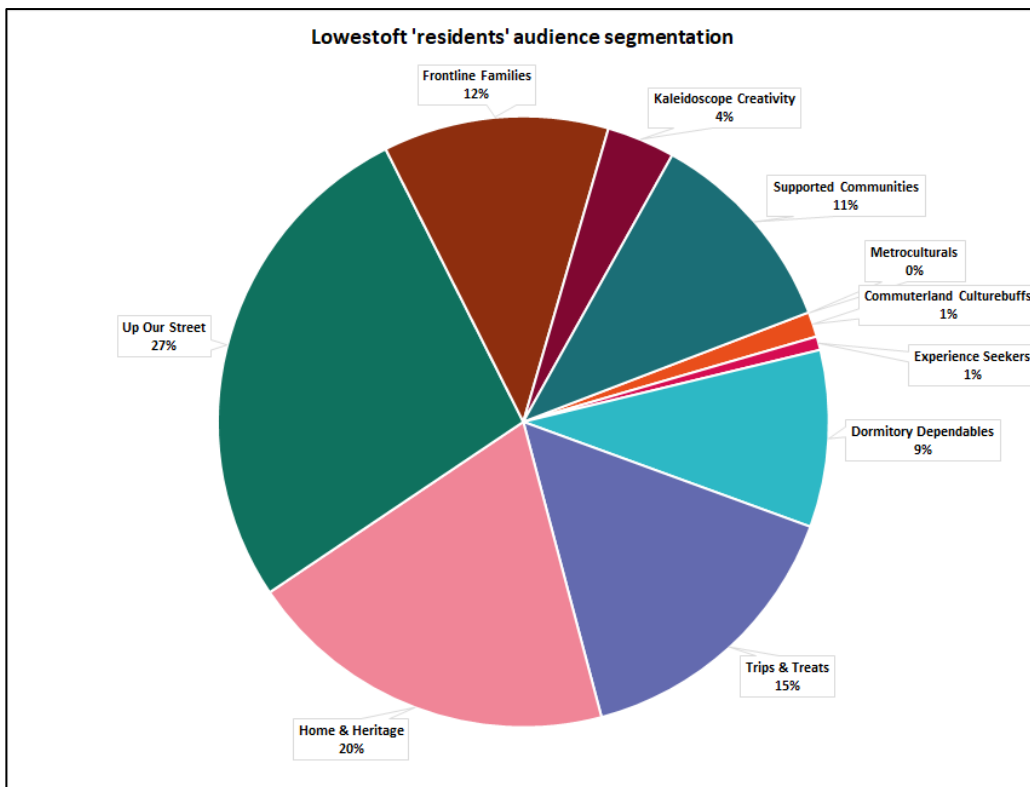
Barriers to engagement for this group include, again, financial, and access (transport) as car ownership is low. There is a pervading view in attitude surveys that arts (and by association, heritage) is not for 'the likes of us' in this segment, so ensuring that the Town Hall's offer is attractive and welcoming to this key grouping will be very important.

Successful engagement will depend on overcoming the 'not for us' barrier, and by identifying, potentially with partners, those activities that will engage with this challenging segment. Both music and arts/crafts could be potential draws, particularly where there are participation opportunities.

Lowestoft Town Residents (28,671 households)

The next grouping out from the Town Hall is 'Lowestoft Town Residents' – this is by far the largest grouping because of its geography. It contrasts with 'Locals', in that there is some representation in the top ranked groups (Commuterland Culturebuffs and Experience Seekers), but still at a low percentage: the national averages, as seen overleaf, are at just 1% each.

The largest segment is Up Our Street, with a quarter of all residents. This is closely followed by Home & Heritage and Trips & Treats



Up Our Street

This is the 7th ranked Spectrum segment in terms of engagement in culture, and therefore represents one of our target under-served groups. Three-quarters of this segment are aged 50+, and are evenly spread amongst those still in work, newly retired, and established retired; almost half this segment are single, and fewer than 5% have children in the home.

Most Up Our Street people own their own homes, have incomes between £10k and £25k, and live relatively modestly. However, they are more disposed than lower groups to engage with culture, including museums and galleries, but do so infrequently.

Slightly more than average levels of disability are seen in this group, presenting a barrier to access to be overcome. Other barriers include affordability, because this segment still have relatively low disposable income, and transport, as car ownership is generally low.

Engaging with the Up Our Street segment is probably less challenging than others, as they are interested in heritage, and in days out with the grandchildren, potentially visiting museums. Participatory activities that offer the opportunity to meet new people will also have engagement impact. As with other target segments, affordability will be key.

Trips & Treats

This is the 5th ranked Spectrum segment in terms of engagement in culture and should arguably be relatively easy to engage. There is a broad age range for this group up to age 60, with 58% between 31-50. Almost 90% own their own home, and many have young families – 50% of all households include children. There is a tendency to stay in the same community for many years, with older people having established long lasting connections. Many are creatively active, whether in music, crafting or arts and engage with fun, family friendly and/or educational events.

Employed in professional or semi-professional occupations, most have reasonable if not high salaries. However, because the majority have mortgages, disposable income may be limited.

There are few barriers to access for this group, as they are already above average engagers with culture, often making a reasonable effort to visit museums, galleries etc. Higher priced events and activities could be less popular, and time pressures/demands of family life may also reduce participation.

Engagement will be most successful if offering 'whole family' entertainment (with structured family tickets for priced events/activities), or alternative offering activities where children can be occupied whilst parents engage in a different activity. Outreach with schools and community groups is also likely to bring in families, via engagement with their children. Promoting activities that are fun, family friendly and educational will have greatest resonance with this segment.

Homes & Heritage

This is the 6th ranked Spectrum grouping, and is older, with 97% being over 60, 99% being White British, and 98% having no children at home. The group is split between couples and singles, often widowed, and 33% are older single females.

More than any other group, people in this segment are likely to be National Trust members, and engage with heritage, museums, galleries and the arts. They have particular interests in more traditional heritage content, such as local history, memorabilia, dying traditions and craft etc.

Although living on modest incomes, most in this group have enough to live comfortably, but are generally limited in participation by health issues, and a reluctance to travel farther afield, particularly at night.

Engagement with the Homes & Heritage segment will rely upon carefully timetabled events, given the age and relative disinclination to travel at night etc. Traditional interpretation will matter to this grouping, and for changing exhibitions etc the local history element is likely to have a strong draw. Price sensitivity will be lower than other segments, and the opportunity to meet with other like-minded people is likely to offset any pricing concern.

Supported Communities

This isn't one of the dominant segments in the 'locals' and 'residents' areas, but we know that there are specific postcodes where it is more prevalent, such as the NR32 2 postcode area. The vast majority of **Supported Communities** are retired and live on state pensions or less than £10k per annum. 69% are single, and half are 71 or older. Almost 40% have no formal educational qualifications. Significantly, more than half of all the supported communities group have long term health issues for which regular care/support is required.

A small proportion (10%) of this segment are young, aged 18-25, but otherwise share the other attributes of the older groupings, including economic status, poorer health and lower educational attainment.

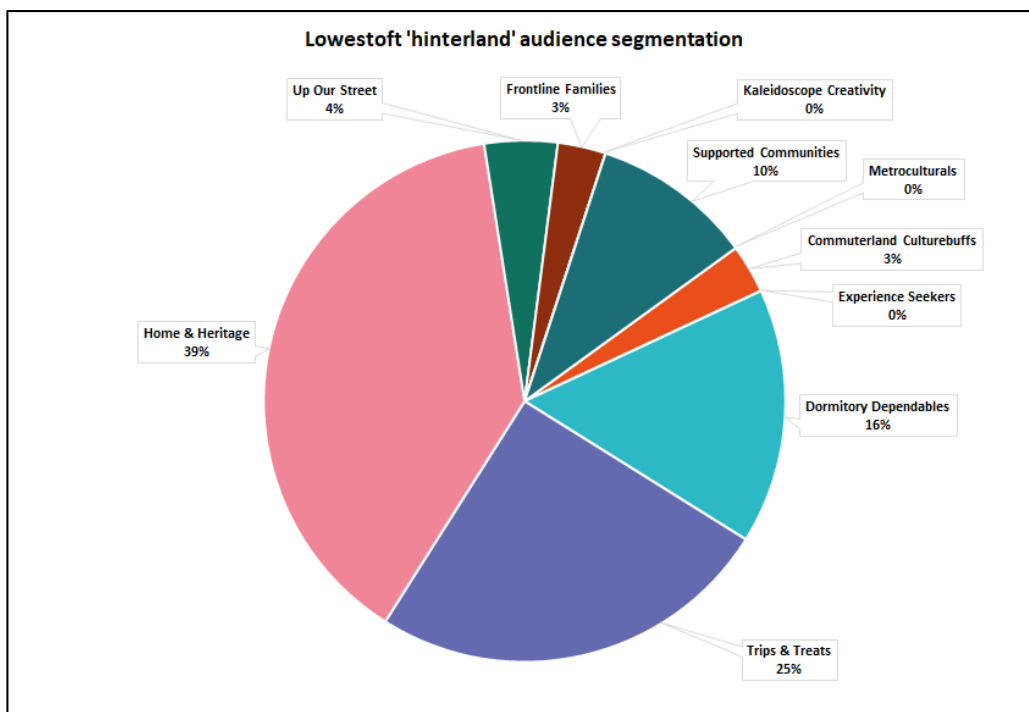
Their current propensity to engage is very low, with their visits to museums, galleries and heritage sites being less than half the national average. This grouping has very low digital engagement, with 40% having no internet access or mobile phones, and even fewer owning smartphones. However, in the past, in their younger, fitter days, for the older age groups, engagement may have been higher.

Barriers for Supported Communities include accessibility, affordability and, again, transport. Clearly, awareness of opportunities will be limited by their lack of access to the internet, and social media.

To engage with Supported Communities, a strategy that includes reminiscing – taking them back to times when they did engage culturally – is likely to succeed, especially if coupled with low/discount pricing to overcome the financial barriers. ‘Low tech’ solutions will also be key.

Hinterland (6,106 households)

The ‘hinterland’ is the area beyond the town itself, mostly comprising small towns and villages. We can see from the audience segmentation for this geography that there is a movement still further up the engagement rankings, with Dormitory Dependables coming into play after Home & Heritage and Trips & Treats. All three of these segments are represented more highly than the national average, largely reflecting the rural/semi-rural location and middle-income demographic.



Dormitory Dependables

Dormitory Dependables are the 4th ranking segment for cultural engagement. Generally employed in managerial or professional occupations, and with a third educated to degree level, this is a comfortably well-off segment, with 43% earning more than £30k. 64% of the heads of household are aged between 31 – 50, and 96% own their own homes.

This segment enjoys live music and have a particular preference for heritage; 87% have been to a cultural event/activity in the last year. Dormitory Dependables have enquiring minds and are keen to acquire new knowledge.

They are regular, although infrequent, participation in the arts and heritage, but are ‘warm’ to both. They represent a valuable target audience segment as they have few barriers to access other than a lack of time,

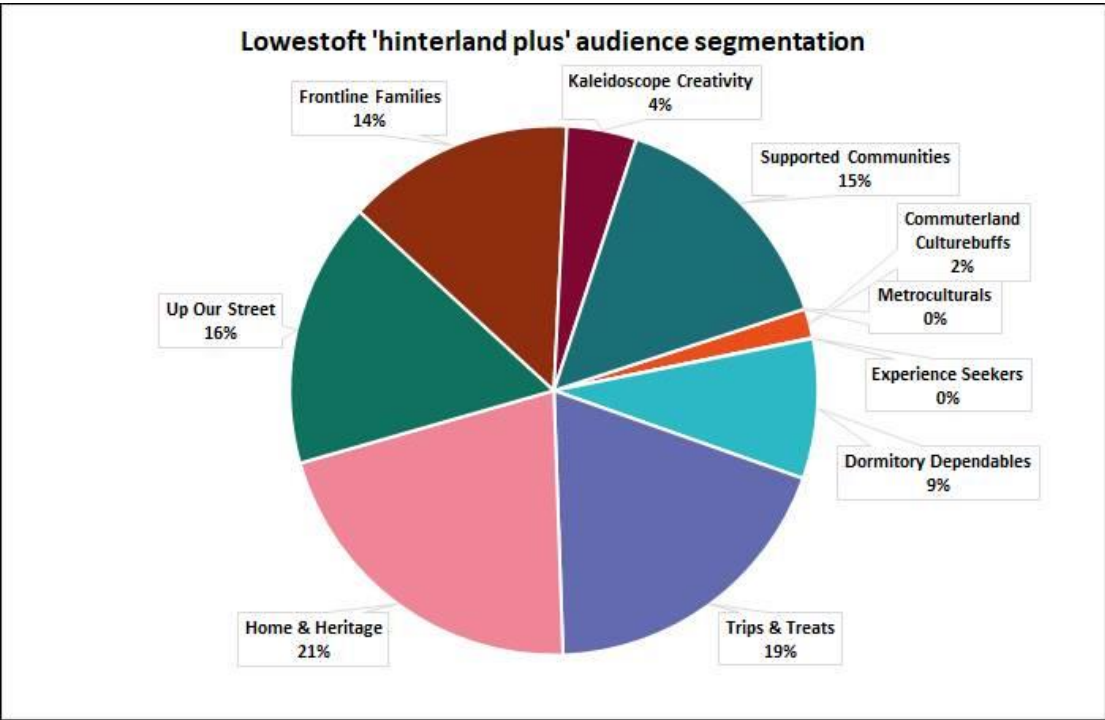
are likely to have high levels of ancillary spend in addition to their attendance at an event, and in the hinterland alone there are more than 1100 households.

Successful engagement with Dormitory Dependables will be driven by careful programming and scheduling, to meet with their busy lifestyles. Music could be important, and good quality, detailed and accurate interpretation will be essential to attract Dormitory Dependables to changing exhibitions.

Hinterland including NR31 postcodes (28,301 households)

During consultation in the development stage, local stakeholders felt that it was important to include in the hinterland area the NR31 postcode north of Lowestoft (which is now part of Norfolk) as historically people had close connections with Lowestoft. In this area there are small villages to the west and the larger conurbation of Gorleston to the east.

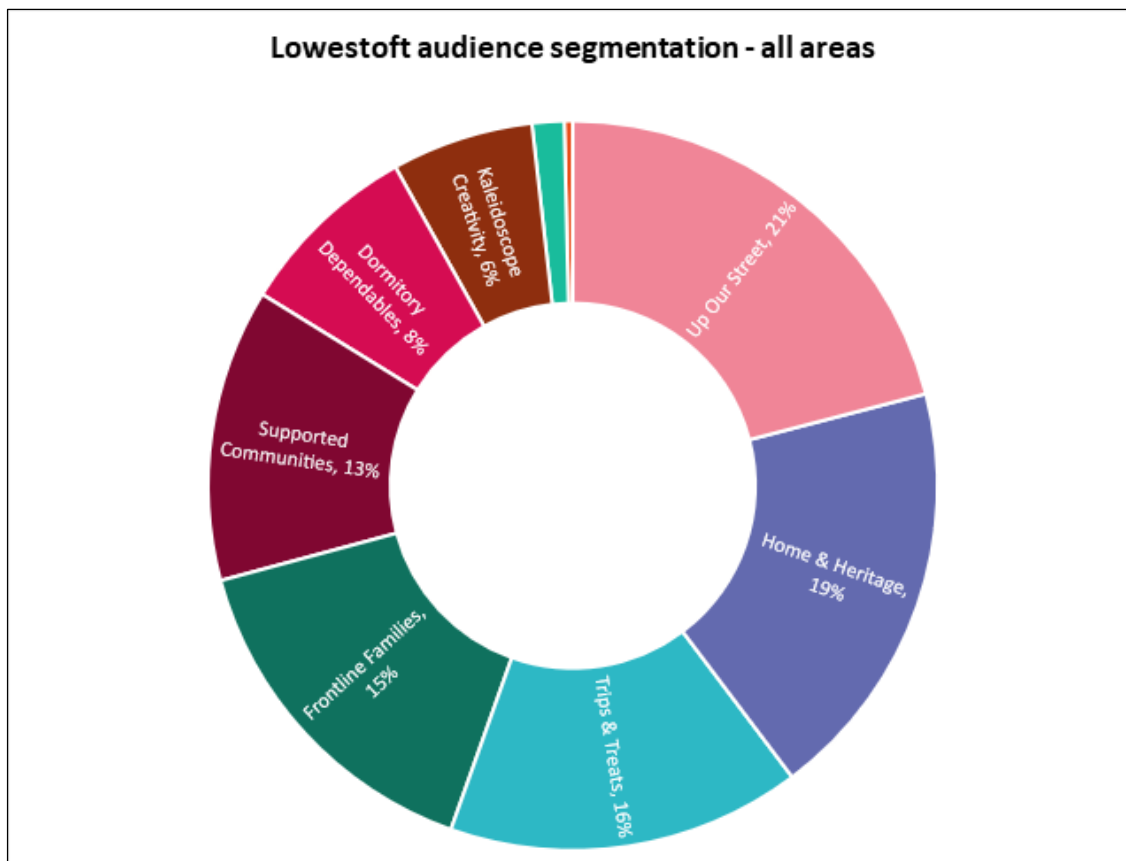
The engagement data for the villages is similar to our hinterland data, but the Gorleston postcodes are more aligned to our 'local' and 'residents' area, with several harder to engage groupings. This affects the hinterland engagement data when it is incorporated as a whole, but not significantly for the full audience data. Whilst it would be desirable to encourage those groupings that are under-served by heritage in this hinterland location, our target groups are those in the 'local' and 'residents' area of Lowestoft.



Audience analysis – the whole audience v separate areas

Having examined the separate geographic areas, and recognising the differences between them, it is important to also consider the audience overall, particularly given the size/population differences in each of the areas. At the same time, a comparison of each area against the 'whole' shows how important it is to

maintain a focus on the differing needs of the groupings, and particularly that of the local area, around the Town Hall, where deprivation is greatest, and where arguably the greatest impact can be made.



There are five dominant segments overall, as shown in the diagram above, and these will form our key target audience segments. The next segment down, Dormitory Dependables, is less difficult to engage with, and our intention to deliver high quality, detailed interpretation and changing exhibitions should help to attract them on a more frequent basis.

For the local area, it is noticeable that one of the area-wide segments, Home & Heritage, has very small numbers.

[Audience assessment – public consultations 2021](#)

In December 2020/January 2021, we surveyed the people of Lowestoft about the Town Hall plans. In addition to collecting comparatively detailed demographic data (age, gender, postcode, family structure, household income, disability etc) there were three main subject areas:

- what people would like to see in the Town Hall
- what facilities they would use
- what interests, knowledge of and participation people have with heritage.

A total of 999 people responded to the survey, giving a confidence level of 95% with an error margin of ±3. All age groupings were fully represented with the exception of the under 18s. Just under 26% of

respondents came from the NR32 1 and NR32 2 postcodes, ie 'Locals'. Of the rest, 6% were beyond the audience analysis area, and another 6% were 'Hinterland', with the remaining 62% 'Town Residents'¹⁹.

Women were more likely to complete the survey than men – consistent across all age groups, income levels etc), and there was a broadly 60:40 split. However, when each question was compared for gender, there were no significant differences, except in one area – heritage topics of interest. This is discussed below.

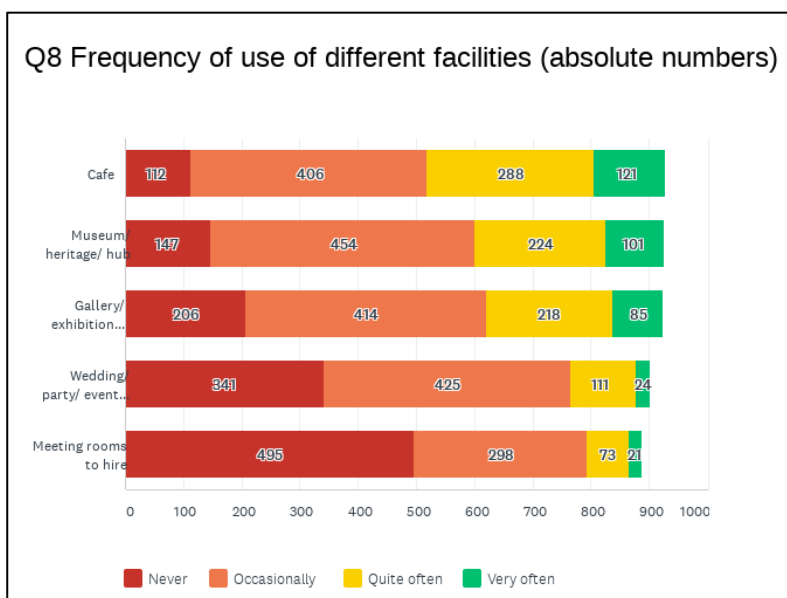
The survey has been followed up with detailed consultation with arts and heritage groups and individuals, including those that engage or have previously engaged with Lowestoft people of all ages. In total 49 groups and individuals have been consulted. This is covered later in this report.

Museum & Gallery

Respondents were asked to identify how frequently (or not) they would use a range of facilities at the Town Hall.

The second most popular facility (after a café) is a museum/heritage hub, with 35% expecting to use it very or quite often, and 49% occasionally. There is an age-related difference: almost 85% of 25–34-year-olds say they would never, or only occasionally, use a museum/heritage hub. This is key information to feed into our activity plan with this as a target 'harder to reach' group.

Importantly, those on low income were marginally more likely to use a museum regularly than other groupings, and as two thirds of low-income households are 'Locals' this gives positive support for a museum from the immediate neighbourhood.



¹⁹ From this we can see that the representation of Town Residents is broadly in line with household numbers (62% of responses v 69% of households), but Locals are over-represented (26% v 16%) and the Hinterland under-represented (6% v 15%). However, as it is not possible to know how many people per household participated in the survey, and as both locals and town residents are well represented, we are satisfied that we can base some of our decisions around this data.

Disabled people were less likely to use the museum regularly, but equally were significantly less likely to say they would never use it than those without a disability (7% v 17%). This apparent contradiction is potentially due to access difficulties, rather than a reduced level of interest, with 61% expecting to use it occasionally.

Gallery and exhibition space was somewhat less popular, with almost a quarter stating they would never use it, and 79% of 25–34-year-olds and 83% of 35–44-year-olds saying they would never or only occasionally use it. Although there is some argument that this is in line with the nature of the facility, and to be expected of these age groups it presents an engagement challenge and will require careful programming, potentially bringing these younger adults in through their children's participation. However, a third of all people expect to use it frequently.

Heritage Interaction

Survey respondents were asked to use a sliding scale to estimate their overall knowledge of Lowestoft's history; the average overall is 55%. There is no correlation between age or economic status and knowledge, with every segment providing a wide range of responses, and being within two or three points of the overall average.

This suggests that, across the board, there is more to be learnt. This is further evidenced by a strong response rate to the question which asked what aspects of Lowestoft's history people wished to know more about. With an 87% response rate to the question, we can be confident that there is both an interest in increasing knowledge *and* capacity for knowledge levels to improve.

Participation in Heritage Open Days is exceptionally high, with Lowestoft usually ranking in the top ten towns of its size in the country, in terms of attendance at events. Unfortunately, there is no detailed demographic data about exactly who engages with HODs events in the town.

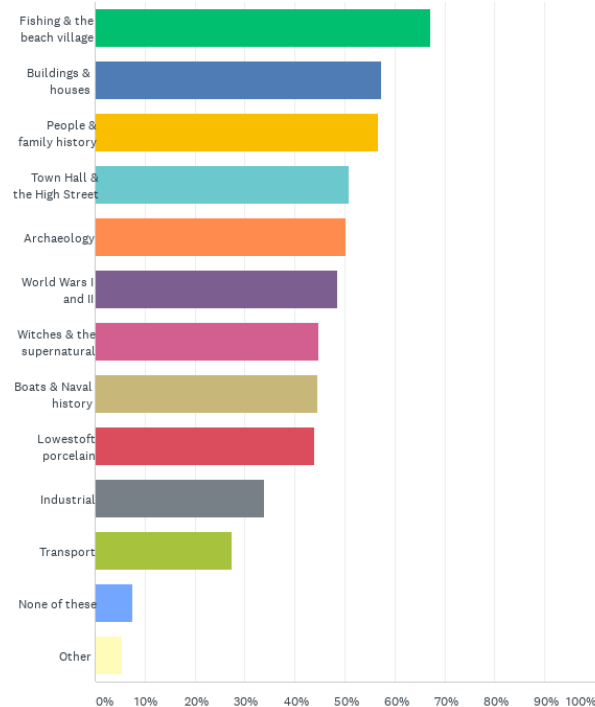
Heritage Interests

Survey participants were asked to indicate, from a list of local history-related topics, anything that interested them.

Encouragingly, only 8% said that none of the topics were of interest – this was consistent across all age groups, and for different income levels. Women were marginally less likely to say they had no interest, compared to men, but this was only by 1%.

Overall, the history of fishing and the beach village was the top choice, with 578 respondents selecting it (67%). Encouragingly, the Town Hall & the High Street, as well as buildings & people ranked highly too, with more than half the respondents expressing interest in these. Surprisingly, Lowestoft porcelain was one of the lower rated topics, with 378 'votes'. People & family history ranked third, with 489 people selecting it, suggesting why there has been such an outcry at the removal of records to the Hold; however, this also indicates a potential opportunity to meet this demand with Suffolk Archives undertaking outreach work in the Town Hall.

Q14 The aspects of Lowestoft's history people want to know more about



When examined by age, the picture changes. Fishing & the beach village, industrial, Lowestoft porcelain and boats & Naval history all are low ranked by younger people, with interest increasing directly with age, older groups rating these amongst the top. Exactly the opposite is the case for witches & the supernatural, and to a lesser extent World Wars I and II, although in this category the contrast of top (60%) to bottom (49%) is less significant.

Looking at gender, rather stereotypically we can see that men are almost twice as likely to be interested in industrial, boats & Naval history and transport than women; conversely, women are much more interested in people & family history, and witches & the supernatural.

There were no significant differences in interests according to income, location or household structure.

It is clear from this evidence that, for younger people and especially ages 18-34, a focus on topics such as witches/supernatural, and to a degree, the World Wars, is more likely to engage people, and these are two of the main themes in the permanent heritage gallery.

Heritage Participation

The survey asked people to indicate, from a list of options, which heritage venues and/or events (eg Heritage Open Days) they had visited in 2019 (2020, due to Covid, was discounted). In total, 854 people responded, 85% of the total.

The top venue visited was the Maritime Museum, with 4.1% of respondents having visited it. Although it charges an entrance fee, this is low (~£2), and does not appear to present a barrier. The most expensive venue is the East Anglia Transport Museum (£9 per adult), and in this survey at least, its figures are lower for Locals and Lowestoft Town Residents. The Lowestoft Museum polled 2nd highest, with 37.5% of the survey having visited in 2019.

The popularity of Heritage Open Days in Lowestoft is reflected by its performance in this survey, with a third of all respondents having attended at least one event.

Other events cited included First Light (a hugely successful 24-hour festival event held on the Summer Solstice weekend) and an exhibition at the Parcels Office. The First Light festival is particularly relevant, when looking at how our dominant Audience Agency segments like to engage – the success of a (well-run) festival is no surprise.

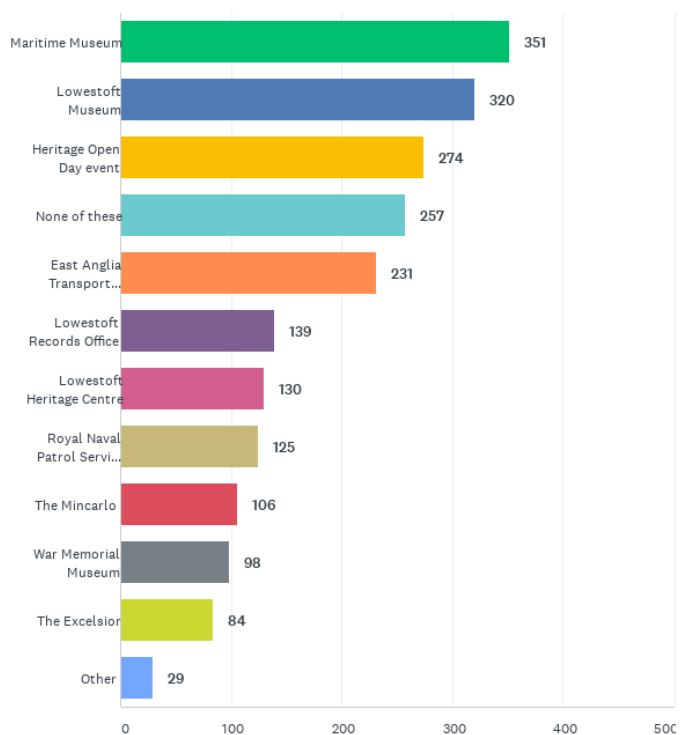
There were no significant differences in age or gender, with the exception of 18 – 34, where half of respondents had been to none of the listed events (nor offered alternatives). This reflects a national disinterest in heritage for this age group, and there is work underway at East Suffolk Council to try to understand the issues (see barriers below for some insight).

Barriers to Access

The survey asked people to choose from a list of options any reasons that prevented them from visiting museums or heritage events; included in the options was 'not interested in heritage'. Respondents could choose as many as they wished. 800 people (80%) answered this question.

The top two barriers identified in the survey overall were lack of time, and lack of information about them, with 40% and 39.4% respectively citing these as issues. The dominance of a lack of information in the list of barriers provides strong evidence for the potential value of a heritage gallery and information point at the Town Hall, delivering better information and driving footfall to the wealth of heritage venues and events in the town.

Q15 Heritage venues/events visited in 2019 (absolute numbers)



In the freeform comments was an indication that lack of information is an even greater issue than the above suggests. Restricted opening hours and closure during the winter season were also cited, but as mostly volunteer-led venues, it would be difficult (and possibly not worthwhile) extending opening hours. This could possibly change if there was greater footfall in the town and a higher demand from tourists.

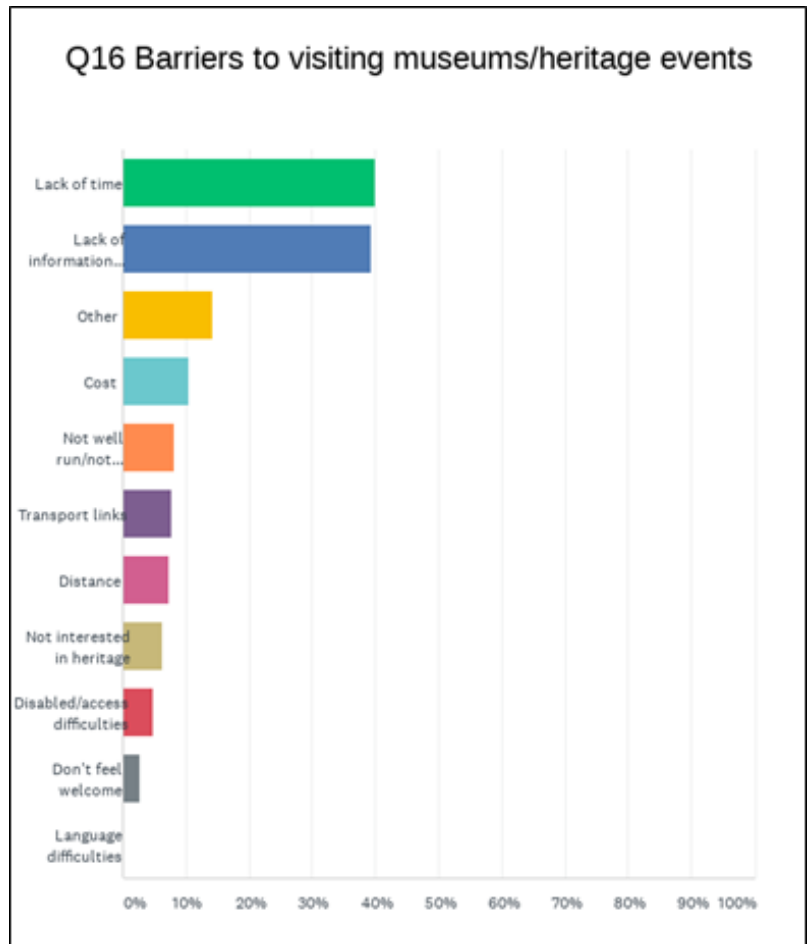
Several people also noted that they had 'already visited in the past', with some stating their perception that there is little that changes in the museums over time. This underlines the need for the Town Hall to refresh its interpretation and stage new temporary exhibitions (well promoted) as regularly as possible, to attract repeat footfall.

There were no gender or other age-related differences. However, people on

relative low income²⁰ were more likely to cite both cost (18% v 10%) and transport (12% v 8%) as barriers to access. This segment does not see lack of time as such a barrier (29% v 40%), probably reflecting their employment status (just 15% in full time employment v 34% overall).

Note that, whilst no respondents cited language difficulties as a barrier, it must be acknowledged that people who might have language difficulties would be unlikely to be completing a written survey of this nature, and therefore in the longer-term further research should be done to identify whether this is an issue or not.

For those with a disability, access difficulties are a major barrier– this ranked second top for this grouping (37%), although again the lead barrier was a lack of information (42%). Below the top two, the disabled grouping continued to have a different profile of barriers to all others. For example, 24% cite cost as a barrier and 15% transport links (9% and 7% respectively for non-disabled respondents). Note too that these barriers are greater for the disabled than even for those on low income (see below). Given the prominence of the Supported Communities segment in the local area, fully accessible events, and facilities (as planned) will be key to engaging with them. Clearly, access difficulties are inevitable in some of the heritage venues and events in Lowestoft because of the nature of the buildings in which they are sited, but it is already a 'given' that barriers to access will not be accepted in the Town Hall (with the obvious exception of the access into the clock tower).



²⁰ Relative low income, as defined by the UK government, is <60% of the national median wage. National median wage in 2019 was £30.4k, meaning relative low income would have been below £18,250. Our survey had two household income 'bands' that respondents could select, which fell into this category;

[Audience analysis – focus groups 2021](#)

It was extremely important to include and involve those that currently play an active role in the Lowestoft heritage and creative community in our consultations, as they are the people with the knowledge of Lowestoft’s history and experience in engaging different audiences in the heritage and culture of Lowestoft.

To inform the stage 1 bid we carried out two focus groups. One with local creatives on 3rd March 2021, held over Zoom with a selection of consultees. Many, such as Suffolk Art link, and Poetry People have carried out NLHF projects which are inter-generational, bringing schools and older generations together to create works inspired by Lowestoft’s history. The aim was to brainstorm ideas for activities that would engage people in the heritage of the town. (See appendix for list of consultees and the brain storming notes).

The session was very useful, despite the limitations of holding it over Zoom, and there was lots of excitement about the potential for the Town Hall to act as a venue for these activities, especially the idea of Town Hall Take Over (THTO) sessions. The lack of a ‘safe’ messy space in Lowestoft where creatives could run workshops with children and vulnerable adults was raised with the desire that a space could be created within the Town Hall. (This has been included in the RIBA Stage 3 Architects plans). Many of the activity ideas chimed with our thinking, and it was also a good way to introduce ourselves and make connections. It helped to further develop our activity ideas, and collaborations will be explored further in the development phase.

The second session was a series of heritage focus groups held on 23 April 2021, with a selection of consultees from the local heritage community, including published authors on local history and heritage; there are also a number of individuals with private collections relating to Lowestoft’s history. These are people passionate about their local history and it was felt important to hear their views and bring them on board with the project as it develops. Their input will be extremely valuable to the project, helping to ensure historical accuracy, sharing their knowledge through talks and also bringing previously little displayed historical content to a wider audience. (See appendix 3.0 & 3.1 for list of consultees and comments board).

“Having read the draft proposals and your summary of what has come out of the group meetings I feel encouraged that the proposals would bring the old Town Hall to life as a heritage hub and link between the existing Museums and heritage organisations.”

All attendees at the heritage focus group were supportive of the project and could see real benefits of closer working between the different heritage organisations. There were a number of people who voiced concern that the aim for the proposed Heritage Hub would be to amalgamate all the smaller museums into one. We were able to reassure that this was not the case, but it could showcase collections from the different museums which would help to tell the story of Lowestoft, signposting visitors to these museums to find out more about specific subjects in more detail. Many could see the benefits of the proposed Heritage Engagement Coordinators role to help bring about closer joint working and also in the longer term to provide some advice for outreach and museum development. There was a strong desire to see opportunities for skills sharing and in particular to create opportunities for young people to gain skills in heritage related areas.

[Audience analysis – consultations 2023](#)

In the development stage it was not felt necessary to carry out a further large-scale community survey. Instead, the activity programme provided the opportunity for more focused interaction and consultation with our target groups. For example, the individuals who were invited to the 2021 heritage focus group

sessions were invited to attend regular Heritage Focus group sessions (discussed in section 3 and Appendix 7) and community consultation workshops were undertaken with PLB for the RIBA Stage 2 Interpretation Plan.

In January 2023, a public consultation on the plans for the Town Hall were exhibited for two days at the Grit: Lowestoft's Centre for the Arts and Heritage, with the design team and project management team in attendance. 116 attended in person. Approximately 25% of attendees completed survey forms at the event, with the remainder being submitted online. The plans were then copied and shared at 6 venues around town, with feedback being submitted online. In total 78 forms were completed.

The form asked a series of straightforward questions. First of all, respondents were asked to score, on a scale of 1 – 10, how much they liked the designs for the town hall. A series of follow ups asked them to give reasons for their response, and to provide any insight they had into the town hall's history. A high proportion were in support of the designs and almost 80 % were in favour of a public works loan. Over 90% of respondents came from central Lowestoft postcodes. Of the remainder, the majority came from NR34, which covers Lowestoft 'hinterland'. This means that the response can justifiably be considered that of local people.

However, overall, 77 responses out of the overall Lowestoft population of over 70,000 means that statistically we cannot extrapolate the responses to the wider population. It is likely that the majority of people who attended the exhibition felt relatively strongly about the Town Hall project (this could be negatively or positively), as they were inclined to make the effort to visit.

Conclusions

There are several aspects to consider when analysing the audiences for the Town Hall offer:

- the differences between the geographic locations, with high levels of deprivation and low cultural engagement closest to the Town Hall
- the overall numbers of households within each segment
- the barriers to engagement
- the wider tourism offer

Clearly, numbers are comparatively low for 'Locals' with just under 7,000 homes, but they are direct potential beneficiaries of the Town Hall, and are dominated by under-served groupings, whether that's in cultural engagement terms, or in socio-economic terms. There is a dominance of younger people, living on low incomes with young families. It is absolutely not a case of 'build it and they will come'. Engagement with 'Locals' will require special effort. Inclusive engagement will entail working with partners in many cases, alongside careful programming, incorporating subsidised or free activities.

There are a significant number of households in the Lowestoft Town Residents group with 28,671 mainly as a result of the larger geographical area. The largest proportion of respondents to the community survey came from this area. This group consists of a higher proportion of Homes and Heritage, Trips and Treats and Up our Street segments which, to some extent, are more likely to engage with heritage and culture, but as with locals, affordability will be the key.

Although the Hinterland (without NR31 postcodes) has only 6,106 households, these are likely to be more affluent and less difficult to engage with, although lack of time will be a barrier. Our intention to deliver high quality, detailed interpretation and changing exhibitions should help to attract them on a more frequent basis.

The tourist industry brings £60m to the town's economy.²¹ The beach is likely to be the key draw for those coming to Lowestoft; visitors are likely to fit in to the Visit England segment groups of 'Fun in the Sun' and 'Fuss Free Value Seekers'.²² Their preferred activities are similar to our target audience groups of Frontline Families, Trips and Treats and Heydays. Ensuring that the Town Hall is suitably advertised to raise awareness of the offer will be essential. Those that are drawn to Lake Lothing and the wider countryside are more likely to have similarities to the dormitory dependable segment and exhibitions with nationally significant collections would draw them in.

Our audience Spectrum research and public consultation have all shown that for our main target groups affordability, accessibility and lack of information and time have all come through as significant barriers to engagement. In the development stage we took the project to them with pop up events throughout the town which helped to raise awareness and facilitate 'buy in' to the project. .

²¹ Lowestoft Town Investment Plan

²² Fun in the sun- Typically parents looking for family orientated summer holidays where beaches play a starring role. Tend to seek cheaper, more 'social' alternatives to hotel accommodation, such as caravans or holiday camps. Fuss free value seekers- Empty nesters on a budget, they seek good value beach holidays with convenient transport links. Tend to be less digitally active than other segments – less likely to engage in social media or book holiday online.

6. MAKING STRATEGIC DECISIONS ABOUT INVOLVING PEOPLE

Having considered the findings of our audience assessment, pilot activity programme, community survey, consultations, local policy context and NLHF's desired outcomes our strategic approach to engaging people in the Town Hall project is as follows:

Guiding vision and principles for the Town Hall

- We will create a vibrant multi use, inclusive, community space which will act as a driver for economic growth, community pride and wellbeing.
- We will create a compelling and innovative heritage centre with a changing programme of exhibitions and events that appeals to a wide section of the local community and visitors.
- We will support cultural education to inspire young people in order to influence the way the town develops, strengthening the area to make it a more attractive place to live, work and invest in.
- We will build long term environmental sustainability into our plans, raising participants' awareness, providing knowledge and opportunities to change behaviour.
- We will provide opportunities for local people from lower socio-economic backgrounds to gain skills, increase employability and raise aspirations and wellbeing.

Defining target audiences

We have identified that the five main audience segmentation groups in the Lowestoft and hinterland area are Up our Street, Trips and Treats, Home and Heritage, Frontline Families and Supported Communities. However, the Town Hall offer must appeal to a wide section of the local community and visitors.

For our Activity Plan we are directing our primary focus at local people. We want the Town Hall to play a positive role in the lives of people living in the immediate area of the Town Hall, particularly given the level of socio-economic deprivation in this area.

As a result of learnings from the development stage activities evaluation we have amended the target audiences slightly from the stage 1 plan. We have combined the target audiences for the 'locals' and 'residents' areas and will focus on older people, families and young people within these areas.

There will also be specific activities tailored to give greater opportunities for those people from lower socio-economic backgrounds to engage, as they are strongly represented in these areas.

We have created two sub-groups within the Young People category as there are clear differences between the priorities and interests of the different age groups. We have also decided to remove the mid adults age as a target audience as many of these adults are captured within the families target group, and we wanted to streamline the amount of target groups to ensure the best outcomes. However, there will be opportunities for this group such as work placements and traineeships. There are also a significant number of people who already attend heritage events in the Town, and it was felt important to ensure that these were listed as a core audience.

Alongside this, we have identified activities which maximise the engagement of audiences from residents within the wider town and the hinterland of Lowestoft. Tourists and visitors from farther afield will be

engaged by the interpretation offer within the heritage gallery, the additional gallery for changing exhibitions and a programme of workshops and talks.

Additionally, children and adults with Special Education Needs and Disabilities (SEND) are a key cross-cutting audience for the Town Hall interpretation, and activities.

Our target audiences will be:

'Locals' Living within the immediate area of the Town Hall (Postcodes NR32 1 & NR32 2) and 'Residents' (postcodes NR32 3, NR32 4, NR33 0, NR33 7, NR33 8, NR33 9)

Focusing on

- Older people including those from lower socio-economic backgrounds
- Families including those from lower socio-economic backgrounds
- Young people aged 11-16 & 17-24 including those from lower socio-economic backgrounds

The core audiences which we should also aim to attract to the Town Hall are:

- 'Locals' & 'residents' that already have an interest in heritage
- People that live in the 'hinterland' of Lowestoft (postcodes NR32 5, NR34 0, NR34 7, NR31 district)
- Day visitors from wider afield

[Creating the visitor experience](#)

The RSA Principles of Networked Heritage set out in 2016 are still relevant today and inspire our plans for the visitor experience and associated activities for the Town Hall

1. **Embed your work where people live daily life**
2. **Heritage and Culture is what you choose to make it. Use assets in new ways and identify new assets**
3. **Go beyond yesterday's battles –preservation is important but also offer opportunities for community decision making. Diversify boards, working groups to include charities, local resident representatives and encourage leaders from the community from non-traditional roles**
4. **Open up and lead the change –wider participation needs new tools roles and powers through which people can contribute and discover**
5. **Think Big Heritage as the USP of the environment but also include intangible history the personal and community. Seeing ownership of the heritage is also of interest to visitors delivering economic benefits.**

[Engagement methods](#)

Using the Audience Agency Spectrum data for the local area, we have incorporated the following into the interpretation and activity offer for the Town Hall project:

- Multi-media displays for the interpretation to engage families and young people.
- Those that are currently not engaged with heritage are likely to respond well to practical and creative activities associated with a heritage theme. Opportunities to try different skills and tasks to help learn more about their local area will help to engage them. This has been demonstrated in the development stage by the success of the Food In School Holidays activities.

- The way different people learn and engage has been considered when devising the interpretation plan and activities, and this will also be taken into consideration when planning temporary exhibitions to ensure that a good range of different methods are provided. Visual learners will have a preference to see or observe things, including images, demonstrations, exhibitions, and films. Auditory learners will prefer to absorb information through listening to sounds and others speak. Kinaesthetic learners will prefer to touch, feel and experience.
- For those who already have an interest in heritage, such as the significant proportion of Home & Heritage and Dormitory Dependables that live within the wider Lowestoft area and hinterland, there will be an element of traditional interpretation. We know from the development stage that talks by local historians are of particular appeal to this audience group too.
- A significant proportion of the population now have smartphones, and many museums and galleries are also exploring using QR codes to link people to more detailed information about a topic or artefact. However, it is important to note that several local audience segments, e.g. Supported communities, have very low ownership of smartphones so more detailed information would not be available to them via this channel. The heritage gallery and community cabinet exhibition space all have digital consoles incorporated, to enable this more detailed information to be accessed. Staff and volunteers will be trained in how to demonstrate how to use the technology. It may also be appropriate to develop hardcopies of detailed information for people to take away to read in seating areas within the café.
- Although those in the frontline families group use social media and smartphones daily they often don't have access to computers at home. We will ensure that all our digital content is smartphone enabled.
- There are a significant number of Heydays and Kaleidoscope Creatives (Audience Agency segments) in our target groups. Incorporating items from the 20th century such as PYE telephones, a juke box will appeal to these groups who will enjoy reminiscing and the familiarity of these objects and will help to put them at ease. The telephones and juke box will have interactive sound stores which will enable visitors to hear local memories and sounds and music relevant to Lowestoft.
- The Heritage Manager will develop programming for children and adults with Special Education Needs and Disabilities (SEND). For example, a quiet hour where children with autism can experience the heritage gallery and separate exhibitions, as well as activities specifically tailored to their needs.



[Experiences for the 'Local' and 'Residents' target audience](#)

Focusing on older people, families and young people.

The Audience Agency segment data for the 'Local' geographical area shows two of the most difficult-to-engage Spectrum groups dominate, with 67% of residents falling into these groups: Frontline Families, and Kaleidoscope Creativity. Within the 'Residents' geographical area Up our street is the most dominant segment. These groups share the common barriers to access of affordability and access (transport). Although some may have engaged in culture in the past there is a feeling that it is not currently for them.

The Town Hall heritage offer will be free to access, and as with the development stage, the majority of activities and workshops (both in the Town Hall and in the community) will be free, which will overcome one barrier to access for this group.

In order to address the idea that the project 'isn't for them' in the development stage we undertook partnership working with local community organisations, such as the Food In School Holidays Project, the Local Cultural Education Partnership, YMCA Youth Group and Access Community Trust (ACT), taking activities to already established events and activities where people felt comfortable as they were in a familiar environment. This has been key to engaging these groups as people already had a trusted relationship with these organisations. These organisations were also able to use their networks and links to audiences and share experience of knowing what does and does not work well. For example, the project team were able to engage with families from lower socio-economic backgrounds (likely to fall into the Frontline Families segmentation group) at the Food In School Holidays free lunch sessions held at different locations within Lowestoft. Older people were engaged at the ACT over 60s group through reminiscence sessions. With transport being an issue for these groups, taking the project to them meant they did not have to make a special trip to take part.

Access Community Trust promote social inclusion for the community benefit by preventing people from becoming socially excluded, relieving the needs of those who are socially excluded and assisting them to integrate into society. They work with over 2000 young people in Lowestoft and 5000 families in the Waveney area.

Older people, families and people on lower incomes were our target audiences for our Town Hall Creates pilot activities. Many of these participants would fall into the Frontline Families, Supported Communities and Kaleidoscope Creativity audience segmentation groups. In the delivery stage the Town Hall Creates activities will continue and the participants work will be displayed in the Community Display case and exhibition area to encourage these groups to feel part of and come and visit the Town Hall.



In the development stage, through the 'Your Lowestoft Memories' engagement events, we took the Memories bicycle (resource that will be used in delivery stage) on a voyage around the streets, beach, parks, community groups and schools of Lowestoft. This helped to raise awareness of the project, hear people's views, share opportunities for people to get involved and also capture their stories of the more recent past.

From the start being inclusive and making clear that local voices are important. The aim will be for those stories of more recent local history to be incorporated into the interpretation in the Town Hall Heritage Gallery and other spaces in the Town Hall.

Older People

The Your Lowestoft Memories activity demonstrated that reminiscence activities work well to reach our older people target audiences, this spans the different audience engagement groups too. In the delivery stage reminiscence and oral history activities have been woven into many of the activities, and much of this will be used in the content for the heritage gallery. Our proposed activity 'All Day and All of the Night' oral history project will capture older people's memories of the Lowestoft music scene, and in particular in person memory cafes at local groups, and in the Town Hall when it opens, will work well to engage the older people in this area. We will also run the Town Hall creates programme and take it to local groups such as

Whitton Life, offering heritage themed creative activities and reminiscence opportunities linked to projects or exhibitions.

Older people from lower socio-economic backgrounds are less likely to engage with digital technology and social media and would prefer these in person events. We will also produce hard copies of marketing and interpretation material. Those that do use digital technology favour Facebook as a social media platform, particularly the local history and reminiscence pages.

Families

Within the 'locals' and 'residents' area there are two segments which many families in our target area will fall into; Frontline Families and Trips & Treats. Activities that are free, fun and family friendly will engage both of these audiences, such as the Time Team style community archaeology project, Dig Lowestoft. The Town Hall interpretation has been designed specifically to appeal to this audience (whilst being mindful not to disengage traditional audiences). Heritage themed creative activities, linked to projects or exhibitions will be specifically tailored to young people and families will be provided. For example, the Women in Lowestoft exhibition, which will highlight the important achievements of local women, such as Lowestoft women's football team winning the FA cup in 1982, will have football skills workshops as an activity which links to the exhibition. Once the Town Hall is open the heritage staff will run free weekly sessions in the 'Messy Space' room for different aged young people and families.

Taking the project to places that they would normally attend, such as the popular Andy the Clown's summer discos at Sparrows Nest, will address these segmentation group's 'lack of time' barrier to engagement.

Facebook and Instagram are the social media platforms that are most likely to be used by this grouping and it will be important to share events through this, as well as promotions through schools, and local youth groups.

Young people- 11-16 & 17-24

We have split this group into two subgroups, as they are likely to have differing priorities and interests. However, for both of these groups partnership working with the LCEP, Access Community Trust, local schools, and youth groups will again be important to engaging and sharing opportunities.

Our 2021 community survey was only completed by a small number of under 18s. However, in the development stage we were able to consult with a larger number of young people. To help inform the interpretation plan we consulted with 51 primary school pupils, as well as 3 East Coast College students, directly about what was important to them about Lowestoft and which areas of history interested them. Leisure and entertainment and the World wars came scored highly, as well as a strong awareness and concern about environmental issues. 'Reuse, Repurpose and Recycle' and the 'Curfew Bell' activities will see young people research and learn about contemporary issues and climate change anxieties through a project focusing on restoring a historical building and another project on social discourse and protest.

For the 11-16 age group opportunities to take part in new creative experiences with a group they are familiar with worked well in the development stage. (see YMCA Youth Group graffiti workshop) We will continue to offer this in the delivery stage through our Town Hall Creates programme.

The 17-24 age group are likely to be looking for opportunities to increase their experience and skills to add to their CV. We have provided work placement opportunities, with meaningful training opportunities, as well as trainee and apprenticeship roles. (Although these are also open to people in older age groups)

We found that the East Coast College students were interested in Film making and digital skills and we have allocated resource for a filmmaker in residence to run filmmaking workshops and assist young people in recording films for the project, such as oral history interview recording for the Your Lowestoft Memories Activity and filming of contemporary events to add to the digital cultural archive. Instagram, Snapchat and TikTok are the social media platforms which are most used by this group. The filmmaking volunteers could also assist in producing social media content that will appeal to their peers for Instagram and we would also explore setting up a Town Hall TikTok account.



Experiences to engage other audiences.

It is important to note that the Town Hall will also need to appeal to a wide section of the local community and visitors not just our target audiences. Our Audience Assessment records that there is a significant proportion of Up Our Street, Homes & Heritage and Dormitory Dependables audience segments within the wider Lowestoft Town and hinterland. There is some similarity in their interests, in particular that they are already likely to have an interest in heritage. T

These will be the groups that will be most likely to volunteer as heritage explainers in the Heritage Gallery and wider Town Hall spaces. Those in the Homes and Heritage segment are likely to be members of the of the Facebook Lowestoft reminiscence pages. It will be important for the project to continue to expand its Facebook presence as there are significant numbers who engage in local history pages for example Lowestoft in the 1960s (5.8K members) Lowestoft in the 1970s (5.4k members)

Our 2021 community survey identified that those people in the 25 to 34 age bracket were the least likely to engage with heritage. Our survey has shown that lack of time is a barrier to engagement for this group so we think that the digital offer, which they can interact with in the comfort of their own home could engage this group. So, a strong social media presence, in particular on Instagram, which is the platform most used by this group, will be the first way that this group would engage with the Town Hall. In our consultations a good café was important to this group, and it is likely that incidental engagement with heritage will occur as a result.

Engagement/participation methods - the impact of Covid 19 & the cost-of-living crisis.

It is now over a year since the Government lifted all remaining Covid restrictions and replaced these with the "living with Covid plan". During the pandemic cultural participation monitoring was undertaken by The Audience Agency as part of the Centre for Cultural Value's Covid-19: Impacts on the cultural industries and the implications for policy research project. This monitoring has continued and the latest survey about changing attitudes and behaviours to cultural engagement was reported in February 2023. This is a nationally representative online survey with a sample of 25,000 in total.

It shows that Covid has become less of a concern relating to attending cultural events, but this has been replaced by a significant proportion saying that the cost of living is putting them off attending. The Town Hall project's target audiences are those where cost is given as a barrier to engagement, so we have already planned free activities for these groups, but people may have less time to attend as they are forced into working more hours to cover the bills.

"Over 60% say that the cost-of-living is already putting them off attending culture events (compared with less than 1/4 because of Covid concerns), with even higher numbers expecting this to still be the case in 6-24 months' time."²³

In Lowestoft the People and Places Impact survey also found that, post Covid, events and cultural activities were given some of the lowest satisfaction scores from town centre users, with cultural activities scoring just 1.6 out of 5.

In our stage 1 bid we drew upon learnings from the pandemic "What has emerged is a new model for the museum, one in which the physical space of the museum is no longer dominant. Instead, the museum is divided into three: on-site, on-line, and out in the community; each space equally important and informed by the other two."²⁴The model suggested above aligns with our recommendations for heritage activity associated with the Town Hall. Many of our target audiences do not normally visit heritage attractions so it will be important to take the Town Hall activities to them in the community.

However, as the Covid threat has lessened "Levels of digital engagement have waned from the pandemic peak, but there is still interest in this area, particularly to enhance the live experience and to engage specialist international audiences."²⁵

The project will build this digital content into its offer not only as contingency for any future pandemics, but because these help to bring new audiences, inspiring them to visit or reaching those who might not be able to visit the building in person. During the development phase there has been an online presence with an updated virtual tour of the building, which also links to new project social media pages. In delivery this will increase with a Town Hall specific website which provides educational resources, an online collection catalogue and a Digital Cultural archive. The Digital Cultural Archive will initially be linked to the four Town Hall exhibition interpretation themes. As research is undertaken to develop exhibitions, and engagement activities take place, these will be recorded and made available on the archive. This means there will be a permanent record of temporary activity.

The pandemic and cost-of-living crisis will have affected our 'Locals' target groups more than any of the rest of our target audiences. Now more than ever, the importance of providing training and skills opportunities will be paramount. The project has tailored an activity specifically for people on an employment pathway in partnership with Access Community Trust. explore further how we can tailor these workshops to deliver the skills these groups need. (See Action grid in Appendix 1 for more detail)

During COVID 19 Lowestoft had the highest number of referrals to an initiative 'Home But Not Alone Community Hub', run by County and District councils in Suffolk, supporting vulnerable people from the impact of COVID-19 due to isolation. 70% of the East Suffolk referrals came from Lowestoft alone, although

²³ Cultural Participation Monitor-Key Findings, The Audience Agency in partnership with Centre for Cultural Value March 2023

²⁴ Looking Ahead Museum Sector research- The Art Fund, May 2021

²⁵ Looking Ahead Museum Sector research- The Art Fund, May 2022

the town represents just 30% of the district’s population overall. A number of initiatives have recently opened in the town such as Woodworks Art Café which is Lowestoft’s first social prescribing café. Community groups such as Trinity Church Women’s Group and Whitton Lunch club have now reopened and provide opportunities for people to meet up, and many are seeing a return to pre-Covid participation levels. It is therefore important that during the delivery stage we continue to work with our partners and other organisations to see how the Town Hall can fit in with the current provisions in Lowestoft which aim to address social isolation.

[Town Hall spaces](#)

Heritage Gallery

The heritage gallery aims to increase awareness of, and engagement with, the town’s history and heritage, and to point visitors and residents to the other heritage sites in the town. It will be different, but complementary, to the offers of the current heritage organisations in the town. It will interpret the town’s history and heritage in a new, vibrant, interactive, inclusive, engaging and innovative way, but will also allow visitors to access deeper layers of content and moments of reflection.

Permanent exhibitions will tell the story of Lowestoft, the history of the Town Hall and the site it sits on, whilst also promoting inclusivity and pride in the Town and its future. People and their experiences will be firmly at the centre of the exhibitions. It will provide a venue for the display of items from the Lowestoft Town Council collection and loans of collection items from local Museums. The Excelsior Trust, the charity that preserves and maintains Lowestoft’s last surviving fishing smack, whilst also providing life changing sailing experiences for young and disadvantaged people, schools, corporate groups and individuals, are keen to collaborate on the project and are keen to use the Town Hall as an onshore base to share the history of the boat and the work they do. They have offered to loan the project a model of Excelsior, and there are plans to share video footage of the boat out at sea and photos relating to Excelsior.

The Town Hall will also be a collaborative space –acting as a venue for outreach activities, showcasing artefacts from other heritage/ organisations in the Town and signposting people to them. Facsimiles of documents which have moved to the Hold will be available. Items in display cases will be regularly changed to ensure visitors have something new to see if they are repeat visitors.

Local people have been engaged in the development stage to help lead, or have a significant say, in the co-creation of interpretation. This will continue in the delivery stage and also for the changing and exhibitions in the separate gallery. (see RIBA Stage 3 interpretation plan for more detail)

Gallery

A changing heritage and cultural exhibition programme to encourage repeat visits.

This separate exhibition space to the heritage gallery, which will meet environmental and security standards for display of items from national collections, a lighting system and a permanent hanging system. Movable display cases will be produced which can be used as and when needed.

There will be a yearly programme of exhibitions and related events which:

- tell the story of Lowestoft in more detail, with local museums collaborating and potentially linking exhibitions at their sites into the themes;
- provide an outreach exhibition space for local heritage and cultural organisations

- provide a space for commercial artists and community groups to display their work
- creates links with national cultural organisations to display items from their collections which specifically relate to Lowestoft's history such as Turner's painting of Lowestoft in the British Museum collection.

In the 2021 community survey several people also noted that they had 'already visited in the past' as a factor in not visiting museums, with some stating their perception that there is little that changes in these museums over time. This underlines the need for the Town Hall to refresh its interpretation and stage new temporary exhibitions as regularly as possible, to attract repeat footfall. They will be essential to attracting those from the hinterland of Lowestoft and wider a field who fall into the 'Dormitory Dependables' audience segment. Bringing national and local museum 'star' collection items which relate to Lowestoft will make heritage more accessible to those that wouldn't ordinarily be able to visit national museums. We will also raise the profile of local contemporary artists such as John Reay (1947 -2011) and Mark Burrell (b. 1957)

The heritage exhibitions involve an element of co-creation- enlisting a group of volunteers made up of local historians (depending on their specialism), students, local people and local creatives. It will also provide space for partner organisations and local cultural projects to display at the Town Hall bringing different audiences in that might not attend the Town Hall normally. The Port of Lowestoft Research Society, Suffolk Archives, the Local Cultural Enterprise Partnership and the Easterly Artist Group have all expressed an interest in holding exhibitions in the Town Hall.

The Heritage Manager will lead on developing guidelines to for display standards, in particular accessibility, and also including digital. These will set the standard for temporary exhibitions. We have allocated funds in the budget towards the production of printed material for local heritage organisations exhibitions

Community Display Cabinet and exhibition area

The Community Exhibition installation will provide an adaptable space to showcase the content of community workshops and helping participants to feel pride in their works. It will also act as a smaller area for local heritage organisations to display their collections of displays. There will be an editable database system that provides the opportunity for a layered approach to displaying information, in addition to providing editable interactive games and quizzes.

The Community Exhibition area in the double height circulation space outside the Heritage Gallery doubles as an artistic installation.in our activity 'A Celebration of the people of Lowestoft', which will put a call out to people to nominate a person that they feel should be recognised for their contribution to the community of Lowestoft, such long serving volunteer at a local community group. Photographs of these people, alongside people from Lowestoft's history, will be displayed as part of a digital installation in this area. Helping to encourage the feeling amongst local people that the Town Hall is for them and celebrates their achievements.

'Messy Space'

In our 2021 consultation with the creative community a desire was expressed for a messy space which adhered to safeguarding standards, with easy access to WC's and out the ability to access out of hours. This has been incorporated into the Town Hall plans and sited adjacent to the heritage gallery. It is a good flexible space, with space to up to 30, worktables, deep sinks, AV setup for hybrid workshops, and fully accessible. It has been sited near to the heritage gallery, community cabinet and gallery to enable the heritage staff to

be able to run youth and creative workshops that are inspired by the displays and exhibitions. During our consultations most residents felt that teens were less well served for activities these will be a key group to provide activities for in the Town Hall.

Secondary interpretation spaces- café, corridors, reception, courtyard, staircase, and Council Chamber

The redeveloped Town Hall will be open and welcoming, introducing more light into the ground floor areas through the internal glazed 'yard' and the opening up of the ground floor below the council chamber. During consultation local people have welcomed the idea of the vast majority of the ground floor being more open to the public, as many people's only previous experience was paying their rates in a small area of the building.



Heritage collection items, such as Lowestoft Porcelain displayed in the café, and the civic regalia displayed in the previous window opening in the glazed 'yard' will provide opportunities for incidental engagement and direct people to the heritage gallery to find out more. The history of the building will be told throughout the building and the key paintings from the Town Council's collection will be rehung in the Town Hall. In the reception a large map will direct people to the other local heritage organisations in the town and the courtyard will promote the wealth of natural heritage sites in the town.

Non- heritage activities

The non-heritage activities and uses of the building are explored further in the business plan. As part of our consultation work non-heritage activities such as a dementia café, dance classes, youth facilities and arts and crafts have been suggested, and many groups, such as Suffolk Stitchers and Knitters have expressed an interest in running these types of activities in the Town Hall. These activities will be essential in helping to realise the vision of the Town Hall as a community facility. We plan to create sufficient multi-use space to accommodate these facilities as these will provide the opportunity for local people to increase their physical, social and mental wellbeing. Many of these could have heritage activities linked to them, for example reminiscence sessions linked to the dementia café and local museum collections, or they may lead to incidental engagement in the heritage offer within the building and greater use of the café.

Engagement themes

Heritage

In the Stage 1 bid the following heritage themes emerged from our consultations and discussions:

- The history of the Town Hall and the site it sits on
- Fishing and the beach village
- Industry
- The Seaside resort
- Buildings and Houses
- WWI/WWII
- Witches and the Supernatural
- People and Family History
- Popular culture
- Women in Lowestoft



In particular, there was an interest in sharing the stories of the many and varied industries which have evolved in Lowestoft, from food processing at the Birds Eye plant to the oil industry and today's renewables. This is a theme that would be of interest to most of our target 'local' and 'residents' audiences and in the development stage we focused on capturing these stories through the 'Your Lowestoft Memories' activity. (See *Development Stage Activity Plan* section above)

Our interpretation and exhibition design specialists People Landscapes and Buildings Ltd used the Stage 1 themes as a starting point in their community and stakeholders' workshops to develop the content framework. (See *separate Interpretation plan document*)

We brought together people from our target audiences such as parents from the FISH project, as well as those from older groups. It helped us to understand which themes and approaches did and did not engage potential visitors.

For the interpretation in the Town Hall the overarching concept will be 'Shifting Sands' with the following supporting themes:

- Changing fortunes – development of the town
- Stories from the sea - World Wars, other conflicts and maritime history
- Leisure and entertainment
- Traditions, superstitions and witchcraft

The themes of people, family history and women will run through all the heritage themes to raise the profile of local people's stories. In particular it is important that women's histories are told equally alongside men's.

We have tailored the activities in the delivery stage to complement these themes. Leisure and entertainment is a theme that would attract most audiences and therefore our proposed 'All Day and All of the Night' oral history project would be ideal as the star project that premieres as the inaugural exhibition when the Town Hall reopens. It will encourage greater connection between young and old. Local people will feel included, that their histories are valued and take ownership of the Town Hall.

People & communities

Conservation and the environment

“As of June 2019, Lowestoft Town Council has declared a Climate Emergency, entailing that the Town Council is actively looking at ways to reduce our environmental footprint. With this goal in mind, the Council has formed a Climate Emergency Committee to look at ways to help reduce the climate impact, carbon footprint and to provide environmental benefits to Lowestoft.”

The refurbishment of the Town Hall aligns with Lowestoft Town Council’s environmental aspirations and will provide an ideal opportunity to engage people in our conservation and environment theme. In the development stage interpretation workshops, concern about climate change and environmental issues came through as a theme which was important to the primary school and college students.

Our proposed delivery phase project Environmental positivity- Reuse, Repurpose, recycle- will help to address anxiety amongst young people about climate change. The Town Hall refurbishment will show the benefits of building re-use in the reduction in carbon footprint, sustainable material, energy conservation, recycling of materials, less waste going to landfill. (See business plan for more information)

We will also explore in the changing exhibitions and the heritage gallery the relationship between people and their living environments today and in the past. For example, one of the key issues of the decline of the herring fishing industry was the unsustainable fishing that reduced fish stocks. Through the Herring and Sustainability festival we will relate this to how in Lowestoft today the Centre for Environment, Fisheries and Aquaculture Science (CEFAS) collects manages and interprets data on the aquatic environment, biodiversity and fisheries.

Our changing exhibitions will also encourage people to make changes to lead a more environmentally sustainable lifestyle. A potential exhibition could be ‘Lowestoft on Two Wheels’ which will share Lowestoft cycling in the past, and how the bike was the most common form of transport. It will encourage people to take up this healthy and more environmentally friendly form of transport, and there will also be cycle tours, led by the Memories bike, to link up the heritage organisations in the town which will also have cycling related exhibitions on display. The Town Hall, in conjunction with a local bike shop, will be turned into a pop-up repair shop to repair bikes and share maintenance skills.



Wellbeing

"Lowestoft Town Council has declared a health emergency in recognition of the major ongoing concern of health within our community. Part of this is raising the physical and mental health, and well-being standard so that individuals can benefit from and contribute positively to society. We believe that there is widespread understanding and recognition that a problem exists, the recent pandemic highlighting and exacerbating this, not least owing to the particular vulnerability of the obese and those with mental ill-health."

Opportunities to improve people's wellbeing will be a theme that runs through all our activities. Lowestoft Rising have identified that the biggest impact to people's wellbeing from the pandemic in the local area has been through increased social isolation.

Using the Community Wellbeing Evidence Programme Consortium's theory of change as inspiration, at the beginning of the development phase of the project we worked with the evaluation consultant to develop methods of measuring the impact the project has on participants wellbeing. Our community partner organisations identified people with low social wellbeing and signposted people to activities and opportunities in the project. We will continue this in the delivery stage.

The Town Hall Creates activity, Blueprints for the Future was able to demonstrate that three of these actions had taken place for participants. One participant stated, "Getting out of the house and meeting other people has been really positive for my mental health and wellbeing".

"Heritage is the result of an interaction between people and their environment, and that heritage is as much about people as it is about places. It makes it easier to understand the relationship between heritage and health."

Wellbeing and the Historic Environment, by Sarah Reilly, Claire Noland, Linda Monckton, Historic England

We will provide opportunities to support the five ways to wellbeing²⁶ through people:

Giving their time through Volunteering

Being Active by taking part in our activities and visiting the Town Hall. With statistics showing that 49% of adults in Lowestoft do not exercise²⁷ have incorporated into the interpretation plan sharing information to encourage people to use the local guided walks apps and natural heritage venues

The heritage gallery and changing exhibitions will aim to help people to:

Take notice about the world around them, specifically Lowestoft's past and how it relates to today, instilling pride in the community. The issues of environmental sustainability will also be at the forefront of the way we develop and run the building.

Connect - our activities will be taken out to where people are so that they have the opportunity to connect with the project. We will work with our community partners to raise awareness of how people can connect with the project and people will feel included and valued.

Keep learning - through exhibitions, activities, volunteering and training opportunities.

²⁶ New Economics Foundation

²⁷ Source: Experian Mosaic 2018, Lowestoft and northern parishes Community Partnership Profile 2019

Volunteering

There is significant research which shows the benefit of volunteering to people's wellbeing. The What Works Centre for Wellbeing states that:

The evidence points to stronger wellbeing benefits of volunteering for some groups compared to others, including:

- people in later years of life
- people from lower socio-economic groups
- the unemployed

These groups form part of our target audience. The opportunities for volunteering will increase as the project develops with volunteer heritage stewards to enhance the visitor offer in the Town Hall and also volunteers helping to deliver the activities within the activity plan. By the end of year 3 of live operations we aim to have 40 volunteers from a range of backgrounds, with over 200 volunteering opportunities delivered over the 5 year project period.

We are aware that nationally there is a trend in declining numbers of those groups that have traditionally volunteered, likely to fit in the Dormitory Dependables segmentation categories. The project will aim to work with its partners to raise awareness amongst its target audiences, in particular young people and also those who are on an employment pathway, of how they can become involved in the project, and how they will benefit, so that a more diverse range of people are involved in volunteering in the project.

Training

Offering training opportunities is an important part of the Town Hall vision. 31% of residents aged 16 and over in our target area have no formal qualifications. During the delivery stage many of the activities incorporated the opportunity for people to learn new skills, for example the three East Suffolk College students learnt skills in digital design. For the delivery stage this will continue with activities such as work experience placements for history A level students, film making workshops for young people to contribute to the contemporary digital cultural archive and building conservation skills training factored into the main contractor's contract.

In the development stage we have also consulted with Access Community Trust to ascertain the sort of employment skills and experience that people in the area could benefit from, in order to be able to tailor heritage themed skills sessions. Activities for volunteers will also provide opportunities to learn new skills such as exhibition curation, and collections management. There will also be budget allocated for staff and volunteer wellbeing training.

We will be looking to encourage take up of these opportunities from our target 'Local' and 'Resident' audiences and in particular those from a lower socio- economic background.

Delivering against NLHF outcomes

The NLHF's Priority Outcomes are summarised below:

1. A wider range of people will be involved in heritage. (This is a mandatory outcome. Every project they fund must achieve their mandatory outcome as a minimum.)
2. The funded organisation will be more resilient

3. People will have greater wellbeing
4. People will have developed skills
5. The local area will be a better place to live, work or visit
6. The local economy will be boosted
7. Demonstrate long-term environmental sustainability

Other outcomes:

8. Heritage will be in better condition
9. Heritage will be identified and better explained
10. People will have learnt about heritage, leading to change in ideas and actions

With these at the forefront of our minds, taking into account the findings of the community survey, the development stage pilot activities and in consultation with local heritage and cultural organisations, we have developed the activity plan to meet NLHF outcomes 1,3,4,5, 8,9,10.

Details of the outcomes each activity will deliver are outlined in the separate Activity Action plan grid document, appended to this document. The business plan outlines how the project will meet the remaining outcomes.

Of the 10 NHLF outcomes our main focus for the Activity Plan will be delivering activities for people and communities:

- **A wider range of people will be involved in heritage**
- **People will have learnt about heritage leading to change in ideas and actions.**
- **People will have developed skills**
- **People will have greater wellbeing**

7. RESOURCES

Staffing, partners and collaborations

In the development stage, two heritage consultant roles were appointed. A Heritage Project Manager was appointed to oversee the activity and interpretation plan development and delivery, seek and develop partnerships and collaborations, and a Heritage Engagement Coordinator, to deliver the activities in the activity plan. The focus was to raise awareness of the project, provide opportunities for people to get involved, create and feel included, testing and evaluating the engagement methods.

Lowestoft Town Council has separately appointed the Heritage Project Manager on a freelance basis to deliver activities throughout the summer to build on the momentum and positivity that has resulted from recent pilot activities.

In the delivery stage the Heritage Project Manager role will continue to oversee the delivery of the activity plan and interpretation prior to live opening to ensure continuity between the two stages. Two new Lowestoft Town Council staff roles will be appointed. A Heritage Manager will deliver the activity plan through into live operations, manage the heritage trainees and volunteers, collaborate with local partners, and provide development and support to local heritage organisations.

In live running they will be responsible for running and managing the heritage visitor attraction within the Town Hall including the community gallery, organising exhibitions, liaising with other museums and co-curation groups in the community. The Town Council has made a commitment to fund this role after the project ends to ensure that the aspirations of the project are continued after the NLHF funds end. The Association for Suffolk Museums have expressed an interest in supporting this role, as they have identified the need to further their development work with the local museums in Lowestoft.

A heritage trainee staff role will also be created. This will be an entry-level role for two years and there will be two posts over the project period. It will be a first step for people into the heritage sector with no previous experience. We will encourage people from our local and target audiences to apply. The role will be an alternative entry route into a museum/ heritage career providing an opportunity for young people to stay in Lowestoft rather than having to move away to develop skills.

The focus will be on assisting in the delivery of community engagement activities, but they will also be given opportunities to gain experience in collections management, research, exhibition curation, visitor services and volunteer management. The Heritage Manager will work with the trainee to agree work placements at different local museums and others that are further afield.

We have been in discussions with Norfolk Museums Service (NMS) who have a long running a successful Museum Trainee programme and have offered advice on the trainee learning programme and are happy to contribute further advice to the planning in the delivery stage. We are keen for the trainee to be able to achieve a formal qualification and we are exploring the possibility of the trainee undertaking a BIIAB Cultural Heritage diploma qualification which the NMS Teaching Museum Manager is an accredited assessor. We are currently trying to appoint a suitable provider for quality assurance and are hopeful that the V&A Museum may provide this service for us.

In the development stage the partnership working, and collaborations have been particularly successful. (See Section 9.2 of separate Evaluation report in the appendices to this document)

The following organisations/individuals have expressed an interest in working with the project in the delivery stage:

- The Local Cultural Education Partnership
- Lowestoft Rising
- East Coast College
- Access Community Trust
- Association for Suffolk Museums
- Lowestoft Museum
- Lowestoft Maritime Museum
- The Lowestoft Heritage Workshop Centre
- The Royal Naval Patrol Service Museum
- The East Anglian Transport Museum
- Jack Rose Old Lowestoft Society
- The Port of Lowestoft Research Society
- The Excelsior Trust
- Suffolk Archives
- Whitton Life Community Hub
- Under Open Sky
- Suffolk Art Link
- Suffolk Libraries
- First Light Festival
- Poetry People
- Sunrise Studios
- The Seagull theatre
- The Lowestoft Players
- Easterly Artists
- The International Boat Building Training College
- Tim Cross- Lowestoft Studio Ceramics
- Get Suffolk Reading
- Norfolk Museums Service
- Food In School Holidays project
- Stane (local graffiti artist)
- YMCA Shine Youth Group
- Trinity Methodist Church
- Waveney Suffolk Help in MS (SHIMS)
- Paperworks
- The Grit: Arts and Heritage Centre
- The Marina Theatre Trust

In the development stage, out of necessity the main focus concentrated on developing collaborations with local groups, in order to build relationships with our target audiences. This meant there was not capacity to seek out further collaborations with organisations from further afield. Lowestoft in the past had links with other UK sea ports as well as those on the continent.

In the delivery stage the Heritage Project Manager and Heritage Manager should look to seek out organisations, which are further afield, with similar aspirations to the Town Hall to establish collaborations and connections and learn from their experiences. For example, the Old North Light in North Shields is a heritage centre which tells the story of North Shields, its seafaring past and its people. It prides itself on its partnerships, working closely with the Council, local schools and a range of community groups. The building is now seen as a community venue, with rooms hired out for weddings, birthday parties, works events and as a base for some groups to hold regular meetings. Grimsby has also been affected by the decline of the fishing industry with similar issues of deprivation to Lowestoft and the designation of a HAZ. It would be good to connect with the Fishing Heritage Centre which is situated on the edge of the Greater Grimsby HAZ to understand how they have tailored their venue and activities to meet the needs of local people.

Whilst on a larger scale than the Town Hall project, with nationally significant buildings, the Rochdale Town Hall and Manchester Town Hall projects both have similar aspirations to place local people at the heart of their projects and as these projects have already begun it would be good to make connections to understand their target audiences and the ways they propose to engage them.

8. EVALUATION

In the development stage we allocated funds to work with an external consultant before engagement activities began, to plan evaluation methods and particular ways to evaluate participants' wellbeing and the impact their involvement in the project has had on their wellbeing.

The consultant has worked with us throughout the development stage to evaluate each activity; and the lessons learnt have been used to improve the engagement offer in the delivery stage.

Online and hard copy surveys were conducted for the David Butcher Town Hall Talk, and the Your Lowestoft Memories project. It was found that a significant proportion of the online surveys were undertaken on mobile devices which makes it clear that the Town Hall's online content must be compatible and easy to use on a mobile device.

The Stage 1 plan broached the idea of running a research project similar to the Sunderland HAZ wellbeing study, to build a picture of how people feel about their neighbourhood now and how this might change as the Town Hall project progresses. This was discussed with the evaluation consultant at the beginning of the development phase, and it was felt that a less formal approach to research would be more appropriate, given the resources of the project. Instead, the impact on people's wellbeing by taking part in the development stage's longer running activities was measured.

In the delivery stage an evaluation consultant will be engaged to develop methods to review the activity programme and wider project against the NLHF outcomes. (This is discussed in Section 11 of the Business Plan) A particular focus will be on measuring how taking part in the Town Hall activities impacts on people's wellbeing.

The Evaluation Report from the development stage is the final appendix in this document.

Targets and Measures of Success

The development stage evaluation consultant has recommended that rather than the method of measuring attendance against specific events or activities we should look to measure instances of participation across a specific activity stream.

So, for example, for the All day and All of the Night activity rather than splitting up how many people attend the opening event and how many take part in capturing the oral histories, we will capture the instances of participation for each audience group across the whole of the activity stream, but then list the numbers and types of events that have taken place.

This means that if one element of that specific activity has to change due to factors outside of the projects control (in the development phase, the death of HM the Queen caused several cancellations), the success is not reliant on meeting the attendance numbers. The data on instances of participation from the pilot activities has been used as guideline to inform our targets for the delivery stage, and we are now better placed to understand what works successfully to engage our audiences and the numbers of instances of participation we are likely to achieved for similar projects. The targets and measures of success for each activity stream are identified in the Action Plan.

9. ACTION PLAN

The Action Plan grid (overleaf) provides our plans for heritage-related activities and where they sit within the funding time scale. The delivery of the pilot activities in the development stage has enabled us to review the viability, the level of engagement and community interest, and to identify those activities which will deliver the best outcomes. Changes which have been made since the stage 1 bid, and the rationale behind them, are discussed in Section 3 of this document.

The grid describes each of the activities, its target audiences, resources, outcomes, costs and timescales. All costs have been factored into the project budget and, longer term, into the operational financials.

APPENDICES

Appendix 1 Action Plan Grid

Outline Activity Plan- Delivery Stage yr. 1 & 2 and Operational yr. 1- 3

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
One off events/projects.							
Project & museum info boards on TH external hoardings	Visitors All local people	Raise awareness of the project and how people can get involved.	Heritage will be identified and better explained.	Content collated by Heritage Project Manager & Heritage Manager. Produced by Designer and print company	Early Spring 24	People state that they have seen the boards and they have inspired them to find out more	Data collection Comments cards
Dig Lowestoft- Community archaeological dig ahead of any excavation work to new build areas of the TH. In association with Lowestoft Archaeological and Local History Society and archaeological contractor. Over 1 weekend to include a Friday as well so could have school visits.	Local schools Young people Families Visitors All local people	People will feel included, work together, building relationships and connections Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions. People will have developed skills	Delivered by archaeological contractor with the assistance of Heritage Manager, heritage trainee, Lowestoft Archaeological Society, volunteers	April 24	300 instances of participation	Data collection Comments cards

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
			People will have greater wellbeing Heritage will be identified and better explained.				
<p>Your Lowestoft Memories- Capturing the stories and memories of the recent past whilst also looking to the future- Capture local stories relating to the 4 TH heritage exhibition themes. These will be shared through the sound stores and digital consoles in the heritage exhibition space:</p> <ul style="list-style-type: none"> • Changing fortunes • Stories from the sea • Leisure and entertainment • Traditions superstitions and witchcraft <p>Intergenerational- Involve schools to capture what young people would like to see for Lowestoft's future. A group of young people recruited to film and record</p>	<p>All local people</p> <p>Young people</p> <p>Older adults</p> <p>Primary & secondary school pupils</p>	<p>Local residents develop a greater understanding and appreciation of the heritage in their area.</p> <p>Greater connection between Lowestoft people young and old.</p> <p>Increase local pride and local people feel included and take ownership of TH</p> <p>People feel that their histories are valued.</p> <p>Raise the profile of the many and varied roles women have played in the</p>	<p>A wider range of people will be involved and have engaged with heritage.</p> <p>People will have developed skills.</p> <p>People will have greater wellbeing</p> <p>Heritage will be identified and better explained.</p> <p>People will have learnt about heritage leading to change in</p>	<p>Managed and delivered by Heritage Manager, assisted by Film maker in residence, Heritage Trainee and Volunteers</p> <p>Local historians, SRO, local museums, private collections</p> <p>Over 60s club Whitton life & other local social clubs for older people</p>	<p>May 24- July 25</p>	<p>1200 instances of participation</p> <p>Engaging content representative of local people is produced for the heritage gallery</p> <p>Participants have enjoyable and beneficial experience, feel it is worthwhile</p>	<p>Data collection</p> <p>Comments cards</p> <p>Follow up</p> <p>Structured feedback sessions with volunteers</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>interviews and capture memories. Include a call out to the community to share photographs that relate to the themes. Possible loans of objects for the first community display cabinet. Continue outreach work with memories bike using collection items/archive photographs to prompt memories and craft activities inspired by heritage. Social media engagement.</p>		<p>history of the town. Raise awareness of the project and how people can get involved. Participants will gain experience working in a team, building relationships</p>	<p>ideas and actions.</p>				
<p>A Celebration of the people of Lowestoft. A call out to people to nominate a person that they feel should be recognised for their contribution to the community of Lowestoft. Photographs of these people, alongside people from Lowestoft’s history, will be displayed as part of a digital installation in the Town hall.</p>	<p>All local people</p>	<p>Increase local pride and local people feel included and take ownership of TH. People feel that their histories are valued.</p>	<p>A wider range of people will be involved in heritage. Heritage will be identified and better explained.</p>	<p>Call out managed by Heritage Manager, and delivered by Heritage Trainee</p>	<p>May 24- July 25</p>	<p>250 instances of participation Engaging content representative of local people is produced</p>	<p>Data collection Comments cards Follow up questionnaires for participants</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>All Day and All of the Night' 20 weeks to include co-creation of exhibition (referencing the Kinks song being 24hrs) Oral history project. Well known bands such as The Kinks, and Rolling Stones played at the South Pier Pavilion, the Yardbirds at the Royal Hotel and Paul Robeson sang at the Sparrows nest, plus there were local support bands. In the early 1960s some young Lowestoft fishermen known as fisherboys also led the way with their own unique fashion. The project would work specifically with the 16 to 24 age group who will research Lowestoft's music scene in the 60s, 70s and 80s and interview the older generation to capture their memories. Using the FB groups such as Lowestoft in the 1960s (5.8K members) Lowestoft in the 1970s (5.4k members) to engage with people to share their memories. Comparing the</p>	<p>16-24 yr. olds Older adults All local people Visitors</p>	<p>Greater connection between Lowestoft people young and old.</p> <p>People will feel included, work together, building relationships and connections.</p> <p>Pride in the Town's heritage will be increased.</p> <p>Local people feel included and take ownership of TH People feel that their histories are valued.</p> <p>Raise aspirations. Participants will gain experience working in a team, building relationships. Wellbeing-</p>	<p>A wider range of people will be involved in heritage. People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills.</p> <p>People will have greater wellbeing. Heritage will be identified and better explained.</p>	<p>Managed by the Heritage Manager and delivered by Heritage trainee, film maker in residence, Local historians SRO, local museums, private collections</p>	<p>2nd yr. of delivery phase into 1st year of operational</p>	<p>800 instances of participation</p> <p>Participants have enjoyable and beneficial experience, feel it is worthwhile</p> <p>Engaging content representative of local people is produced</p>	<p>Data collection Comments cards Follow up questionnaires for participants</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>lives of teenagers now and over the past 50 years could lead to an interest in the history of fashion, politics or culture. Liaise with local music venues and events to have retro sets. Event at Sargent Peppers restaurant on the High Street. Talks by local historians such as Richard Mundy. This will lead to the inaugural heritage exhibition in the gallery in conjunction with local independent record shops is turned into a retro record store. Pop up recording booths for cutting discs but also to share and record memories. Listening booths- can hear the oral histories as well as listen to music. Copies of the oral histories to deposited with Suffolk Archives, capturing a previously untold part of Lowestoft's history.</p>		<p>volunteering will help participants to stay mentally and physically active</p> <p>Local residents develop a greater understanding and appreciation of the heritage in their area.</p>					
<p>Landscaping- Opportunity for local people to assist in the TH courtyard planting. Planting to highlight</p>	<p>Young people aged 16-24 Local residents</p>	<p>People will feel included, work together, building</p>	<p>A wider range of people will be involved in heritage.</p>	<p>Managed by Heritage Manager delivered by</p>	<p>Summer 25</p>	<p>30 instances of participation</p>	<p>Data collection Comments cards</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>Gunton Warren, Carlton Marshes and other locally important environmental sites. complement interpretation. ECC trainees help.</p>		<p>relationships and connections.</p> <p>Local people feel included and take ownership of TH.</p> <p>Participants will gain experience working in a team, building relationships.</p> <p>Wellbeing-volunteering will help participants to stay mentally and physically active</p>	<p>People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p>	<p>horticulturalist, heritage trainee and volunteers</p>			<p>Follow up questionnaires for participants</p>
<p>Environmental positivity- Reuse, Repurpose, recycle- 10-week project. There is increasing anxiety amongst young people about climate change. This project will look at the positive ways to help address climate change, helping to boost their wellbeing. Starting with the TH refurbishment. Benefits of building re-use in the reduction in carbon foot print, sustainable</p>	<p>Young people</p>	<p>Raise aspirations</p> <p>Local residents develop a greater understanding and appreciation of the heritage in their area.</p> <p>Greater connection between Lowestoft people young and old.</p> <p>People will feel included, work</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p>	<p>Delivered by external contract</p> <p>Series of expert guests to talk about issues</p> <p>Historic England Architects</p> <p>Recruit participants with the help of</p>	<p>Year 2 of operational</p>	<p>400 instances of participation</p> <p>Participants have enjoyable and beneficial experience, feel it is worthwhile</p> <p>Engaging content representative</p>	<p>Data collection</p> <p>Comments cards</p> <p>Follow up questionnaires for participants</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
material, energy conservation, recycling of materials, less waste going to landfill. Young people lead on the project and decide the creative output which will be created as part of the project and organise an event/exhibition at Town Hall. By using Music, film, performance, science, art and creative the environment will become an important issue in young people's lives, and in ways they can relate to.		together, building relationships and connections Raise awareness of the project and how people can get involved. Participants will gain experience working in a team, building relationships. Wellbeing- volunteering will help participants to stay mentally and physically active. Raise awareness about environmental sustainability	People will have greater wellbeing Heritage will be identified and better explained.	local collaborators such as Access Community Trust and East Coast College & Sixth form		of local people is produced	
Herring / environmental sustainability festival to celebrate the town's fishing past and looking at current issues of environmental sustainability and marine issues. Discuss past and current issues with over	All local people Visitors	Local people feel included and take ownership of TH Raise aspirations Local residents develop a greater understanding and appreciation	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in	Delivered by Heritage Manager and Heritage Trainee Local Museum volunteers	Yr. 2 operational	300 instances of participation	Data collection Comments cards Follow up questionnaires for participants

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>fishing, involve CEFAS and their research.</p> <p>Increase connectivity between the Town Hall the Ness and the Scores. Begin discussions in yr. 1 of delivery to discuss a complementary festival or collaboration with the one in Halesworth. Develop, and if necessary, source extra funding for festival to take place in subsequent years. If successful run bi-annually. Heritage staff to work with local schools to run workshops on sustainability. Craft activities linked to fishing industry. Links to young people's project reuse, repurpose, recycle activity. Run in conjunction with local heritage organisations</p>		<p>of the heritage in their area.</p> <p>People will have a greater awareness of environmental sustainability leading to changes in their actions</p> <p>Participants will gain experience working in a team, building relationships</p>	<p>ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p> <p>The local economy will be boosted</p> <p>Heritage will be identified and better explained.</p>	<p>Other local organisations and freelance consultants</p>			
<p>The Town Hall Social order and discourse- 10 week after school project. Young people will look at social order and discourse linked to the curfew bell and the 1930s Town Hall riots and</p>	<p>Local people, volunteers, young people,</p>	<p>Local people feel included and take ownership of TH</p> <p>People feel that their histories are valued.</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading</p>	<p>Delivered by Heritage Manager and Heritage Trainee</p>	<p>Yr. 3 operational</p>	<p>400 instances of participation</p> <p>Participants have enjoyable and beneficial experience,</p>	<p>Data collection</p> <p>Comments cards</p> <p>Follow up questionnaires for participants</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>relating to recent protests and events. Locally campaign for the third crossing, nationally Black Lives matter, Extinction rebellion etc. Carrying out research into the history and which also relates and considers today. Interviewing older generations to find out what issues were at the forefront when they were the same age. Egg Poll tax, miners strikes. Creating a film about their findings. Working with artist to research contemporary protest art, Banksy, Extinction Rebellion. Discussing the cause which they are most passionate about and creating their own protest artwork. Young people lead on the project and decide the creative output which will be created as part of the project and organise an event/exhibition at Town Hall</p>		<p>People will feel included, work together, building relationships and connections</p> <p>Young people will learn skills in research, film making and exhibition curation</p> <p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area. Participants will gain experience working in a team, building relationships</p>	<p>to change in ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p> <p>Heritage will be identified and better explained.</p>	<p>Freelance creative (s)</p> <p>Working with LCEP, Access Community Trust East Coast College</p>		<p>feel it is worthwhile</p> <p>Engaging content representative of local people is produced for the heritage gallery</p>	

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
Regular events/activities							
Town Hall update events. Prior to live running monthly events on the High Street with the Memories bike in summer and in High Street shops/businesses/ other local venues to share news about the project.	All local people Young people Visitors	Increase local pride and local people feel included and ownership of TH Raise awareness of the project and how people can get involved.	A wider range of people will be involved and have engaged in heritage.	Initial events delivered by Heritage Project Manager. Once in post managed by Heritage Manager And heritage trainee	Delivery phase suitable venue found.	300 instances of participation	Data collection Comments cards
Heritage Focus Group Continue regular face to face meetings with a formal agenda – discussion points, bring and share information about each organisation. Involve group in delivery stage planning, interpretation content, volunteer management plans. Share ideas for what happens in the Town Hall and deliver collaborative projects. Heritage Manager to assist heritage organisations with their development aspirations.	Local heritage organisations and historians	People will feel included, work together, building relationships and connections	Heritage will be identified and better explained.	Managed and delivered by Heritage Project manager focusing on interpretation and Heritage Manager- focusing on activity delivery and development opportunities	Yr. 1 and ongoing	Participants feel that their experience has been worthwhile and organisation has benefitted from the collaboration	Data collection Comments cards Follow up questionnaires for participants

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>Empty Shop Displays: 1 in main shopping area London Road N and 2nd in the TH or empty shop in historic high street. Windows taken over to showcase the project. Changeable frame which can be moved to different shop windows.</p> <p>Use Hughes Digital screen on London Road North to share info.</p> <p>Use empty shops to display workshop and schools' outputs. Refresh window displays when TH reopens</p>	<p>All local people</p> <p>Visitors</p>	<p>Raise awareness of the project, and how people can get involved. Raise awareness of local heritage attractions and events and encourages visits Local people feel included and take ownership of TH.</p>	<p>A wider range of people will be involved in heritage The local economy will be boosted</p>	<p>Overseen by Heritage Manager, With assistance of heritage trainee</p> <p>Working with LCEP.</p>	<p>Delivery yr1-2 Review to see if worthwhile for operational stage</p>	<p>People state that they have seen the boards and they have inspired them to find out more</p>	<p>Data collection</p> <p>Observation Comments cards</p>
<p>Food In School Holidays- Attend FISH events at different local venues and run craft activities inspired by local heritage. Attend at least 15 per year</p>	<p>Families from lower socio-economic backgrounds</p>	<p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area. Local people feel included and take ownership of TH</p>	<p>A wider range of people will be involved and have engaged in heritage.</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p>	<p>Overseen by Heritage Manager, Delivered by heritage trainee</p>	<p>Yr. 1 ongoing</p>	<p>1800 instances of participation</p> <p>People who have attend FISH event attend events at TH, or other activity run by TH project</p>	<p>Data collection</p> <p>Observation Comments cards</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
			People will have developed skills				
Town Hall Learning programme and schools' resources and visits- From early years to KS4 based on the heritage gallery themes and utilising pre-existing resources such as the High Street Histories created by the North Lowestoft HAZ and developing new resources.	Primary and secondary pupils	Local residents develop a greater understanding and appreciation of the heritage in their area.	A wider range of people will be involved and have engaged in heritage. People will have learnt about heritage leading to change in ideas and actions. People will have developed skills	Delivered by Heritage Manager with assistance of heritage trainee	Delivered from yr. 1 operational (work with schools on projects prior to live opening)	Take up of resources by schools 2 x school visits/ outreach activities a year	Follow up questionnaires for schools and pupils
Town Hall Creates for older people. Heritage themed creative activities and reminiscence opportunities. Linked to projects or exhibitions. Creations to be displayed community display cabinet / gallery exhibitions in operational stage. Mixture of delivery at local venues such as Whitton Life and over 60s club. Look to run sessions at TH in live running in collaboration	Older people	Local people feel included and take ownership of TH. Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions. People will have developed skills	Overseen by Heritage Manager and delivered by Heritage Trainee	Delivery in local venue Operational through to yr. 3	1800 instances of participation People go on to attend events at TH, or other activity run by TH project	Data collection Comments cards Follow up questionnaires for participants

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
with local partners to encourage participants to attend.			People will have greater wellbeing				
<p>Town Hall Creates for local Families and young people. Heritage themed creative activities, Linked to projects or exhibitions. Display in community cabinet / gallery exhibitions in operational stage. Attendance at local events, beach and parks in summer holidays with Memories bike. Free weekly sessions for different aged children in TH once open.</p>	Local families Young people	<p>Local people feel included and take ownership of TH.</p> <p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions. People will have developed skills People will have greater wellbeing</p>	Overseen by Heritage Manager and delivered by Heritage Trainee	Delivery in local venue Operational through to yr3	<p>1800 instances of participation</p> <p>People go on to attend events at TH, or other activity run by TH project</p>	Data collection Comments cards Follow up questionnaires for participants
<p>Town Hall Creates for people on an employment pathway work with Access Community Trust to provide heritage themed creative workshops specifically tailored to gaining employment skills, such as time management, social interaction. Look to link creative skills to those that businesses in the town also use and include visits to</p>	Local people from lower socio-economic backgrounds	<p>Local people feel included and take ownership of TH.</p> <p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions. People will have developed skills</p>	Overseen by Heritage Manager and delivered by Heritage Trainee Freelance practitioner	Yr. 1 delivery to yr. 3 operational	<p>500 instances of participation</p> <p>Participants have enjoyable and beneficial experience, feel it is worthwhile</p> <p>Certificate of attendance gained for CV</p>	Data collection Comments cards Follow up questionnaires for participants

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
businesses. 20hrs of experience attending and a certificate at the end.		Gain experience and skills tailored to help with employment	People will have greater wellbeing				
Paid for heritage workshops and talks- Heritage manager to programme regular talks and workshops. Keep prices down only look to recover costs through tickets	Core audiences	People develop a greater understanding and appreciation of the heritage in the area	People will have learnt about heritage leading to change in ideas and actions. People will have developed skills	Over seen by Heritage Manager	Yr1-3 operational	900 instances of participation	Data collection Comments cards Follow up questionnaires for participants
NLHF Open Weeks Each year we will programme to launch a new exhibition during this week, and also saying thankyou for the funding the project has received. There will be free workshops associated with the exhibition as well a complimentary hot drink from the café for those that visit with a Lottery ticket	All audiences	Awareness of the projects NLHF fund Local residents develop a greater understanding and appreciation of the heritage in their area.	A wider range of people will be involved in heritage	Delivered by Heritage Manager and Heritage Trainee and volunteers	Delivery through to operational	1000 instances of participation People say they are more aware of the work the NLHF does	Data collection Comments cards Follow up questionnaires for participants
Heritage Open Days Delivery yr1 & 2- updates and if possible, tours of progress of TH building work. Operational- link in with a heritage themed exhibition. Collaborate with Heritage	All audiences	Local people feel included and take ownership of TH. Raise aspirations Local residents develop a greater	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in	Delivered by Heritage Manager and Heritage Trainee and volunteers	Delivery through to operational yr. 3	1000 instances of participation Engaging content representative of local people is produced for	Data collection Comments cards Follow up questionnaires for participants

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
Focus Group to run joint activities. With related Talks, workshops and activities.		understanding and appreciation of the heritage in their area.	ideas and actions. People will have developed skills People will have greater wellbeing Heritage will be identified and better explained.			the heritage gallery	
Lowestoft Town Council Collection- The Town Council holds over 800 Items within its collection. (including Lowestoft Porcelain and some locally important paintings. Some are housed at Lowestoft Museum others are currently in separate storage. Under the guidance of Heritage Manager, volunteers will be recruited to input all collection info into CMS system and digitise the Town Council's collection. With the aim to make it	Local People All Ages. Visitors (Physical and digital)	People will develop heritage skills- cataloguing and research. Participants will gain experience working in a team, building relationships. Wellbeing- volunteering will help participants to stay mentally and physically active	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions. People will have developed skills People will have greater wellbeing	Overseen by Heritage Manager and Trainee Volunteers Partner- Lowestoft Museum,	Delivery yr1 to yr3 operational	All items catalogued and available online by end of yr3 operational	Data collection Structured feedback sessions with volunteers

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
available online and to a much wider audience. Discussions to see if could link in with Lowestoft Museum so that their collection can be available online			Heritage will be in better condition				
<p>Separate Gallery- This will be used for a changing programme of exhibitions to:</p> <ul style="list-style-type: none"> • volunteer curators' exhibitions which tell the story of Lowestoft in more detail, with local museums collaborating and linking exhibitions at their sites into the themes; • provide an outreach exhibition space for local heritage and cultural organisations • provide a space for commercial artists and community groups to display their work • creates links with national and local cultural organisations to display items from their collections which specifically relate to Lowestoft's history such as 	All audiences	<p>Participants will gain experience working in a team, building relationships. Wellbeing-taking part will help participants to stay mentally and physically active</p> <p>Local people feel included and take ownership of TH.</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p>	Heritage Manager and Trainee Volunteers Local museums and heritage organisations	Operational yr. 1,2,3	<p>1600 instances of participation</p> <p>Volunteers have enjoyable experience and feel it is worthwhile</p> <p>Engaging content representative of local people is produced for the heritage gallery</p>	Data collection Comments cards

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<p>Turners painting of Lowestoft in the British Museum collection. Benjamin Britten link to Lowestoft -The Red House Aldeburgh. Exhibitions Themes and activities are explored further at end of this document.</p> <p>Continue memory and stories collection for all heritage exhibition themes in operational phase to capture local people's stories and create new digital content for heritage gallery.</p>							
<p>Community display cabinet and exhibition space Smaller exhibition space where community created and curated exhibitions can be displayed. Can also be used by schools and local heritage and community organisations.</p>	All audiences	Participants will gain experience working in a team, building relationships. Wellbeing-taking part will help participants to stay mentally and physically active	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p>	Heritage Manager and Trainee Volunteers Local museums and heritage organisations	Operational yr. 1,2,3	<p>300 instances of participation</p> <p>Engaging content representative of local people is produced for the heritage gallery</p>	Data collection Comments cards

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
		<p>Local people feel included and take ownership of TH.</p> <p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.</p>	<p>People will have developed skills</p> <p>People will have greater wellbeing</p>				
<p>Free workshops and talks delivered by freelance practitioners related to activities and exhibitions during the project period. For example, Lowestoft Porcelain and Crown brush works, International Boatbuilding training college to demonstrate industry and craft skills.</p>	<p>All local people Visitors</p>	<p>Local people feel included and take ownership of TH.</p> <p>People will have learnt skills</p> <p>Taking part in activity will help improve people's wellbeing.</p> <p>Raise aspirations Local residents develop a greater understanding and appreciation of the heritage in their area.</p>	<p>A wider range of people will be involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p>	<p>Managed by Heritage Manager delivered by freelance practitioners</p>	<p>Y1-3 operational</p>	<p>300 instances of participation</p>	<p>Data collection Comments cards Follow up questionnaires for participants</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
			The local economy will be boosted Heritage will be identified and better explained.				
<p>Digital Cultural archive Ongoing activity. Initially linked to 4 TH exhibition interpretation themes. As research is undertaken to develop exhibitions, and engagement activities take place, these will be recorded and made available on the archive. This means there will be a permanent record of temporary activity. Young people will film and record contemporary events that happen in and around the town. They will also create short documentaries.</p>	Students and volunteers	Participants will gain experience working in a team, building relationships. Wellbeing-volunteering will help participants to stay mentally and physically active. Participants develop skills in film making and archiving	A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions. People will have developed skills People will have greater wellbeing	Managed by Heritage manager, delivered by heritage trainee and filmmaker in residence	From operational yr. 1	A record of 30 events/exhibitions has been uploaded to the archive by the end of yr. 3 delivery	Data collection Comments cards Follow up questionnaires for participants
Volunteering opportunities:	Local people	Participants will gain experience working in a	A wider range of people will be	Heritage Engagement manager and	Delivery through to operational	40 regular volunteers from a diverse	Data collection Structured feedback

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
<ul style="list-style-type: none"> • Exhibition curation and research • Event assistant • Collections digitisation • Town Hall welcome & heritage guide. <p>Also offer these volunteering opportunities as work experience placements for those who are specifically looking for employment skills</p>		team, building relationships. Wellbeing-volunteering will help participants to stay mentally and physically active	<p>involved in heritage</p> <p>People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p>	<p>Trainee recruit and manage volunteers</p> <p>Access Community Trust</p>		<p>range of backgrounds by yr.3 of live running</p> <p>Over 200 volunteering opportunities delivered by yr 3</p>	sessions with volunteers
Online presence							
Virtual Town Hall- Keep this live during delivery so people can see what the building is like internally whilst building works are underway. Some updating of rooms to encourage repeat visits.	All audiences	<p>People develop a greater understanding and appreciation of the heritage in their area. Raise awareness of the project locally and further afield.</p> <p>More local pride and local people</p>	<p>Heritage will be identified and better explained</p> <p>A wider range of people will be involved in heritage</p>	Heritage Engagement manager and Trainee. To provide content and publicise. Hugh Davies to update.	Yr1 and 2 of delivery	5000 snap views	

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
		feel the TH is for them. Raise awareness of the project and how people can get involved.					
TH Website to include online collections, digital cultural archive with oral histories and memories, and engagement resources. Links to other heritage organisations and projects.	All visitors online and physical Local people	Increased knowledge of local heritage and events	Heritage will be identified and better explained A wider range of people will be involved in heritage	Heritage Manager Volunteers Web design External contract	Live by yr1 of operational	Visitors to the TH say their visit was prompted by the website By end of yr. 3 operational 45K web visits	Data collection Website analytics
Social media platforms- Facebook, Instagram	Facebook- 34 plus age group Instagram 18-34 age group TikTok – 16-25 age group	Raise awareness of the project locally and further afield. More local pride and local people feel the TH is for them. Raise awareness of the project and how people can get involved.	People will have learnt about heritage leading to change in ideas and actions. Heritage will be identified and better explained. A wider range of people will be involved and have engaged in heritage	Heritage Engagement Manager and Trainees Volunteers	Ongoing throughout delivery	By end of yr3 operational FB- 1k followers Instagram 1K followers	Data collection and social media analytics

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
Training							
<p>Building the Future Build in training/social value requirements into the main contract with the building contractor. Potential opportunities to attend workshops to assist with: Lath and plaster repairs to ceilings, walls, cornicing etc Repairs to encaustic floor tiling Historic window repairs and installation of secondary glazing Masonry cleaning Also visits to Heritage Workshop to see historic plaster ceiling and work to conserve it</p>	<p>People on East Coast College construction skills course</p> <p>Local people looking to upskill</p>	<p>Participants gain a certificate of attendance</p> <p>Provide opportunities to develop talent and expertise through training, knowledge sharing and experience.</p> <p>Raise aspirations</p>	<p>A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions.</p> <p>People will have developed skills</p> <p>People will have greater wellbeing</p>	<p>Heritage Project Manager to liaise with main contractor and coordinate workshop facilitator</p> <p>Access Community Trust East Coast College Heritage workshop centre</p>	<p>Spring 2025</p>	<p>Participants feel they have benefitted from the training Certificate of attendance gained for CV</p>	<p>Data collection Comments cards Follow up questionnaires for participants</p>
<p>Heritage Trainee 30hrs pw. 2 posts over project period. A first step for people into the heritage sector with no previous experience. Will focus on delivering cultural learning and participation activities with support of the Heritage Manager. They will also</p>	<p>Traineeships open to all ages</p>	<p>Provide opportunities to develop talent and expertise through training, knowledge sharing and experience</p>	<p>A wider range of people will be involved in heritage People will have learnt about heritage leading to change in ideas and actions.</p>	<p>Heritage Manager working with Association for Suffolk Museums Local Museums</p>		<p>Trainees feel they have benefitted from the role and complete formal qualification (if Trainees go onto job in heritage sector)</p>	<p>Regular and structured feedback from trainees and staff</p>

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
learn skills collections management, research, exhibition curation, visitor services and volunteer management		Trainees undertake a standalone Level 3 Diploma in Cultural Heritage. Raise aspirations	People will have developed skills People will have greater wellbeing				
Work experience placements Lowestoft Sixth Form College work experience Host two students from A level history course for a 2 week summer work placement. (or flexible over summer period so at least one day a week) Concentrating in particular on working with the local museums.	Local Young people aged 16-18	Improvements in wellbeing, increased independence, skills to travel independently, wider social networks, training, Raise aspirations	A wider range of people will be involved in heritage. People will have learnt about heritage leading to change in ideas and actions. People will have greater wellbeing People will have developed skills	Work placements managed by Heritage Manager	Delivery yr. 1 & 2 and operational yr. 1-3	The students have an enjoyable experience that they feel was worthwhile	Structured feedback sessions
Consultant and staff roles							
Heritage Project Manager (consultant) 55 days over 2 yrs.= 385 hrs @£60ph	All audiences	To oversee the development of the interpretation, including image research and	People will have developed skills		Yr1-2 delivery	Successful uptake of activities and interaction with	Structured feedback sessions

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
		collate content. Oversee activity plan and evaluation prior to live running				interpretation in TH	
Heritage Manager (staff) engagement & collections, 35hrs/week, 18mth project 3.5yrs live £16.50hr £30,030 pa	All audiences	To deliver activity plan, manage traineeships and work placements, run social media heritage accounts, recruit and manage volunteers	People will have developed skills		Yr1 delivery and ongoing into operational	Successful uptake of activities and opportunities	Structured feedback sessions
Freelance film maker in residence. Film TH work including set up of timelapse camera, run various workshops with groups; help edit films they produce; creation of contemporary archive (overlap other activity), workshops for young people in filmmaking. Provide training for heritage staff.	All audiences	To deliver film making workshops	People will have developed skills		Yr 1 & 2 delivery	Film of TH redevelopment created New films uploaded to contemporary archive Participants in workshops have an enjoyable experience	Structured feedback sessions
Evaluation- Activity and Interpretation. To be	All audiences	Ensuring all programmes	Organisation will be more resilient	External consultant All staff,	For whole Delivery stage	Learnings implemented	Data collection Comments cards

Activity Detailed description	Target audience	Benefits for people	Outcome	Resources	Timescales	Targets and measures of success	Methods of evaluation
undertaken continuously as part of activity programme.		meet the target audiences. Evidence improvements in participant wellbeing	All outcomes achieved	volunteers & partners participate			Follow up questionnaires for participants Regular and structured feedback from trainees and staff

Potential Exhibition Themes to be explored with volunteer exhibition researchers, heritage focus group and heritage staff.

Lowestoft on Two Wheels- to link in with National bike week at the end of May. Exhibition will share Lowestoft cycling in the past, and how the bike was the most common form of transport. It will encourage people to take up this healthy and more environmentally friendly form of transport, and there will also be cycle tours to link up the heritage organisations in the town which will also have cycling related exhibitions on display. The Town Hall, in conjunction with a local bike shop, will be turned into a pop up repair shop to repair bikes and share maintenance skills.

Lowestoft at War- 2025 will see the anniversary of the end of WW2. In the 2021 consultation the world wars came through as one of the themes that was of most interest. Ideally this would be a good theme for an exhibition in the Town Hall, but whilst the current timeline is for the Town Hall to be open for 2025 (the 80th anniversary of the end of WW2) we can't guarantee this, so would look to collaborate with local groups in Town wide events. This topic is covered in the Heritage Gallery interpretation, but we will use this temporary exhibition to further increase awareness. In particular the Lowestoft men that were awarded the VC, Crisp and Castleton (we would look to discuss with East Suffolk Council the VC cross's returning to the Town Hall for the temporary exhibition), the air raids on the town in both wars, and the part Lowestoft played in the Kindertransport, and linking to other projects such as the one in Harwich.

Museum of Me- Local people bring their most treasured item to the TH to share the story behind it. Antiques road show style. In collaboration with local museums, they learn how museums catalogue and store items. Following on from this an exhibition of local people's treasured items.

Women of Lowestoft- It appears that the most well-known women of Lowestoft are witches, Amy Denny and Rose Cullender. Lowestoft women that were tried for witchcraft in 1662. The most well-known role is in the netting and fish processing, but women were also business owners, pub owners. All the statues in the Town are to men. This should be addressed, and important women should also have a permanent legacy in the public realm. Examples of prominent women are: Miss Ivy Irene Lowman, who taught at Central

School in Lowestoft between 1939 and 1942. Won medals in the precursor and first Olympics in track and field, later work with evacuee children of Central School, which was the closest school to the Town Hall. <http://www.lowestofthistory.com/education/central1.html>, Suffragettes- There's already some good resources online- www.lowestofthistory.com/civic/suffragette.html. <http://www.suffolkarchives.co.uk/the-suffragettes-in-lowestoft/>. Women in the world wars, the Scots fisher girls, the factory workers. Lowestoft Town Football Club female team winners of the Women's FA Cup in 1982. The input that women who were the wives, sister, aunts and grandmothers of the fishermen who went out to sea as they often made everything work in the town whilst their menfolk were away. There was also a strong history of female employment in the town ie the Bed and Breakfast owners who ran the establishments where the female fisherwomen stayed. Also the women who worked at the Coop Canning factory. Birds Eye is a legacy of that same food production history.

This would result in a stand-alone exhibition but also feed into the future Town Hall exhibition themes ensuring that women's histories are told equally alongside men's. Potential to link with Rosie's plaques project <https://rosiesplaques.com/> Who researched and created guerrilla blue plaques celebrating Norwich women throughout history. They have created a research resource pack to help other groups find out more about the history of women in their towns and are going on tour in 2021. Alongside the exhibition we will look to run activities such as herring gutting, net mending. We'd look to invite current day women's football teams to come and demonstrate footballing skills (with soft balls!) encouraging young people to exercise.

Benjamin Britten- Lowestoft's most famous person? A collaborative exhibition with the Red House Aldeburgh to raise the profile in the Town of Lowestoft's most famous son.

Pubs- Historic England have recognised that this is an element of our society which is rapidly disappearing from our streets. The exhibition will highlight Lowestoft pubs, past and present and look at their role in the Town.

Folk art- LTC collection contains works by local fishermen painting the smacks and other boats. A collaborative exhibition with both Museums as well as looking to make links with other towns where there was also a similar painting tradition. Loans of Alfred Wallis pictures from Kettles Yard? Explore the different reasons why they painted. 'When Wallis felt lonely, he would paint. He told Jim Ede he painted 'for company'.' and use this as a discussion point for any engagement projects. This would also be a celebration exhibition sharing the contemporary works created by the community with the artist in residence.

The history of Lowestoft Port- The Port of Lowestoft Research society hold a significant archive of photographs. When ABP took over the port, they were given records and photographs, which they have retained, and periodically display. There is an opportunity to catalogue these fully and explore them in more detail, with the potential for a joint exhibition using both these records and the Research Society.

Historic ships and boats- The Excelsior and Mincarolo - Although covered within the heritage exhibition space a separate exhibition which show cases the work of the Trust and aims to get more local young people involved with the charity.

Lowestoft through the eyes of an artist - The LTC collection contains paintings from the 1830s to the 1930s. Etchings by Trery from the 1830s, to Burwood's late Victorian paintings, to the 1930s prints of D. Smith. There are also several contemporary artists who have national recognition such as John Reay and March Burrell. These could be displayed alongside JMW Turner's water colour (https://www.britishmuseum.org/collection/object/P_1958-0712-441) and sketch book drawing of Lowestoft. <https://www.tate.org.uk/art/artworks/turner-lowestoft-d18242>. Bringing local artists recognition alongside nationally renowned artists. The pictures are a visual illustration of

how the town has changed through time. Young Artists will be commissioned to capture Lowestoft of today, contributing to the ongoing collection and cultural archive of the Town. Activities will be centred on reflecting how the Town has changed through time and participants will be asked to imagine and create how Lowestoft will look in 100 years' time.

The Grit and the Beach village- The Grit project evaluation document states that physical legacy in the Lowestoft Maritime Museum was smaller than originally hoped. Therefore, we feel there is scope to have an exhibition in the Town Hall revisiting the story of the Grit and the Beach village and further associated activities. Signposting people to the Heritage Workshop Centre where there is a large model of the Old beach village for people to view.

Appendix 2 Heritage Attractions and Annual Events

Name & Address	Web links	Type of organisation e.g. charity, private company etc	Offer	Opening times	Ticket price	Visitor numbers
Lowestoft Museum Nicholas Everitt Park, Broad House, Lowestoft NR33 9JR	https://www.lowestoftmuseum.org/	Run by volunteers, building owned by Parish Council?	Lowestoft Museum collects, preserves and displays objects relating to the history of the area and its people, and promotes awareness and interest in our rich heritage. 18 th century porcelain collection (owned by Lowestoft Town Council)	open every afternoon from 1pm-4pm from April until the end of October	FREE	9400 visits in 2017 10,203 in 2022
Lowestoft Maritime Museum, Sparrows Nest Gardens Whapload Road Lowestoft, NR32 1XG	http://www.lowestoftmaritimemuseum.co.uk/	Run by volunteers, charity	Dedicated to local and national maritime history. Its exhibits include maritime artefacts including medals awarded to Royal Navy and RNLI personnel, marine art, the fishing industry in Lowestoft and the town's involvement with the Royal Navy in World War II, shipwrights and coopers tools, an extensive collection of ship models in various scales, the workshop of Christopher Cockerell, the inventor of the hovercraft, and a small display dedicated to Thomas Crisp.	Late April to late October each year	Adults: £2.00 Children (5-16 years): £0.50 Seniors: £1.00	4300 visits in 2017 4,001 visits in 2022

Name & Address	Web links	Type of organisation e.g. charity, private company etc	Offer	Opening times	Ticket price	Visitor numbers
Lowestoft Heritage Workshop Centre, 80A High Street, Wildes Score, Lowestoft NR32 1XN	https://www.lowestoftheritage.org/	Self-funded charity.	John Stannard the Lowestoft Heritage Workshop offer a research facility so that you may trace your ancestral past. Interactive model of beach village	Tuesday, Wednesday and Thursday 10am-4pm	£2.50 pp	700 visits in 2017
Royal Naval Patrol services Museum	http://www.rnpsa.co.uk/cms/	Volunteer run charity	The Royal Naval Patrol Service Association, Registered Charity no 273148, was founded in 1977 to unite the veterans who served in the Royal Naval Patrol Service 1939-1946 and to assist those of them and their dependents who might be in need. The Association also maintains and preserves a record of the work and experiences of RNPS during World War 2 by means of a museum which seeks to educate subsequent generations about this aspect of WW2.	Throughout the year Monday – Wednesday mornings	Free	1044 in 2022

Name & Address	Web links	Type of organisation e.g. charity, private company etc	Offer	Opening times	Ticket price	Visitor numbers
The Lowestoft war Memorial Museum	https://www.lowestoftwarmemorialmuseum.co.uk/		It is housed in the World War Two headquarters of the Royal Naval Patrol Service in Sparrows Nest Gardens in the north of the town. The museum is dedicated to all of the people of Lowestoft who served during World War One and World War Two. It was opened in 1995, to coincide with the 50 th anniversary of VE day on 8 May that year.	Sundays and bank holidays 12.30-16.00	Adult 0.80, OAP & u16s 0.60 u12s free	Closed since 2020.
Suffolk Archives Lowestoft branch		Suffolk County Council	Contains local studies books, maps, newspaper cuttings and access to parish baptisms/marriages/burials via Microfiche and Microfilm.			
Excelsior Trust	http://www.theexcelsiortrust.co.uk/		Aims to preserve the Excelsior and other historic sailing vessels to authentically sail and maintain her to make Excelsior available to challenge and develop young people. Offers sailing scholarships and bursaries			
Lowestoft lighthouse		Trinity House				

Name & Address	Web links	Type of organisation e.g. charity, private company etc	Offer	Opening times	Ticket price	Visitor numbers
East Anglia Transport Museum	https://www.eatransportmuseum.co.uk/	Registered Charity run by volunteers	The museum has a diverse and ever-expanding collection of historic and interesting vehicles. Whilst the most numerous of these are our fleets of trams, trolleybuses and buses, we also have a number of commercial vehicles, cars and steam vehicles, not forgetting the narrow-gauge rolling stock that is in use on the East Suffolk Light Railway		Adults £9.00, OAP & concessions £8, children 5-15 £5	Their accounts for 2017 show revenue from trading activity of £228,000, with £119,000 from admission charges implying c20,000 visits.
The Lydia Eva and Mincarolo charitable Trust	https://www.lydiaevamincarlo.com/	Charity run by volunteers	Lydia Eva and the Mincarolo are Floating Maritime Museums in Lowestoft and Great Yarmouth <i>The objects for which the Association is established is the advancement of the education of the public in particular by the preservation & exhibition of the Yarmouth Steam Drifter "Lydia Eva YH89" & the Lowestoft Side Winder Trawler "Mincarolo LT412"</i>	Thursdays and Sundays 12noon to 4:30pm (Last entry 3:30pm. Closed during winter months		

Name & Address	Web links	Type of organisation e.g. charity, private company etc	Offer	Opening times	Ticket price	Visitor numbers
Carlton Marshes	https://www.suffolkwildlifetrust.org/carlton?gclid=CjwKCAiAtK79BRAIEiwA4OskBggqrvezxrF63R7_ndghQkshQYTFohFRPyR8E12RuZK5rtghMhGzmNB0CZ8AQAvD_BwE	Suffolk Wildlife Trust	vision for 1000 acres of wildness, the transformation of Carlton Marshes into the southern gateway to the Broads National Park is underway. Natural heritage on the doorstep of Lowestoft	All year-round dawn to dusk	Free	
Heritage Open Days	https://www.heritageopendays.org.uk/visiting/printable-area-lists/town/Lowestoft		85 free events. 2020 lots of offer despite Covid. Local Open days steering group	Annually in September	Free	> 15,000 visits to the town's events in 2019.
Suffolk Herring Festival	https://www.facebook.com/pg/suffolkherringfestival/posts/		Biennial held at the Cut, Halesworth			

Appendix 3 Other Heritage Organisations

Name	web links	Remit/scope
The Sunrise Coast Heritage Guild	http://www.sunrisecoastheritageguild.org/	This guild will be dedicated to promoting the history and heritage of the Lowestoft area by coordinating resources and information between museums, heritage clubs, schools, public sector, business groups, events, and advocacy groups. Although it has been less active in the last 3 years
Port of Lowestoft Research Society		Meetings are open to non-members by invitation only; interested persons should contact the Hon Secretary. The society records the history of the port of Lowestoft and collects all relative material. The Society has a collection of 13,000 photographic prints and index cards of vessels that were built in, owned at or visited Lowestoft. The collection is housed in the Lowestoft branch of the Suffolk Record Archives.
Lowestoft Archaeological & Local History Society	http://www.lowestoftlocalhistory.co.uk/	The Society meets twice a month from September through to June on Thursday evenings at the South Lowestoft Methodist Church on the corner of London Road South and Carlton Road Lowestoft
Jack Rose Old Lowestoft Society		Chair Chris Brooks. Promotes Lowestoft's history and raises funds for worthy causes
Lowestoft And District Independent Archive (LADIA)		A local community group to set up a Lowestoft Independent Archive, as a repository for local history and heritage archive and local studies material. Local people who wish to loan or donate their collections to a place where they will be accessible to local communities in Lowestoft and North East Suffolk will have the option to do so.
Association for Suffolk Museums	https://suffolkmuseums.org/	Working with accredited Museums across Suffolk to support and develop the museums' cultural and heritage offers in the town.
Suffolk Family History Association	http://suffolkfhs.co.uk/index.php/group/lowestoft-group	Founded at Lowestoft in 1975, we are a group of keen amateur genealogists whose objectives are to promote and encourage the study of family history, genealogy, heraldry and local history with particular reference to Suffolk; and to promote the preservation, security and accessibility of archive material.

Appendix 4 Current and Previous Heritage Projects

Name	web links	Remit/Scope	Partners	Dates	Notes
Heritage Action Zones North Lowestoft and London Road	https://historicengland.org.uk/services-skills/heritage-action-zones/lowestoft/heritage-quarter/	The Heritage Action Zone focusses on the medieval High Street, Scores (steep narrow paths in the cliff), historic smokehouses and net stores, and once fine Victorian parks of north Lowestoft. It will provide support, training, advice and grant funding to bring buildings back into use as housing or retail spaces. Research and a programme of community activities will make sure that the heritage of the area becomes better-known and valued.	HE, East Suffolk Council, Lowestoft Town Council, Lowestoft Vision, East Suffolk Building preservation Trust	North Lowestoft HAZ Runs until April 2023. South Lowestoft HAZ runs until March 2024	Commissioned Poetry People to create video poem, 'Right up your street' and 'Spread a Little Kirkleyness'. High Street Histories schools' resources. https://www.youtube.com/watch?v=vNZ27Zaj5Ak Spread a Little Kirkleyness (Video Poem) by Dean Parkin - YouTube
Making Waves together	https://www.great-yarmouth.co.uk/making-waves-together/ ASFM- https://suffolkmuseums.org/projects/making-waves-together/ Scores project https://www.youtube.com/watch?v=uCGnYMZQXIo	The Making Waves Together project, which will see communities and groups in Lowestoft and Great Yarmouth work together to build cultural partnerships, engage new audiences and put arts, culture and heritage at the heart of the local vision.	Funded by Arts Council England NLHF and Historic England	Completed in September 2020	Elements specific to Lowestoft included: Lowestoft Dance map, Seaside Heritage Project, the Scores project and Windpower and Watertight words by Flipside

Name	web links	Remit/Scope	Partners	Dates	Notes
The Grit	https://www.facebook.com/lowestoftgrit/	Touring show, oral histories- residential care homes, school workshops Key stage 2 curriculum resources. • WORKSHOPS in eight primary schools and a Key Stage 2 resource to teach The Grit's history to future generations • GRIT GATHERING launch at Christ Church Halls • GRITFEST celebration day in Sparrows Nest Gardens • PEARLS FROM THE GRIT new touring theatre show • VIDEO POEMS and a NEW DISPLAY in the Lowestoft Maritime Museum	Poetry people in partnership with Lowestoft Maritime Museum, Lowestoft Rising, Suffolk County Council, Lowestoft Town council.	Completed 2019	Evaluation document states that physical legacy in the Lowestoft Maritime Museum was smaller than originally hoped. Over 3000 people engaged in the project.
Lowestoft Folk	https://www.suffolkartlink.org.uk/our-work/lowestoft-folk/	Over the course of two years, a team of artists including visual artists, creative writers and a musician/composer worked with primary school pupils and care home residents to explore their local heritage, using exhibits and stories found in Lowestoft Museum and the Lowestoft Maritime Museum.	Suffolk Art link in partnership with Lowestoft Museum and Lowestoft Maritime Museum. Supported by Lowestoft Rising and Funded by Heritage Fund	January 2018- November 2019	Potential to use some of the resources created for the project such as the cabinet of curiosity as part of Museum's outreach in the Town Hall?
Virtually Here	https://seekbeak.com/v/4ozdenOYjDR?fbclid=IwAR21kSOno8v4yyhRhdc_rHcDl7G7MUQmUBaHohdqcoFYc2xyfw9PA-UQ	A Virtual Tour of the Town Hall created for Heritage Open Days 2020. Virtually Here is an interactive virtual experience combining over 25 360-degree photographs of the Old Town Hall in Lowestoft to provide a virtual tour of some of the principal rooms and 5 rooms which	Created without funding by Hugh Davies, assistance with the curation of different aspects of it from Paul Preston Mills, Easterly Artists,	Sept 2020	The Facebook page was published 1 week prior to the launch of Virtually Here and was the principal mechanism for alerting and informing our audience. During the fortnight from launch of the page to the end of the HOD event key figures were as

Name	web links	Remit/Scope	Partners	Dates	Notes
		provide a curated celebration of local creative culture with onward links to social media and video feeds of featured creative individuals, groups and organisations.	Waveney and Blyth Arts, Excelsior Trust, First Light Festival and Dave Burd (The now ex landlord of The Stamford Arms)		follows Audience Reach 16,538 Audience Engagement 3,563 Page likes/follows 379 The Tour is still live and attracting visitors.
Lowestoft Railway station	https://communityrail.org.uk/lowestoft-may19/	A project to rejuvenate Lowestoft Railway Station. This completed restoration work to buildings on the north-eastern corner, enabling the creation of a new public exhibition space.	Administered by the association of Community Rail Partnerships, with further contributions from both the East Suffolk Lines and Wherry Lines Community Rail Partnerships.		Principle funding for the station improvements has come from the Railway Heritage Trust and the Department for Transport's Designated Community Rail Development Fund
Tale of the Herring	www.taleoftheherring.com	Project run by Newcastle Uni's Dove Marine laboratory celebrating the fishing industry in 5 ports in eastern England. Touring exhibition & work with schools			

Name	web links	Remit/Scope	Partners	Dates	Notes
The Ness Park	https://www.lowestofttowncouncil.gov.uk/local-information/the-ness/	Aims to secure the future of the net drying racks, which were once used by the fishing industry in the heyday of the herring trade, create a play and picnic area and celebrate the history of the Denes. There is also an interactive app which tells many tales from Lowestoft's past.	Delivered by East Suffolk Council and Concertas Design and Property Consultants working in partnership		The park was handed over to Lowestoft Town Council upon completion
The Lowestoft Gansey Project	https://www.facebook.com/groups/1590812771213622	An individual's project to find an original Lowestoft gansey pattern and promote ganseys more widely			
Common Ground	https://nnfcommonground.org.uk/	Common Ground is about connecting young people with their local heritage through the arts whilst letting young people be the decision makers. Have run several projects in Lowestoft, most recent https://nnfcommonground.org.uk/portfolio/common-ground-x-nessfest/			
Lowestoft Living Archive	https://www.youtube.com/watch?v=hEGvsl5u5LY	This is a previous NLHF project which no longer seems to be active but has produced video and interviews on local heritage	Funded by the NLHF		

[Appendix 5 List of consultees prior to stage 1 bid](#)

We are grateful to the following individuals and organisations for their time, expertise and enthusiasm. Name of organisation/person	Topic Consulted on	Name of organisation/person	Topic Consulted on
David Butcher, local historian, researcher and author	History of Lowestoft and Town Hall	Excelsior Trust- John Wylson	Discussions regarding potential exhibitions in TH and potential partnership working
Ivan Bunn, local historian, researcher and author	History of Lowestoft and Town Hall	Joshua Freemantle, Sunrise studios and Community Access Trust	Understanding previous work & upcoming projects in the Town- (The Life of Lowestoft Film) and potential partnership working.
Ian Robb, local historian	History of Lowestoft and Town Hall	East AngliaTransport Museum- Ian Reed	Potential use of their collection to link up heritage attractions in Lowestoft during key events
Bob Collis, local historian, researcher and author	History of Lowestoft, specifically world wars and aviation history	Suffolk Art Link- Hayley Field –	Understanding previous work & upcoming projects in the Town and potential partnership working
Mrs Howell, local ceramics historian Involved in the purchase of some of the LTC porcelain collection.	History of the LTC Lowestoft Porcelain collection and how she would like to see it displayed	Mandy Rawlins, Suffolk Archives, community engagement officer (East)	Understanding previous work & upcoming projects in the Town and potential partnership working.
Dean Parkin, poet, workshop facilitator	The Grit project, Jack Rose Society, history of Lowestoft, previous projects and what has worked well	Kate Chantry, Suffolk Archives	Understanding LRO offer and previous work & upcoming projects in the Town and potential partnership working.
Patricia Day & Jane Knight Association for Suffolk Museums	Upcoming projects for Lowestoft Museum & Lowestoft Maritime Museum. Discussions on partnership working, traineeships	Phil Aves, Lowestoft Rising	Understanding previous work & upcoming projects in the Town and potential partnership working.
Lowestoft Museum volunteers	Understanding current offer and discussions on partnership working	Phoebe Wingate and Meg Barclay- Cultural learning officers for GY and Lowestoft LCEP	Understanding previous work & upcoming projects in the Town and potential partnership working.
John Stannard – Lowestoft Heritage Workshop Centre	Understanding current offer and discussions on partnership working	Lowestoft Players	Understanding current offer, future aspirations and discussions on potential partnership working/ use of TH

Lowestoft Maritime Museum chairman	Understanding current offer and discussions on partnership working	Lynsey Wright, ESC work placement coordinator	Work placements
Port of Lowestoft Research Society Stanley Earl, Secretary	Discussions regarding potential exhibitions in TH and potential partnership working	Lynn Tupper, The International Boat Building Training College	Understanding current offer and discussions on partnership working

Name of organisation/person	Topic Consulted on
Dave Eagle, community enabler, Community Action Suffolk	Understanding potential community user groups
Jonny Hawes Dementia Together Service – Waveney	Understanding potential opportunity for a dementia café in the Town Hall
Susan Bowring- Organiser for Suffolk Stitchers and Knitters	Potential user and collaborator on activities
Susan Steward, chair of Most Easterly community group.	To understand the website and activities they are creating
Miles Barry at Easterly Artists	Potential exhibitions and collaboration on activities
Felicity Sylvester Natural History Museum Exhibition Partnerships Manager Touring Exhibitions	Potential touring exhibition

[Appendix 6 Creatives Focus group held 03/03/21](#)

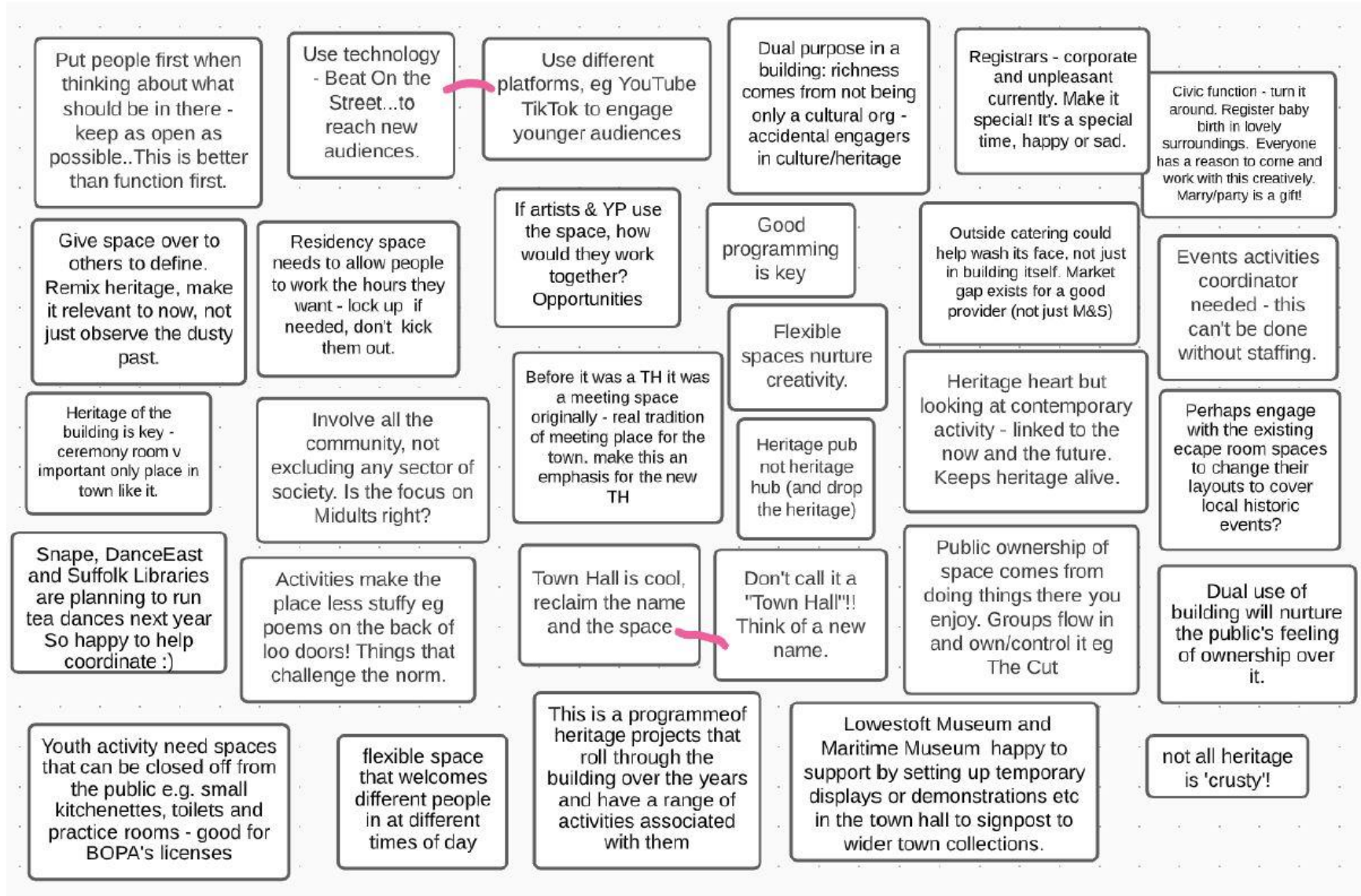
Attendees			
Books and Prints/Paperworks – High Street shop- Hugh Davies	Poetry People – Dean and Naomi	Hayley Field – Suffolk Art Link	Joshua Freemantle – Sunrise Studios
Clare Johnson – Artist with High Street shop	Karen Read – Manager –Seagull Theatre	Kaavous Clayton & Jules – Original projects	Jayne Knight – Arts development manager Suffolk County Council
Genevieve Christie – First Light Festival	Darren Breeze – High Street Artisan	Patricia Day Association for Suffolk Museums	Melissa Mathews Creatives programme manager– Suffolk Libraries
Lee Johnson – Operations Manager Diss Corn Hall. Long term Lowestoft resident	Helen Johnson- HAZ Programme Manager	Sheila Moss King- Director Moss King Associates	Jess Johnston- Associate Moss King Associates

Output from the session follows overleaf.

TOWN HALL CREATIVE MINDS SESSION

Yellow = heritage (NLHF); green = other activities. Blue = space requirements. White box = comments/recommendations
 Overlapping = same idea/comment. Pink line = linked ideas





[Appendix 7 Heritage Focus Group Attendees held 23/04/21](#)

Facilitated by Jess Johnston, Moss King Associates Limited

Session 1	
Name	Organisation
David Butcher	Published author on local history/heritage, Lowestoft Heritage Workshop Centre
Andy Pearce	Lowestoft Town Councillor
Christopher Brooks	Published author on local history/heritage, Jack Rose Old Lowestoft Society, Lowestoft Independent Archive
Philip Mummery	Published author on local history/heritage, Jack Rose Old Lowestoft Society

Session 2	
Name	Organisation
Ivan Bunn	Published author on local history/heritage and previously assistant archivist at LRO
Alice Taylor	Lowestoft Town Councillor
Rodney Duerden	Lowestoft Museum & Lowestoft Archaeological & Local History Society
Ian Robb	Published author on local history/heritage, Jack Rose Old Lowestoft Society & Lowestoft Independent Archive
Leo Whisstock	Royal Naval Patrol Service Museum

Session 3	
Name	Organisation
Bob Collis	Published author on local history/heritage & Lowestoft Independent Archive
Mike Sims	Lowestoft Independent Archive, Royal Naval Patrol Service Museum & Lord Kitchener Memorial Holiday Centre charity
John Stannard	Lowestoft Heritage Workshop Centre & Lowestoft Museum

Output from Heritage Focus Groups held 23/04/21





[Appendix 8 Stage 2 Summary of Heritage Focus Group meetings](#)

27th July 2022

Discussion about project, what group would like to see in Town Hall (TH). Challenges and concerns. Actions: Info about 3 main museums in TH for HODs. Group members to propose activities they would like to do at TH. Heritage Project Manager to feedback to group on civic collection information.

Agreed to hold meeting in 2 months as members had HOD's to focus on

29th September 2022

Updates from members on HOD's and other activities that museums/organisations are planning. Discussion on TH Conservation Management Plan. Activity in TH- Members agreed could do talks, walks, exhibitions in TH. Uncertainty about TH as venue, could use other venues. Could hoardings on TH promote museums? Need more promotion of project. Banners and leaflets to be distributed at different venues in town.

24th November 2022

Updates on TH project, updates from museums and other groups. Group updated on the civic artefacts, discussion on LTC acquisitions and disposal policy. TH interpretation what themes could members provide information on. Town Hall RIBA stage 2 architect's outline plans shared. Agreed for group to collaborate with project on an event and exhibition relating to the Witch Trials.

19th January 2023

Interpretation consultation workshop led by PLB to help inform the plans for the heritage interpretation in the Town Hall

20th February 2023

Recap and receive feedback on the remit for the group and the pilot activities and explore what the group felt the priorities would be for the activities delivered in the next phase. (Subject to successful funding)

20th March 2023

Presentation by Project Manager, Sheila Moss King on the Town hall business plan. Discussion on volunteer survey results, challenges and opportunities for recruiting and managing volunteers and the idea to collaborate on a town wide volunteer programme. Anna Salaman, PLB Ltd presented the RIBA stage 2 interpretation proposals and members provided further historical information on the proposed themes.

14th April 2023

Draft activity plan presented to the group with discussion and feedback from members, members updated the group on upcoming activities.

4th May 2023

RIBA draft stage 3 interpretation plan presented to the group with discussion and feedback from members, members updated the group on upcoming activities, agreed on the future remit of the group, discussion on LTC collection review. Members expressed the desire to assist in the sharing their knowledge of the history and provenance of the collection items.

[Appendix 9 Evaluation Report for Development Stage Activities](#)

The following report was produced by Dr Harriet Foster for the project.

Lowestoft Town Hall Development Phase

Final Evaluation Report (April 2023)

Dr. Harriet Foster



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Executive Summary

1. This report covers the evaluation of the activities for the Lowestoft Town Hall Project in its development phase. This was funded by a development grant from the National Lottery Heritage Fund (NLHF) to Lowestoft Town Council to progress its plans to a delivery stage application in May 2023. The primary purpose of the pilot activity programme, beginning in August 2022, was to demonstrate the capacity to engage with a diverse cross-section of the community, including under-served groups, to develop relationships in the community, to test out collaborations with partners and the nature of the activities themselves, as well as develop interpretation and building design plans in consultation with key audiences (which have built on earlier consultation results).

2. Subject to delivery funding, it is anticipated that Lowestoft Town Hall will eventually host a heritage gallery, a gallery space, weddings and receptions, co-working space for sole traders and small businesses, a café, and additional community event space. Whilst necessary capital works are undertaken, a delivery phase activity plan would build on the learning that has taken place in the development phase.

3. Within this context, the main purpose of the evaluation was to develop suitable methods that captured evidence of the difference made by the pilot engagement activities, and to evaluate these activities in terms of what has worked well and where there were areas for development to best direct resources in future.

4. During the development phase, there have been seven broad activity streams that have engaged with audiences in person; (1) Town Hall Creates, (2) Work placements, (3) Your Lowestoft Memories / Activities to raise awareness of the project, (4) Town Hall Take Overs, (5) Lowestoft Porcelain, (6) Interpretation Consultation workshops and (7) Heritage Focus Group. The nature of these project strands are covered in the infographic overleaf with information about outputs (numbers of people engaging and number of events, workshops etc) delivered.

5. In addition, there have also been opportunities to engage with online audiences, through the Virtual Town Hall (an online tour of the Town Hall), and via social media accounts set up specifically for the project and Lowestoft Town Council's website and partner organisations' social media accounts.

6. There is evidence that the following NLHF outcomes (**in bold**) and project outcomes (*in italics*) have been achieved through the development phase:

A wider range of people will be involved in heritage

- *Activities will raise awareness of the project & how people can get involved*
- *The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse*

People will have learnt about heritage leading to a change in ideas and actions

- *Local residents develop a greater understanding & appreciation of the heritage in their area*



8

THINGS YOU NEED TO KNOW

Lowestoft Town Hall Project

Town Hall Creates enjoyed 186 engagements with people at events & workshops

These were a series of creative-based sessions exploring the Town Hall and Lowestoft as inspiration and using heritage crafts. They were delivered in collaboration with community organisations and worked with different audiences, including families and older people on lower incomes and people looking for employment.



I feel more connected to the Town Hall after our group discussions and look forward to visiting after it is renovated. I think it will be of huge benefit to myself and the local community and I hope it is well used [Participant]



Overall there were 1,266 instances of participation in project activities

This was recorded between August 2022 and 3rd April 2023 and includes all strands of project activity in the development phase



Town Hall Take Overs saw 243 instances of participation

This included Open Days, a talk by a well-known local historian, a two-day design consultation event and a creative project with YMCA, local graffiti artist Stane and a group of young people. They have produced artwork on hoardings to the exterior of the Town Hall showing what Lowestoft means to them.



Lowestoft Porcelain activities saw 86 engagements with people

This was a collaboration with Lowestoft Studio Ceramics on the High Street:

- A talk at Whitton Life Community Centre
- a free creative workshop making clay pots inspired by Lowestoft Porcelain
- Scanning and 3D printing a replica of an 18th century Lowestoft Ceramic Pug (to celebrate the recent acquisition by Lowestoft museum of a rare pair of these items)



Heritage Focus Group

The group has around twelve members including local historians and representatives of independent historical and heritage organisations and venues in Lowestoft. They provide expert advice and support relating to heritage activities, including an upcoming exhibition to be hosted by Lowestoft Museum. This will mark the 90th anniversary of the Town Hall Riots and share the work that has been developed through some of the pilot activities.

The Heritage Focus Group will provide input into planning future activities.



Project Activities

- 4 Talks / Tours
- 19 Creative Workshops
- 9 Events
- 7 Community Events
- 15 Work Placement Sessions
- 5 Interpretation Workshops (with 71 participants)



Your Lowestoft Memories received 647 instances of participation

Comprising talks to local groups and community events (e.g. exhibitions) to raise awareness of the project, the most prominent activity was collecting the reminiscences of local people through *Your Lowestoft Memories*. This culminated in *All in a Day's Work*, a short film featuring a video poem and extracts from interviews with local people. The 'Memories Bike' designed to replicate a Lowestoft fishing smack and acting as a mobile activity centre accompanied many of these activities.



The stories were poignant. I almost cried seeing the video poem. It shows how much camaraderie there was [Viewer of All in a Day's Work]




The Lowestoft Town Hall Project is a Lowestoft Town Council initiative supported by The National Lottery Heritage Fund, Town's Fund, Architectural Heritage Fund, Historic England and East Suffolk Council

People will have greater wellbeing

- People have supported local heritage / People have had the opportunity to share their thoughts
- People feel that their histories and experiences are valued
- People feel proud of participating in a creative process
- People report benefits from social interaction
- People have worked together, building relationships and connections
- People have enjoyed themselves

People will have developed skills

- People have developed skills
- It has raised people's aspirations

- *People feel more confident about engaging with heritage / something related*

The local area will be a better place to live, work or visit

- *There will be increased / reinforced local pride*
- *People feel the Town Hall is for them*
- *There is greater connection between Lowestoft people young and old*

The local economy will be boosted (less evidence in this area)

- *There have been opportunities to support local artists and venues*
- *People have given their time to support the project in its development phase*
- *Project activities have offered people something to do while in the town*

Other broad outcomes that have been demonstrated (involving making a difference for people, improved heritage & developing partnerships)

- *Local people have had a say in how the Town Hall space is used and any future developments*
- *New stories about local heritage have been discovered*
- *New/improved interpretation in relation to the history of the Town Hall is on offer*
- *The Town Hall will benefit from a legacy of relationships/partnerships so work can continue*
- *Networks and contact the Town Hall has with other organisations, the wider community or groups working towards similar goals have expanded*

7. The vision for the pilot activities and all intended objectives have been achieved. The project aims, articulated as outcomes, have also been met. The intended project targets generally demonstrate a shortfall and this is for a variety of reasons, for example some were overly ambitious in the first place, the development phase took place over a shorter period than anticipated and missed most of the summer period, there were challenges in delivery beyond the control of the project team such as the cancellation of events (sometimes by external partners). In some cases the targets were hard to capture or were not recorded during delivery. Targets that have been met or exceeded are the number of work placement students and their engagement, the number of views of the video poem and film and the number of oral histories collected through *Your Lowestoft Memories*.

8. Activities that have not been completed at the time of writing this report include the Lowestoft Town Council Collections audit and condition survey which is underway, as well as work for the volunteer management policy and associated documentation. The Virtual Town Hall and social media accounts for the Town Hall are up and running but could be promoted to a wider audience with the necessary staffing resource in place.

9. Particularly successful activities in the development phase are FISH (Food in School Holidays), work with the YMCA, Your Lowestoft Memories, Blue Prints for the Future (Access Community Trust/Under Open Sky), East Coast College Work Placements, and Lowestoft Museum. Reasons for their success depend on factors such as establishing a productive partnership, developing a methodology that works well or understanding how it could be developed to work better in future, or because the work has reached core/target audiences. Work with heritage stakeholders has been productive in setting up the Heritage Focus

Group and developing an understanding of the knowledge and expertise that its members can bring to future activities and audience development work. Some members have also collaborated in delivering activities in the development phase.

10. Postcode collection of audiences was not as comprehensive as anticipated, but based on the available evidence, the postcodes of where activities were delivered and information from staff who delivered activities, it is suggested that project activities have successfully focused on people living in NR32 1 and NR32 2 areas as well as families from lower socio-economic backgrounds. Older people in general have engaged well, especially through the Your Lowestoft Memories strand. Anecdotally, this is also known to have attracted local audiences and day trippers. Older people from local socio-economic backgrounds have also engaged, but probably in much lower numbers and it was observed that more time is needed to build relationships with this audience. Young people have mainly been engaged through the Student Work Placement strand (small numbers but sustained engagement). There are opportunities to build audiences with primary and secondary school children in future.

11. The development of partnerships and exploring how to work collaboratively in an effective way has been a particular strength of the development phase. The project has succeeded in creating and maintaining 34 new relationships with individuals and organisations and there has been much valuable learning through this process. With the plan to keep some activities going throughout 2023 to maintain this pace and these relationships, the legacy of the groundwork and learning can be applied in a more agile fashion should funding for a delivery phase be successful.

12. Seven recommendations are made (**Section 10**) relating to future evaluation and data gathering, the focus of audience development work and partnership-working, lessons learnt relating to specific activities and front-end research for volunteer management plans.

1. Introduction

1.1 The Project

The Lowestoft Town Hall development project plans to explore how this landmark can be used to make a significant difference in the town as well as improve the physical condition of the building. Subject to successful further funding grants, it is anticipated that the venue will eventually host a heritage gallery, a gallery space, weddings and receptions, co-working space for sole traders and small businesses, a café, and additional community event space.

The current phase of the project has been funded by a development grant from the National Lottery Heritage Fund to Lowestoft Town Council to progress its plans to a delivery stage application in May 2023. It has involved the delivery of a pilot activity programme, beginning in August 2022, to demonstrate the capacity to engage with a diverse cross-section of the community, including under-served groups. Actions in this phase have included developing relationships in the community, testing out collaborations with partners and the nature of the activities themselves, as well as developing interpretation and building design plans in consultation with key audiences (which have built on earlier consultation results). Beyond the scope of the activity plan, there have also been deliverables taking places such as necessary structural surveys on the building to inform the design plans and application for planning and listed building consent, business planning activities, and exploration of governance options for future Town Hall operations etc.

Although the evaluation of the development phase, as explained in more detail below, was primarily tasked with looking at the pilot activity programme, there have been a few instances when stakeholders may have referred to other strategic deliverables taking place. It made sense, where appropriate and not to the detriment of the resources committed to evaluating the activities strand, to include comments received about these things in this report and in real time with the project team because it is valuable learning to share which will benefit forward plans.

1.2 The Evaluation

The main purpose of the evaluation was to develop suitable methods that captured evidence of the difference made by the pilot engagement activities, and to evaluate these activities in terms of what has worked well and where there are areas for development.

Specific tasks identified in the brief for the evaluation, were to:

- Examine the extent to which the vision, aims and objectives have been realised (see overleaf), where the original ambitions and targets have been met (or exceeded), and where (and why) there may have been a shortfall.
- Identify what has been learned and whether things should have been done in a different way in terms of activity, scheme delivery etc
- Support the Project Board by identifying areas of success that could be developed further, including new programmes of work at a partnership-wide level or in terms of individual projects.

Pilot Activities Vision

To raise awareness of, and engagement with, Lowestoft's rich and varied heritage and ensuring that local people feel that the Town Hall is for them, and their histories are valued. Inspiring pride in the town and providing opportunities to develop skills and increase wellbeing.

Aims: What we hope to achieve

- A wider range of people will be involved in heritage
- Engage with key local audiences
- Raise awareness of the project and how people can get involved
- People feel that the Town Hall is for them
- Local residents develop a greater understanding and appreciation of the heritage in their area
- People will have greater wellbeing
- More local pride and people feel included & that their histories are valued
- Greater connection between Lowestoft people young and old
- People will develop skills in exhibition curation, research and other areas
- People's aspirations will be raised
- The local area will be a better place to live, work or visit
- The local economy will be boosted
- Heritage will be identified and better explained
- The funded organisation will be more resilient
- Work with and develop relationships with partners to build up audiences.

Objectives- The actions in order to deliver the aims

- To attend local events, community groups and schools and have a presence in the streets, beach, parks. Taking the project and local history to them. The Memories bike will be a key tool to attract people to find out more about the project and get involved.
- To run creative activities inspired by the TH and Lowestoft's history which are tailored to different audiences.
- To capture people's memories of the Town Hall and local industries to create a video poem which will pay homage to these memories.
- To develop social media channels Facebook and Instagram, and also print versions and press releases to share news about the project and opportunities to get involved
- To develop a Virtual Town Hall to tell the story of the building and local history, acting as a virtual heritage hub and also updating people about the project as it progresses
- To provide opportunities for people to 'Take Over' the Town Hall and feel ownership towards the building and it's future.
- To pilot and develop management processes for the project to be used in the delivery stage.
- To involve heritage and other stakeholders, existing users and non-users of heritage services in shaping the plans for the project
- To provide work placements for East Coast College students, providing skills in marketing and design, specifically creating content for younger audiences
- Identify those activities and approaches that are most successful and what could have been done differently, so the learning can be built into plans for the next stage.

Prime target audiences for the project were identified as:

'Locals' (who live within the immediate area of the Town Hall)	'Residents' (the rest of Lowestoft)	Other core audiences
- Older people, lower socio-economic backgrounds - Families, lower socio-economic backgrounds - Young people, lower socio-economic backgrounds	- Families - Young people - 'Midults' aged 18-34	- People that live in the 'hinterland' of Lowestoft - Day visitors from wider afield
NR32 1; NR32 2	NR32 3; NR32 4; NR33 0; NR33 7; NR33 8; NR33 9	NR32 5; NR34 0; NR34 7

Activities have been delivered according to the following broad areas. These are explained more fully in relevant sections:

1. Town Hall Creates
2. Work placements
3. Your Lowestoft Memories / Activities to raise awareness of the project
4. Town Hall Take Overs
5. Lowestoft Porcelain
6. Interpretation Consultation
7. Heritage Focus Group

The development phase aimed to demonstrate benefits for the following NLHF outcomes:

- A wider range of people will be involved and have engaged with heritage
- People will have developed skills
- People will have greater wellbeing
- Heritage will be identified and better explained
- People will have learnt about heritage leading to change in ideas and actions

The evaluation therefore needed to capture any evidence towards these outcomes, as well as any unexpected outcomes. An evaluation framework was developed in September 2022 to do this as activities progressed. Overleaf a simplified aspect of this is presented to aid with understanding how project benefits that are set out in this report may be contributing to the NLHF outcome areas.

The framework focuses on capturing both qualitative and quantitative information about and from audiences, project partners and stakeholders. This is a mixed-methods approach. It has involved collecting anecdotal feedback and more formal feedback and comments through written and online surveys, conversations, postcards, social media, meetings and interviews. The evaluation consultant has collected some of this information and has also relied on the Heritage Project Manager, Heritage Engagement Coordinator and in a few instances, other facilitators of activities, to help collect information. Qualitative data was analysed thematically and to identify evidence against the lottery outcomes and unexpected outcomes. Quantitative data has been aggregated across activity areas / streams and the project as a whole to assess engagement levels and in considering some of the project targets.

Simplified extract from the evaluation framework, to show how NLHF outcome areas would be evidenced across different strands of activity:

NLHF outcome area	The difference the development project is aiming to make (project benefits)
A wider range of people will be involved in heritage	Activities will raise awareness of the project and how people can get involved
	The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse
People will have developed skills	People will develop skills
	It will raise people's aspirations
	People feel more confident about engaging with heritage/something related
People will have greater wellbeing	People have supported local heritage / People have had the opportunity to share their thoughts
	People feel that their histories and experiences are valued
	People will feel proud of participating in a creative process
	People report benefits from social interaction
	People will have enjoyed themselves
Heritage will be identified and better explained	New stories about local heritage will have been discovered
	New or improved interpretation (i.e. increased offer) in relation to the history/heritage of the Town Hall
People will have learnt about heritage leading to a change in ideas and actions	Local residents develop a greater understanding and appreciation of the heritage in their area
The local economy will be boosted	There have been opportunities to support local artists and venues
	People have given their time to support the project in its development phase
	Project activities have offered people something to do while in the town

Some activities, where there was a longer-term engagement with partners, audiences and stakeholders, have warranted more focused use of evaluation resources. These include Blue Prints for the Future (Town Hall Creates), Work Placements and Your Lowestoft Memories. In these instances, there is more detailed feedback summarising outcomes for participants, what worked well and what could be changed or developed for the future. Similar learning for other activities is covered elsewhere in the report (**Section 9**).

The evaluation consultant also attended meetings with the Heritage Focus Group (**Section 8**) and sought their opinions about the activities program; what had worked well, what could have been improved and how they would like to see it develop in future. Its members were consulted about the volunteer management plan, which is an ongoing piece of work.

2. What has the development phase project delivered?

In terms of the activity plan delivered to audiences, the development phase covers the period between August 2022 and May 2023. Falling within the scope of this report, activities have been included up to 3rd April 2023.

2.1 Types and number of sessions offered to audiences

The table below gives a breakdown of what has been offered to audiences in this period across all the project activity streams.

	Number of these sessions offered
Talks / Tours	4
Creative Workshops	19
Events	9
Community Events	7
Interpretation workshops	5
Work placement sessions	15

Further sessions are planned for 2023. Those with firm dates or plans are detailed overleaf.

2.2 Activities

As mentioned in the introduction, there are seven broad activity streams that have engaged with audiences in person:

1. Town Hall Creates
2. Work placements
3. Your Lowestoft Memories / Activities to raise awareness of the project
4. Town Hall Take Overs
5. Lowestoft Porcelain
6. Interpretation Consultation¹
7. Heritage Focus Group

Project activities have also taken place online and this includes the Virtual Town Hall, which is explained in **Section 2.4**.

¹ This has been led by PLB Projects Ltd and has informed their *Lowestoft Town Hall: RIBA Stage 2 Report*, February 2023 which covers audience feedback gathered as part of that consultation process. Project staff organised and found participants for the interpretation consultation workshops.

Other Project Sessions so far planned for 2023

These will be planned and delivered by project staff:

7th April - Memories Bike at Triangle market. Heritage inspired craft activity.

15th April - Memories Bike at Compass Street Park (morning), Lowestoft Museum (afternoon). Porcelain-inspired craft activity.

Easter Holidays - Attending FISH sessions. Running two of the last sessions with Under Open Sky.

Date tbc - Roman Hill Primary School. Viewing of All in a Day's Work Video Poem to inspire pupils' designs for what they would like to see for Lowestoft.

May 7th – Attending Coronation Event at Sparrows Nest Park. Heritage-inspired activity

Mid May (over two weeks) - Exhibition at Lowestoft Museum

“Your Lowestoft Stories- The Town Hall and local industry”

This exhibition will celebrate the end of the first stage of the Town Hall project showcasing the work that has been inspired by memories of local industry, the Town Hall's history and architecture. From Dean Parkin and Lewis Wickwar's film All in a Day's Work to the cyanotype blueprint art work Genevieve Rudd (Under Open Sky) has created with local people. Find out about the history of the Town Hall including the Town Hall Riots which happened 90 years ago on 8th May, and also the history of local industries with archive images the Jack Rose Collection and collection items from Lowestoft Museum.

2.3 Audience participation (in person) in project activities

The table below sets out how audiences have participated face-to-face in the sessions offered across each of the different activity strands. These show instances of participation, as one person may have participated more than once (this is definitely the case with the work placements – there were three individuals who took part over nearly a four month period).

Instances of participation (in person)	Total	<i>Under 5s</i>	<i>Primary School Age (5-11)</i>	<i>Secondary School Age (11-16)</i>	<i>Young People (16-24)</i>	<i>Adults (18+)</i>	<i>Mid-adults (18-34)</i>	<i>Older People (65+)</i>
Town Hall Creates	186	<i>9</i>	<i>77</i>	<i>4</i>	<i>0</i>	<i>5</i>	<i>63</i>	<i>13</i>
Town Hall Take Overs	243	<i>0</i>	<i>9</i>	<i>15</i>	<i>0</i>	<i>6</i>	<i>13</i>	<i>38</i>
Lowestoft Porcelain	84	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>12</i>
Memories / Awareness	647	<i>0</i>	<i>9</i>	<i>0</i>	<i>0</i>	<i>5</i>	<i>12</i>	<i>317</i>
Work placements	35	<i>0</i>	<i>0</i>	<i>0</i>	<i>35</i>	<i>0</i>	<i>0</i>	<i>0</i>
Interpretation Consultation	71	<i>0</i>	<i>51</i>	<i>0</i>	<i>0</i>	<i>14</i>	<i>0</i>	<i>8</i>
TOTAL	1,266	9	146	19	35	30	90	388

The total figure in **bold** represents the actual number recorded for each activity strand, Figures in *italics* given an indication of the numbers of people participating for that audience type. This was not always possible to record accurately or at all (sometimes only the total figure could be recorded), hence these breakdowns are likely to be an under-representation of the numbers engaging with the project for each activity and overall. They show broadly which activities were more directed or had greater take up by certain age groups.

The Your Lowestoft Memories/activities associated with awareness raising for the project is the strand with the highest instances of engagement in the development phase, followed by Town Hall Take Overs and then Town Hall Creates. These areas are the ones in which multiple events/community events, creative workshops and talks/tours (i.e. engagement with larger numbers of people) have tended to be focused. One event alone for Your Lowestoft Memories (the launch of the video poem All in a Day's Work) attracted 116 people. This strand was also particularly successful at engaging with older audiences.

Looking at the figures broadly, it appears that the development phase was more successful working with primary school age children, than those of secondary school age.

Evidence for these outcomes:

- ✓ The range of people from within Lowestoft who engage with Town Hall Project activities is diverse (some evidence)
- ✓ Networks and contact the Town Hall has with the wider community have expanded

2.4 Online Audiences: Social Media and Virtual Town Hall

Social Media

The project has a steadily increasing audience on social media. It launched on Facebook on October 3rd 2022 and on Instagram on 9th December. As of the 3rd April the Town Hall Project Facebook page had 125 likes and 209 followers. Its Instagram account had 129 Followers. Activities are consistently promoted on social media. Partners with which the project are tagged in Town Hall Project posts and vice versa. Online engagement with *All in a Day's Work*, the video poem delivered through the Your Lowestoft Memories strand is covered in **Section 5**.

Analysis of the audience demographics for the project's social media channels in March 2023 showed that the majority of audiences for both Facebook and Instagram came from Lowestoft (respectively 70.4% and 53.9%) and then from Norwich and Ipswich for Facebook (each 2%) and Great Yarmouth for Instagram (7%). The age range breakdown for audiences (see below) shows a different demographic between the two social media channels, as expected (Facebook – older demographic, Instagram – younger demographic), which is why promoting the project across both is important. There are also some slight differences between genders and age.

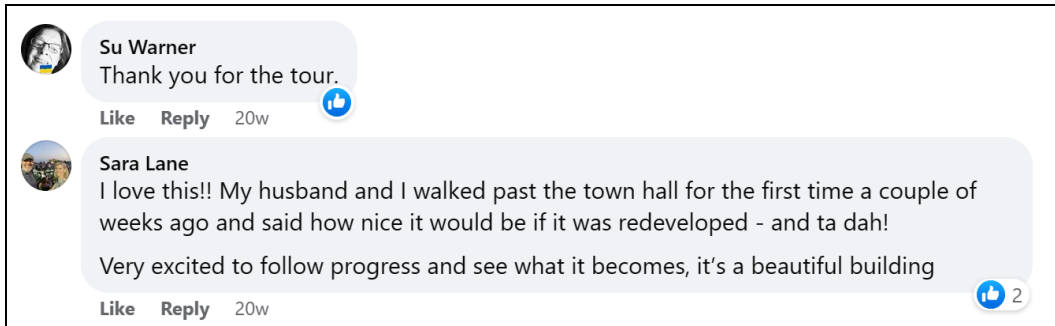
Age	Facebook		Instagram	
	Women	Men	Women	Men
18-24	0%	1.20%	2.30%	0%
25-34	3.10%	3.70%	13.80%	13.80%
35-44	8.50%	3.70%	12.60%	8.10%
45-54	12.70%	7.80%	17.30%	12.60%
55-64	19.30%	11.50%	8.10%	6.90%
65+	21.30%	7.20%	1.10%	3.40%

Evidence for this outcome:

- ✓ Activities will raise awareness of the project and how people can get involved

Virtual Town Hall

A virtual tour of the Town Hall is available [here](#) and has been promoted via social media. It was launched in early September 2022 but because of the period of national mourning to mark the death of HM Queen Elizabeth II, it was not publicised until early October which coincided with the creation of the project's Facebook page, at which point the comments below were recorded. The virtual tour was developed by Hugh Davies with significant contributions from local historians David Butcher and Ivan Bunn. As well as giving an interior tour of the building, it covers aspects of the building's history, provides information and updates about the project and links to activities that are happening. It also includes an exhibition curated by the East Coast College students on work placement. The content was collated by the Heritage Project Manager.



Feedback about the Virtual Town Hall received via the Lowestoft Town Hall Facebook page

Analysis has been undertaken to show the dates over which the virtual tour has been most popular, and it is thought that these peaks coincide with promotional activity connected to the Town Hall. Also, taking the peak month of September (highest number of snap views), when it launched, the highest ranked area by visitor engagement (dwell time) was the first floor room (Industry in Lowestoft).

Snap Views over Time		
(A snap is a single 360 degree image, The full tour comprises about 40 individual snaps .		
Month	Snap views	Peak days (50 views or more)
September	1895	5th, 7th, 9th, 15th, to 17th, ,22nd to 26th, and 28th
October	1492	6th , 26th and 30th
November	320	6th and 14th
December	238.	9th and 16th
Total Snap views	=1895+1492+320+238	

Whilst the virtual tour itself is contributing to additional interpretation about the history/heritage of the Town Hall, it has been suggested that more could be done to promote this resource. It could be utilised further while the building remains closed.

Evidence for these outcomes:

- ✓ Activities will raise awareness of the project & how people can get involved
- ✓ New or improved (increased offer) interpretation in relation to the history/heritage of the Town Hall is on offer

2.5 Postcode Data

Target audiences, in terms of geographic location, have been identified as those that live within the immediate locality of the Town Hall (“locals”, coming from NR32 1, NR32 2 and “residents” coming from NR32 3, NR32 4 and NR33 post code areas) as well as *core* audiences being those people who come from the “hinterland” of Lowestoft and “day trippers” (NR32 5, NR34 0, NR34 7 areas) (**Section 1.2**). Around 120 individual full and partial postcodes were collected of audiences, and these have been considered alongside the postcodes for specific locations at which outreach activities have taken place.



This first [interactive map](#) shows the locations where project activities in the community have taken place to date.

This second [interactive map](#) shows the locations of some of the audiences of project activities so far. When the map is opened, in the menu band below the map, click on markers labelled with different project activities (Memories, Lowestoft Porcelain Workshop, Whitton Life, Butcher talk, HAT Projects consultation) to show where audiences for that activity came from. The red marker shows the position of the Town Hall. When zoomed in sufficiently, numbers next to other markers denote the number of times that postcode area has been recorded.

(Map reproduced from Outline Activity and Audience Plan, © Moss King Associates Limited 2021)

In the first map, it is clear that project activities have focused on people living within the *local audience* area of NR32 1 and NR32 2, indicating that they are the demographic most likely to have been reached. Considering the second map, which provides a ‘snapshot’ of audience postcodes (since this is a sample), this suggests that the remaining core group made up of residents in the other NR32 and NR33 areas have also been reached, although NR34 residents have been recorded in very low numbers. There have been very few post codes recorded for tourists / day trippers mainly during the HAT Projects Consultation. These observations about audience postcodes are made tentatively as they are based on a small sample, whereas the locations plotted for project delivery is representative of in-person engagement that took place.

Some evidence for this outcome:

- ✓ The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse

2.5 Project Targets

The table below sets out, from the activity plan, a summary of the different activities that were anticipated, alongside their associated targets. The final column makes observations against these targets and gives an explanation, where available, if there were challenges that constrained reaching these targets.

Planned activities that were to be delivered through events organised by external partners, and which were cancelled by those partners, have not be included in the table below (e.g. Ness Fest). In considering any targets for a future phase, it may be advisable to link them to certain audience groups, rather than specific events, particularly if the delivery of those events is reliant on an external partner.

Activity	Target	What happened
<p><u><i>Your Lowestoft Memories</i></u> With Poetry People, capture people's memories about the Town Hall and local industries to create a video poem. Develop a stories boat to support activities. Recruit people who have shared stories to be volunteers to co-create a pop-up exhibition</p>	<p>10 volunteers recruited 5 young people lead on film element 1.5k online viewing of video poem and film 200 in person memories captured 10 oral histories captured Pop up exhibition</p>	<p>No volunteers were recruited; deemed more suitable to leave more formal volunteering to delivery phase when necessary volunteering management and associated policies will be in place. 3 young people (work placement students) contributed to the film; young people from Seagull Theatre Group also contributed to the poem 7k views of video poem and film in the two weeks since going live 44 memories capture by postcard 10 oral histories captured Exhibition event at Parcels Office; exhibition and launch event for video poem at The Grit</p>
<p><u><i>Town Hall Take Overs (THTO)</i></u> Use of the Town Hall offered for free to community groups, local creatives, youth groups for pop up events Heritage-themed THTOs (working with young people to develop creative output</p>	<p>1 event per month (40 people per month = 480 people across the year) 50 new people take part in heritage activities 50 young people for THTO 10 young people leading project</p>	<p>Town Hall was largely closed (safety reasons) which curtailed plans. 243 instances of participation between 13th October 2022 and 16th March 2023. This was on 7 separate occasions involving 2 events, 4 creative workshops and 1 talk.</p>

Activity	Target	What happened
of their choice)		
<u>Heritage Open Days</u> for Town Hall, over two weeks Exhibition, events, tours, workshops, talks	500 people attend open day	Heritage Open Day events planned for September 2022 were cancelled because of the death of HM Queen Elizabeth II. Rescheduled event took place in October 2022 but on a much smaller scale. It received 162 visits.
<u>Town Hall Creates</u> (THCs) Artist runs pilot sessions working with different community groups looking at Town Hall architecture and heritage crafts. Workshops with older people, adults on universal credit, free school holiday children's activities for families	45 people for adult sessions across the year 100 family participants across the year 45 older people across the year	An artist ran sessions with people that were unemployed and one session with older people (another is yet to take place). With the latter group, this was less successful (see Section 3). Heritage Engagement Coordinator ran sessions with families through FISH. Instances of engagement with people: 13 older people, 68 adults, 9 Under 5s, 77 Primary School Age, 4 Secondary School Age. Families were not counted.
<u>Lowestoft Town Council Collection</u> Heritage Project Manager to review collection and carry out condition survey in preparation for volunteer digitisation project	Review and Condition survey complete	Review and Condition survey is underway but not yet complete as there is no suitable indoor area in which to undertake the task over several days. Have been awaiting more settled weather conditions to complete the work.
<u>Collaboration</u> Develop links and encourage collaboration between local museums/heritage organisations and individuals to raise local profile and scope out joint projects. Set up bi-monthly heritage forum.	2 joint projects planned. Heritage forum established. Positive feedback from heritage organisations	Collaboration has been ongoing with individuals and with organisations to deliver activities. Discussions underway for joint exhibition. Heritage Forum wish to continue and would like to be involved in delivery phase.
<u>Virtual Town Hall</u> Update the existing digital tour of the Town Hall to include latest architectural and project plans as they develop,	8,000 web visits	A 'web visit' does not capture engagement with the virtual tour. This is measured in 'snap views'. A snap is a single 360 degree image. There are approx. 40 individual snaps in the full tour. Between September and the end of

Activity	Target	What happened
including other creative content		December 2022 there had been 3,945 snap views.
<p><u>Social media platforms</u> Set up accounts and develop audiences</p>	<p>FB – 1k followers Instagram - 500 followers</p>	<p>To date: FB - 209 followers Instagram – 129 followers Online audiences are steadily increasing Posts about the project have been regular</p>
<p><u>Work placements</u> Host students from East Coast College, 1 day a week, to create marketing plan relating to the project, concentrating especially on social media</p>	<p>2 students</p>	<p>3 students have attended for 2 hours per week over 15 weeks Work placement has been focused on digital design instead of marketing and has resulted in an online exhibition of their work</p>
<p><u>Volunteering</u> Work with stakeholders to develop a volunteer management plan focused on meaningful volunteering opportunities</p>	<p>Volunteer management plan</p>	<p>Volunteer survey (online and in printed format) has been developed for local audiences to complete, to ascertain their needs and expectations for any potential volunteer offer in future Town Hall. This will run until September 2023. It will help to inform volunteer management plan which needs further front-end research. Members of Heritage Forum were consulted in March 2023 for their experience of barriers to recruitment and retention of volunteers and how to work in partnership in the future for an integrated volunteer model.</p>

3. Town Hall Creates (August 2022 – April 2023)

Engagement figures	
Number of workshops held	15
Number of community events attended	1
Number of people engaged	186
<i>of which ... Under 5s</i>	9
<i>Primary School Age</i>	77
<i>Secondary School Age</i>	4
<i>Adults (18+)</i>	5
<i>Mid-adults (18-34)</i>	63
<i>Older People (65+)</i>	13

3.1 Sessions in the community

These involved a series of creative-based sessions exploring the Town Hall and Lowestoft as inspiration and using heritage crafts, trialling both drop-in and pre-book approaches and held at different times of the day². They included working with community groups and different audiences, both families and older people on lower incomes, and building partnerships with local organisations, such as:

- FISH (Family in School Holidays, December 2022 and February 2023), working with families on low-incomes, making badges inspired by maps of Lowestoft and stained glass cards inspired by the windows in the Town Hall. These will also be taking place in the Easter holidays.
- Badge making and object handling with Lowestoft Museum and Lowestoft Maritime Museum.
- Hosting creative workshops with Lowestoft Library at their Beach Hut, with the Salvation Army and at other community venues.

These sessions, often featuring the Memories Bike (see below), have helped to raise the profile of the Town Hall and the associated project in Lowestoft. Participants in recent FISH badge-making workshops demonstrated pride in what they had made, learnt new skills, increased confidence and clearly enjoyed the activity. Maps of Lowestoft were a good way to engage and stimulate conversation amongst families and between people of all ages.

One parent said *“Thank you very much for doing this, [my daughter] has never done anything like this before”* and asked where else the activity would be so they could do it again.

I’ve found out new things about Lowestoft - I never knew there was a skating rink

² Information about event timings, whether drop in or pre-book etc is being recorded alongside the engagement figures and other notes to help monitor and reflect on those activities that seem to be more successful.

Lowestoft has changed so much, it's amazing to see [from the old maps] how the roads have changed. The school is now a park. We walked down from Sparrows nest and Walpole road is so different now.

At a session aimed at older people held at Beresford Road Evangelical Church, several people engaged in conversations about Lowestoft Porcelain and three people chose to take part in the activity. They responded very positively to this saying that they found it calming and interesting and enjoyed taking part, that although their hands were unsteady, they loved having a go and were happy with the outcome. One person, who hadn't known Lowestoft Porcelain existed, went away after the session and researched how much it sells for and where it can be seen – in Lowestoft, the V&A, Norwich Castle, Fitzwilliam Museum, for example.



Stained glass cards and participants with the badges they made, creative workshops; using a stained glass window from the Council Chamber in the Town Hall as inspiration

3.2 Sessions delivered with Under Open Sky and Access Community Trust

Soon to complete are a set of Town Hall Creates workshops, led by artist Genevieve Rudd ([Under Open Sky](#)), using cyanotype photography and based around the architecture of the Town Hall. These sessions were called *Blue Prints for the Future*.

It was intended that there would be two discrete cohorts, both recruited by working in partnership with Access Community Trust (ACT). The first, an employment project, ran over



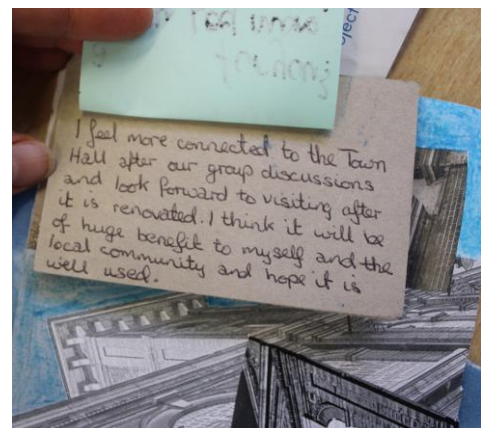
three consecutive weeks at Boston Lodge in Lowestoft from late February and involved the same five people. They visited the Town Hall to take inspiration from its exterior, learnt about cyanotype printing and then created a series of their own prints. The second set of three workshops, originally intended to be based at ACT's Centre for Over 60s, started out here but attendees were more interested in having discussions about their recollections of Lowestoft and the High Street than in taking part in any creative activities. It was supported by three individuals from the Boston Lodge sessions who brought their new-found skills as volunteers. They helped to collect thoughts and stories from the older people and translate these into prints. The second workshop with older people had to be cancelled due to staff illness and is being replaced with a session with Whitton Life Community Hub

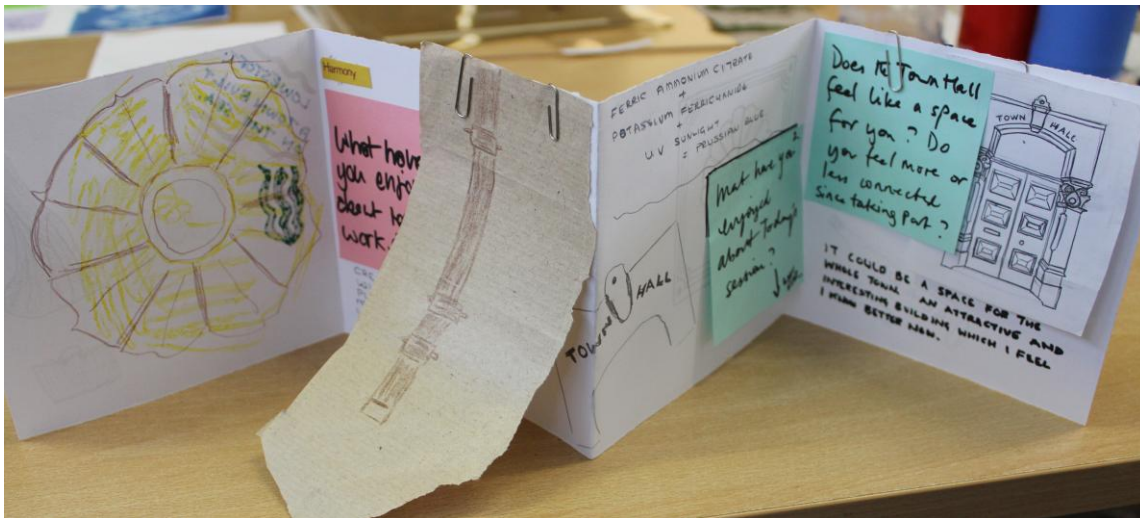
later in April 2023. The third session, instead of involving over 60s, has just taken place with those from Boston Lodge to interpret and mount their creative output, ready for an exhibition of their work to be hosted by Lowestoft Museum.



Some of the early creative output from first Town Hall Creates workshop with Genevieve Rudd, using Town Hall architectural features as inspiration

As the sessions themselves were about exploring a creative process, their evaluation was designed to reflect this, so that the Blue Prints for the Future participants were asked each week to think about a different question or two and record their thoughts in a simple portfolio journal that concertina folded and also captured their sketches and impressions each week. This was for them to keep at the end of the workshops. It was photographed to capture their feedback to the evaluation questions.





Journal of ideas and reflections, including feedback about their experience each week

Four of the participants at Boston Lodge took part in an informal face-to-face chat with the evaluation consultant to give feedback on their experience. The Heritage Engagement Coordinator, Artist and a representative of ACT also provided feedback on the workshops in terms of planning, delivery and potential future developments. Key points to emerge can be summarised as follows:

Outcomes for Boston Lodge participants (detailed feedback available in **Appendix 1**):

- They enjoyed the creative process and trying something new as well as finding out more about the Town Hall and its history; seeing the prints develop was exciting and surprising; drawing was therapeutic; learning has been a positive experience that has been welcomed. This will be contributing positively to their wellbeing. One person said *“Getting out the house every week and meeting other people has been really positive for my mental health and wellbeing”*.
- Participants feel more connected to the Town Hall; they are pleased to have been part of something that will contribute to its future; they look forward to seeing the Town Hall being redeveloped.

- They felt that they had learned more about local heritage. One person had not known that the building they passed regularly was the Town Hall, that for them the project had been about “*revitalisation*, it’s about closing the gap, bringing the building back for the community, bringing a lot of life back. I like the idea of supporting the arts and I would like to see more happen like this.” Another described that their word for the project was “*appreciation* [because] it’s made me appreciate all the architecture in Lowestoft. I’ve really loved doing this. It’s nice to do something different”.
- The project had reinforced for participants that the town is a positive place to live with a good community spirit.
- The workshops had encouraged social interaction, something to focus on each work, transferable skills (e.g. time management) and developing an interest in existing or learning new creative skills, such as photography and scrapbooking. For one individual, it had reignited a passion for photography they have held since childhood and an interest in being creative, something that had suffered during the Covid-19 lockdown. Since taking part in the project, this person has developed their photographic practice in terms of branching out further into cyanotype photography and purchasing new equipment. These particular outcomes are likely to have contributed positively to individuals’ wellbeing³.

What worked well:

- Both the artist and ACT would welcome continuing the partnership with the Town Hall.
- The group of individuals at Boston Lodge were committed and receptive and this made the experience enjoyable for the artist. She enjoyed sharing her creative practice with them and found the Monday sessions with the group a great way to start the week. It has been a useful contribution to Under Open Sky’s portfolio of work which is seeking to branching out more from Great Yarmouth and into Lowestoft.
- The session with the over 60s group provided an opportunity for older people to reminisce. This opens up lines of communication, encouraging conversations and peer support to take place and that sense of community which ensues is like a form of ‘mental health medicine’.
- Whilst there was a creative brief, there was enough freedom within sessions for the artist to get to know participants, to understand people’s strengths and then structure the next session to make the most of their strengths. In this sense, the artist could truly ‘facilitate’ participants, rather than instruct them. This works best when sessions are designed as a series of follow-on workshops, and not one-off workshops (see point below, regarding delivering over a number of weeks).

³ Research carried out by the New Economics Foundation (NEF), brought about the [five ways to wellbeing](#) which is a set of evidence-based actions to improve personal wellbeing. It includes **connecting with other people**; being physically active, **learning new skills**, giving to others and **taking notice** (being mindful). Three of the actions in particular have been demonstrated through the *Blue Prints for the Future* workshops (denoted in bold), as evidenced in feedback from the participants and those facilitating the sessions.

What could be improved/developed:

- Having a more inclusive offer to broaden the kinds of audiences with which projects developed with ACT could be offered. In considering the delivery of future collaborative work, it would be great to have an earlier discussion about mutually relevant outcomes. In this instance, the parameters felt very restrictive both for Access Community Trust and Under Open Sky (people had to live in Lowestoft and they had to be unemployed). ACT works with a wide range of people who are on an 'employment journey' or 'employment pathway' that could benefit from projects such as these.
- Potential ACT groups that could benefit from creative-focused projects, involving exploring a sense of place in Lowestoft, are (i) the young people mental health crisis centre (ii) rough sleeper initiative through which a recent art based project has been delivered, (iii) youth-based sessions running out of Boston Lodge attended by twenty to thirty 8-16 year olds at a time.
- In planning similar projects in future, it may be useful to consider the target audience group first, then the partner through which to reach that audience group and then create the brief / appoint the creative facilitator.
- Plan delivery of projects to take place over a longer time frame and consider the specific skills that they will deliver that can be added to individuals' CVs. Boston Lodge participants said that they would have liked to take part in more workshops. Attendance at workshops over 10 weeks, for example, that equate to many hours of skills building, demonstrates both commitment and is something that can be quantified and is more persuasive evidence on CVs. It also enables more personable relationship building between the creative facilitator and the participants as noted above, which is more likely to lead to a more meaningful experience for participants – quality, rather than quantity, is important.
- Making workshops relevant to any careers that are available locally, or even life skills, also increases their appeal.
- Flexibility of approach is important. In such projects, keeping outcomes broad means that the stories and the heritage of individuals influences the focus of delivery.

Across Town Hall Creates

Evidence for these outcomes:

- ✓ Activities will raise awareness of the project and how people can get involved
- ✓ The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse
- ✓ Local residents have developed a greater understanding and appreciation of the heritage in their area (they have found out about the Town Hall and Lowestoft's heritage)
- ✓ People will have enjoyed themselves.
- ✓ People have reported benefits from social interaction
- ✓ People have developed skills
- ✓ People feel proud of participating in a creative process
- ✓ People feel that the Town Hall is for them (Boston Lodge workshop participants)
- ✓ There have been opportunities to support local artists and venues
- ✓ Project activities have offered people something to do while in the town



Some of the creative responses by participants in *Blue Prints for the Future*

4. Digital Design students: work placements (December 2022 – March 2023)

Engagement figures	
Students involved (16-24yrs)	3
Number of sessions attended	15
Total hours given by students to the work placements	72



Work placement students during the animation workshop

It was originally intended that the collaboration with East Coast College would involve young people studying Marketing, however this had to be adapted to work with students on a Digital Design Art course. Three individuals were identified by their tutor as being motivated and ideal for the work placement being offered through the Town Hall Project.

The three work placement students visited the Town Hall and Lowestoft Maritime Museum and met a range of people involved with the project to understand different elements of it better. They have undertaken research linked to the fishing industry and taken part in an animation workshop, the output from which has been included in the video poem *All in a Day's Work*. This prepared them for their main project, a virtual exhibition, which is featuring as part of the virtual tour of the Town Hall.

Students completed a baseline online survey, covering wellbeing and how they felt about Lowestoft as a place, and took part in a face-to-face informal conversation about their expectations for the project. It was intended that a follow-up online survey would revisit their wellbeing, confidence and skills levels but this was not completed by the students, despite several requests. This was unfortunate as a focus of this project was the wellbeing aspect. Two of the students took part in a twenty minute online conversation with the evaluation consultant exploring their experience of the work placement; the third student who was unable to make this date was emailed the questions but chose not to respond. The college's Placement Officer and Project Heritage Engagement Coordinator also provided feedback about how the collaboration has gone and shared learning points about the work placements.



Talk about Lowestoft witches by local historian, Ivan Bunn, that two of the students said they particularly enjoyed

Outcomes for participants:

- Students were committed to the work placements. Their participation did not formally contribute to their study, it was an extra-curricular activity. The fact that they attended regularly over 15 weeks, giving 2 hours each time, demonstrates good commitment and interest.
- They gained skills, particularly interpersonal and communication skills, but also animation and digital skills.
- They enjoyed themselves and particular aspects of the work placement, such as the animation workshop, the talk about local witches, the software used for the Virtual Town Hall.
- All had an interest in local heritage before the work placement, but this experience had helped them to learn more about this topic (e.g. around the witch trials and fishing industry) and they identified that this had other benefits – it gave them a sense of place, it helped to build intergenerational ties by giving them something to talk about with older people and it made them 'smart in history' and not just interested in what people perceive teens to be interested in.
- By meeting a range of people, it had opened their eyes to the range of jobs that people have.

What worked well:

- The Heritage Engagement Coordinator's approach was welcomed. She was consistent and interacted well with the young people.
- The regular, weekly meetings were a good format. Young people benefit from this kind of structure.
- Being able to adapt the sessions to accommodate the interests of the young people. They are very creative and have lots of great ideas so capitalising on this by following their interests/ideas has been beneficial. This was welcomed by the college but was a challenge for the Heritage Engagement Coordinator to deliver.
- The sessions have provided opportunities for the students to work on certain skills. Two years of Covid-19 has affected young people in terms of their social skills and confidence, and projects like this one enable students to develop in these areas.

What could be improved/developed:

- East Coast College is interested in developing the partnership with the Town Hall further in future. This collaboration was with the vocational part of the college, and it may be possible to develop something with the 6th form in future.
- Any recognition of the student's efforts and commitment would be welcomed, e.g. a personal letter to each of the students thanking them, or some sort of commendation.
- From the point of view of the Town Hall, some of the planned activities/outcomes could have been conceived to be more flexible to take account of the change to working with Design, instead of Marketing, students. A work placement that is four days over one week may also be better, as some momentum was lost when one student missed a couple of weeks, and there was quite a commitment for the students to attend a two hour session over several months. A more concentrated approach may help students see how all the different elements fit together. Holding the sessions over winter, when many museums are closed, also affected the kinds of museum activities they could do, so considering the time of year when placements are offered in future is important. It would be helpful to do more museum visits earlier in the work placement to inform students' thinking/planning.
- The students were based in a room at the college which made it somewhat abstract trying to conceive ideas for the project. Having a work placement with one or more of the town's museums over a week or two weeks may contribute to a different experience, different ambition and aid with how students visualise plans for their projects.

Across Digital Design Work Placements

Evidence for these outcomes:

- ✓ Activities will raise awareness of the project and how people can get involved
- ✓ The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse
- ✓ Local residents have developed a greater understanding and appreciation of the heritage in their area
- ✓ People will have enjoyed themselves
- ✓ People have developed skills
- ✓ People have gained in confidence (to a small extent)
- ✓ There will be a greater connection between Lowestoft people young and old
- ✓ It will raise people's aspirations

5. Your Lowestoft Memories / Raising Awareness of Project (September 2022 – April 2023)

Engagement figures to date	
Number of individuals to contribute memories via postcard	44
Number of individuals to contribute memories via interview	10
Number of short audio recordings	8
Total number of events attended	10
Number of comments received via Facebook posts	159
Total number of people engaged	647
<i>of which ... Mid-adults (18-34)</i>	12
<i>Primary School age</i>	9
<i>Adults</i>	5
<i>Older People (65+)</i>	317



'Memories bike' used at events to help capture stories and publicise project. This often helped to draw people in, especially children, at scheduled events.



Activities within this strand have aimed to publicise the Town Hall Project amongst Lowestoft residents, such as talks to local groups (see **Appendix 2**) and community events like the most recent one on the 2nd April at Lowestoft Museum for a feast creative activity (see opposite). A main focus has been to gather memories about the town's historic industries (*Your Lowestoft Memories*). This project strand has had the most instances of participation across the development phase.

The recollections collected through *Your Lowestoft Memories* culminated in *All in a Day's Work*, by Dean Parkin of Poetry People and Lewis Wickwar, which is a [short film](#) featuring a video

poem and extracts from interviews with local people. It enjoyed its first screening at a free launch event at the end of February, alongside a talk and exhibition. The Your Lowestoft Memories strand of the project was promoted, in part, with the 'memories bike', designed to replicate a Lowestoft fishing smack and acting as a mobile activity centre. Where possible, it attended community events in Lowestoft to help collect memories which were also recorded via postcards specially created for the project and through Facebook posts by Poetry People which encouraged 'creative conversations'.

The launch event was attended by 116 people, most of whom were aged 65+. The audience numbers exceeded expectations and the film needed three screenings to accommodate everyone in the space. This was despite there being no coverage of the event in the Lowestoft Journal (although a press release had been sent) and publicity being solely via social media. The evaluation consultant attended the event and the general atmosphere and verbal feedback there was very positive; the impression, through one-to-one conversations, was that it attracted both video poem contributors as well as audiences that were completely new to the Town Hall project. Attendees clearly enjoyed the event and the opportunity to reminisce and to talk. People liked having conversations, even with people they didn't know, and this event was a vehicle for them to do that. Some contributors who were present and shared their thoughts said that it was important to capture these histories and reflections because they came from a different era and reflected an important part of Lowestoft's history that mostly is no longer evident. This is reflected in the comments below, from the event and from social media:

Tina
I wanted to cry.. all those memories.. all those places that are no more.. thank you Dean Parkin .. fabulous standard as usual xxx

Like Reply 2d



"It was amazing. I was nearly crying watching it [All in a Day's Work]. It was so poignant."



Launch of All in a Day's Work, The Grit, 26th February 2023



"It's [the film] keeping the history of Lowestoft alive. I didn't realise how many industries were here."

Gayle

I still really enjoyed watching this, thank you Dean Parkin and all whom made this wonderful film possible 🙌👏👏👏

Like Reply 2d



In the two weeks since the film was posted online, it has received 7,000 views (543 views and seven likes on YouTube; 6.6k views and 20 shares on Facebook).

A total of 44 memories were received via postcard and ten people took part in recorded interviews for the film. The home postcodes of some contributors and audiences have been collected. These are covered in **Section 2.5** and indicate that they tended to come from the 'core' target audience group.

The breadth of material that was collected also inspired Dean Parkin to write 12 further poems in addition to *All in a Day's Work*.

A small sample of contributors and audience members at the February launch event for the video poem were approached for their feedback. The online video poem went live on March 24th (shortly before this report was completed) and there is an online survey to accompany it, but this could not be publicised via Lowestoft Town Hall social media channels because the Town Council was entering an election period. It has been promoted via Poetry People. To date, there have been a total of 11 responses from people at the launch event and online audiences. Although the number of responses is low to date, early indications suggest that people, on the whole:

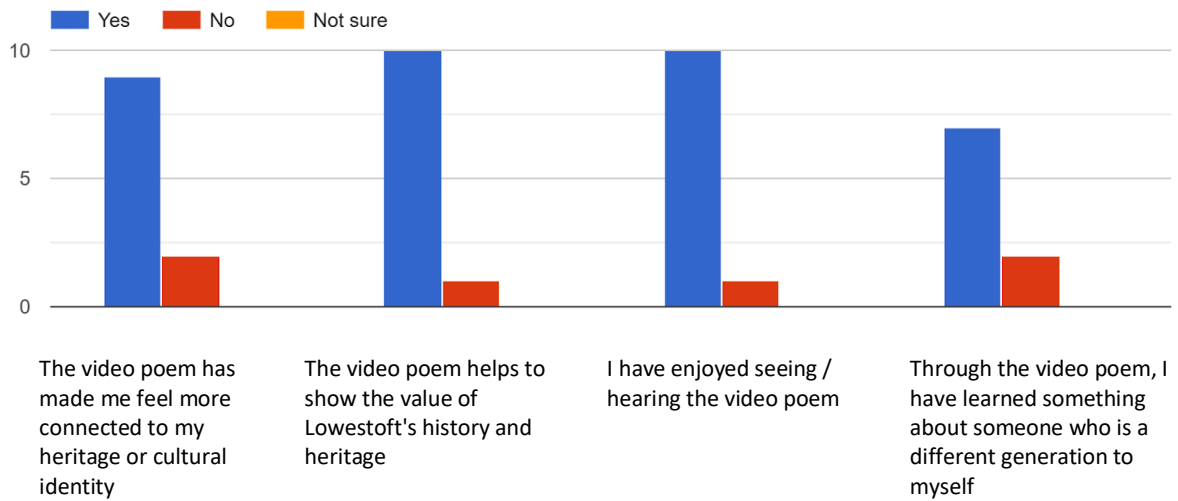
- Are enjoying the video poem
- Feel that the video poem helps to show the value of Lowestoft's history and heritage
- Feel more connected to their heritage or cultural identity through the video poem

(See chart overleaf)

Some comments to illustrate this are:

"I thought the video poem, with archive images and inserts from the interviewees really captured the spirit of the generation, and also the pride in their working lives. It was a lovely accessible way of getting a snapshot of working life in Lowestoft through the lives of ordinary people."

How would you answer the following? Please select 'yes' (agree), 'no' (disagree) or 'not sure'



Summary of responses to an online survey about the video poem, to date (n=11)

“I found it very interesting. I worked at Eastern Coachworks. The video poem brought back a lot of memories. It made me remember all the bikes at the end of the day, how busy it was, and how it was good idea to try and avoid them!”

“It was interesting as a series of snapshots of the past and should inform younger audiences of just how much was lost by the collapse of long established industries.”

“I attended the launch event, and it was really clear to see the rapport Dean had built up with the interviewees. There was a really positive feeling of warmth and mutual respect. It was so interesting to hear the talk beforehand about who Dean interviewed, and the background to the project. It was nice to have the inclusion of young people's voices, and the animation as well. How about commissioning part two of the poem - talking to young people about their hopes for their future, and the future of the town?!”

These last two comments hint at the legacy of the film in terms of its potential to connect a younger generation within the town to its heritage. Some people responding to the survey felt that they had learned something about someone from a different generation (see chart above).

Additional planned activities will also build on the potential for intergenerational outcomes; the Heritage Engagement Coordinator for the project will be taking the video poem for a viewing at Roman Hill Primary School where the pupils will then use it as the basis for a creative response to what they would like to see in Lowestoft in the future.

Amongst the 11 completed online surveys so far there has been just one negative response. This person commented that, “it is not very good and certainly not a poem! It is disjointed and quite dull. We did not need another Dean Parkin poem and this proves it.”

The film itself, the talk and resulting discussion it prompted amongst the audience at the launch event and some of the individual memories demonstrate that new stories about local heritage are coming to light. These are just a few of the memories to illustrate this:

You could tell who worked at the Coach Works in Lowestoft as their front doors and fences were painted in the green gloss colour of the buses.

We remembered the pea lorries travelling from the fields to the factory – overloaded so that some of peas used fall from the lorry to be gathered by anyone who had a pail and passed to the family for free peas for dinner.

I used to work at the Town Hall for work experience. The council also used to own the houses next door to the Town Hall and we used to play table tennis in our tea break in the houses.

Feedback about this element of the development project has been received from the project team and from Poetry People and is summarised below.

What worked well:

- Your Lowestoft Memories reached out to core audiences and the reminiscence aspect sparked conversations and encouraged a feeling of community and togetherness.
- The nature of the collaboration was productive and successful for both parties. From the point of view of Poetry People this was because the Heritage Project Manager was supportive, efficient, excellent at communicating, experienced with the creative process and open to the ways in which the project naturally evolved.
- The project also prompted first-time and mutually rewarding collaborations between Poetry People and the Mincarlo Museum trawler, with East Coast College and with the Seagull Youth Theatre group.
- The launch event attracted far higher audience numbers than expected, with publicity being solely via social media.
- The creation of additional ‘job’ poems, which were a spin-off from the video poem and were an unexpected creative development for the poet involved. These will also feature in Dean Parkin’s new collection of poems later this year (with full credit to the Town Hall Project).
- Most of the large audience at The Grit event were unlikely to have been regular live poetry attenders. Many of them had to stand for the opening half hour but despite this were engaged, entertained and often moved by the new poems and talk.

What could be improved/developed:

- To achieve a wider reach for the project, it would have been good to collaborate with a local primary school for two or three sessions to help create the poem and to record children's voices as part of the audio soundtrack.
- Poetry People would welcome collaborating on any future creative projects with the Town Hall and, if invited, would be prepared to provide input at the ideas stage and to develop any project brief in partnership.

Across Memories / Project Awareness Raising

Evidence for:

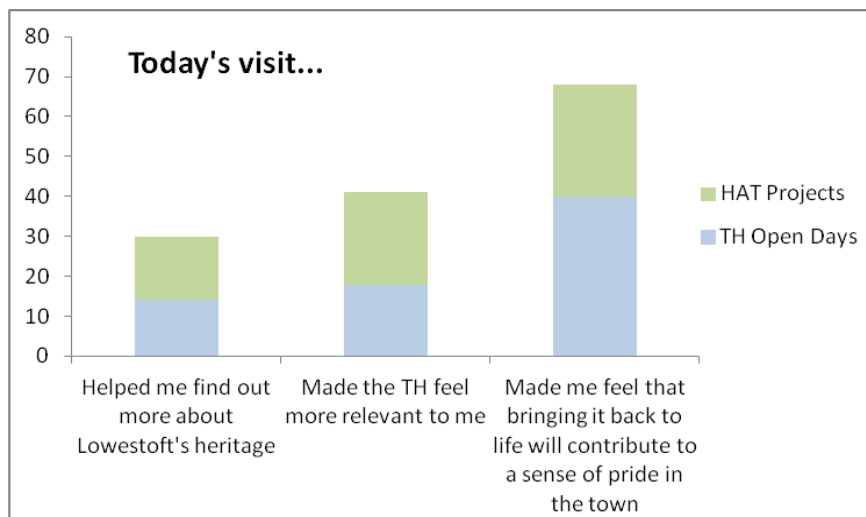
- ✓ Activities will raise awareness of the project and how people can get involved
- ✓ The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse
- ✓ Local residents are developing a greater understanding and appreciation of the heritage in their area
- ✓ People have supported local heritage / People have had the opportunity to share their thoughts
- ✓ People feel that their histories and experiences are valued
- ✓ People will have enjoyed themselves
- ✓ There will be increased / reinforced local pride
- ✓ There will be greater connection between Lowestoft people young and old
- ✓ There have been opportunities to support local artists and venues
- ✓ Project activities have offered people something to do while in the town
- ✓ New stories about local heritage will have been discovered

6. Town Hall Take Overs (October 2022 – March 2023)

Engagement figures	
Number of creative workshops	4
<i>Attendances at workshops</i>	33
Number of Town Hall Open Days	2
<i>Number of people in attendance</i>	162
Number of talks by local historian	1
<i>Number of attendees</i>	48

6.1 Open Days

This is a strand of the project that has been somewhat scaled back from the original activity plan, which involved holding pop-up events in the building (‘Take Overs’), although it was publicised in the [Lowestoft Journal](#). The Town Hall was due to take part in the national Heritage Open Day programme in September 2022 by offering tours of the Council Chamber, two heritage talks by local experts, information about the project and a pop-up exhibition about the building’s history and local industries, with signposting to other heritage venues. Due to the death of HM Queen Elizabeth II in the same month, a decision was taken not to go ahead with this, and instead the Town Hall later opened over two dates at the end of October 2022 with a similar offer to that listed above, albeit scaled back to one talk (explained below) and without the link up to events in other venues but offering creative activities and displays from the youth project output (also explained separately below). Whilst it received a very reasonable number of visits on those dates (162), this is not likely to have been as high a footfall as that expected during a popular town-wide event such as Heritage Open Days⁴.



Town Hall (TH) Open Days (October 2022) and HAT Projects (architects) consultation event (January 2023) held in The Grit – how attendees responded to positive statements on display

⁴ Lowestoft usually has a significant offer for audiences interested in the annual Heritage Open Days scheme. In 2022, there were over 100 free events planned with a coordinated publicity campaign.

Roughly a quarter of people chose to stop and give simple feedback about the event by placing sticky dot(s) next to a series of statements about the open days, with three individuals also leaving comments. The results suggest that people were more likely to feel that bringing the Town Hall back to life would contribute to a sense of pride in the town, although some did say that visiting the building had made it feel more relevant to them and that they had learnt more about Lowestoft's heritage during the visit.

Beautiful building. So much could be done. Weddings/funeral venue very good idea.

People came forward to share memories of working in the Town Hall and a photocopy of a black and white photograph of the Town Hall extension being built in c. 1900 also came to light.



Town Hall Open Days: Charlotte who took part in a stained glass window activity; the black and white image of the Town Hall extension being built that was brought in by a visitor.

6.2 Talk

The pre-book talk, by local historian David Butcher, on the history of the Town Hall site, was well attended and from feedback via an online survey was well received. All responding to the survey said that the talk had increased their knowledge of Lowestoft's history, with most saying that it had given them lots to think about, had made them feel that the Town Hall was relevant to them and provided a connection with local history/cultural identity (**Appendix 2**).

Specific comments raised were that people welcomed hearing about the history of the town/High Street/North Lowestoft, that they found the talk interesting and informative. People said that they would like to have more talks specifically on the building and key events (e.g. riots, Mayors), that the acoustics of the space needed addressing if further talks were held here and that a redeveloped Town Hall should include in its activities an offer for local families and cater for young people (a youth centre/space was suggested).

Other plans for the 'Take Over' element of the activity plan have been compromised by the building not being available or safe for groups to use.

6.3 Graffiti Project

Nevertheless, the Town Hall Project has worked with a youth group at YMCA - Shine and a local graffiti artist. Six young people with three adults explored local graffiti, including that by Banksy, and learnt about the history of the Town Hall. This inspired new artwork on hoardings by the young people linked to what Lowestoft represents to them. These have recently been installed on the Mariner Street side of the building and members of the youth group were able to visit in March to see them in situ.



Young people taking a tour of Lowestoft, including Banksy street art and the Town Hall, and with one of the boards they created.

Feedback from the youth participants, YMCA – Shine and graffiti artist has been very positive about the collaboration with the Town Hall. All the young people said that they were proud of what they had created through the experience, had found the spray painting aspect the most fun part and were able to cite specific facts in relation to Lowestoft’s history that they had learnt. They would have liked more time on / more colours to use on their projects.

This is what I discovered about Lowestoft’s past ... [feedback from youth group]

The town hall use to be a medieval chapel of ease

There was a town hall riot

The south stained glass window has the arms of the town of Lowestoft

The west stained glass window was given by Sir Morton Peto to commemorate the Anglo-French alliance against Russia

John Clemence was the architect of the town hall rebuild

The town hall was demolished and rebuilt

The north stained glass window has the arms of Sir Samuel Morton Peto

John Thomas designed the stain glass windows in the Council Chamber



Above right: youth group visiting the Town Hall to see their artwork installed, March 2023

Above Left: Photograph of hoardings designed and spray painted by YMCA youth group. Lowestoft Town Hall Project Facebook post, February 3rd 2023, with comment from graffiti artist involved in the project.

The graffiti artist said he would happily work with the Town Hall Project and YMCA again, that the group were “one of the best (polite, well behaved) groups” he had worked with. He observed that the group grew in confidence, developed transferable creative skills, as well as skills in planning and designing. He felt that what worked particularly well with the collaboration was that the younger people had been inspired to do graffiti art (legally and safely) whilst at the same time learning about the history and future of Lowestoft Town Hall, but that a repeat of the project would benefit from a larger area or more boards to paint. He observed how the young people built a connection with the Town Hall and a sense of pride in what they had achieved.

The boards they produced were themed around Lowestoft seafront and its fishing heritage. Some of the young people already knew that Lowestoft was big for its fishing harbour, but others didn't so they learnt a bit about it.

YMCA Youth Activities Facilitator

All of these points were echoed in the comments received from the Youth Activities Facilitator at YMCA – Shine who also added to the list of skills that were developed in terms of interpersonal attributes (e.g. patience, sharing, communication) and improved health and safety awareness (e.g. in using spray paints and visiting the Town Hall). She stressed how much they had enjoyed the project, how much they had learnt and explained that not all the young people were used to working together so this had been a new experience for them as well.

It was a great opportunity for the young people and us as a project, we all loved being involved and putting our mark on the town hall in a fun and creative way! It's lovely when different projects reach out to collaborate with us as we never know how many other projects know we exist. We would absolutely love to be involved in anything else going forward should there be anything that would suit 😊 Thank you all ever so much for having us!

YMCA Youth Activities Facilitator

6.4 HAT Projects Consultation

Engagement figures	
Number of people attending the design consultation event	116
Number of responses to survey (paper and online)	63

HAT Projects are the architects commissioned to lead the design team to redevelop the Town Hall into a multifunctional building for the community and Town Council. Although not envisaged as a ‘Town Hall Take Over’ activity, the consultation delivered by HAT Projects in collaboration with the project team fits well within this project strand. Town Hall Take Overs were intended to encourage engagement with local people and to explore how best to gain their support for the project. This was essentially the purpose of the design consultation event held in The Grit on the 20th and 21st January which was attended by project staff and architects from HAT Projects to share information about the redevelopment plans for the Town Hall, answer questions and to gather feedback from people (via a paper and electronic survey). It also presented an opportunity to host the Memories bike and to capture memories from people attending. Alongside this event ran an online consultation event over two weeks, where the same information was presented and people could respond to a survey. These opportunities were promoted online via the project’s and HAT Project’s Facebook pages, and via flyers. The pop-up exhibition about the Town Hall’s history that had been available at the Town Hall Open Days in October was also on display.

When asked, on a scale of 1-10 (where 1 = not at all and 10 = very much), how much people liked the proposed plans for the Town Hall, the mean score from a total of 63 responses was 8.9/10.

Based on the survey responses, the physical consultation seemed to attract a mix of people who were both new to the town (there were several recorded comments about people not having lived there long) as well as long-standing Lowestoft residents. Although the ages of attendees were not collected, anecdotally most were adults, although some families and a few younger people came along as well.



HAT Projects Consultation Event at The Grit, January 2023

Generally, the feedback was very positive⁵. The following summarises the comments received via the paper and online survey.

What people liked about the proposals / plans:

- Its multi-use, community-focus
- The fact that the Town Hall is being put back into use; the building will be preserved/restored
- The building will benefit the town, residents and visitors
- The designs (described as ‘exciting’, ‘imaginative’, ‘impressive’)
- The potential for a boost to the economy
- Recognition of local heritage
- They incorporate ideas from earlier consultation
- Specific aspects of the plans: the outside area/courtyard, café, meeting/function space, gallery/studio space, Council Chamber, provision for heritage, tourist information
- Plans to house/move the Registry Office here.

What people did not like about the plans/proposals:

- Too many rooms on the ground floor, will all of these get used?
- Unanswered questions over how the building will be used as a whole on a daily basis
- The loss of local archives to Suffolk Record Office in Ipswich [this is a historic decision that predates the Town Hall Project]

Concerns that people expressed:

- Provision for parking
- Lack of public transport links to the Town Hall and High Street
- Adequate provision for disabled access
- Financing the redevelopment / getting funding; ensuring the ongoing financial viability of the building including its maintenance
- The land at the back of the building and what will happen to this
- Whether all options in the building will be fully utilised
- Will the plans come off? (“Hopes being raised and not fulfilled”)
- How Lowestoft Town Council and East Suffolk Council will work together
- The proposed gallery space being up to specifications (specifically having an adequate hanging rail system)
- Having volunteers to help staff the building
- Whether there will be sufficient footfall / passing trade

⁵ People attending the Grit could also place a sticky dot, if they chose, next to a series of positive statements about how the visit had made them feel. People who responded were more likely to say that the event had made the Town Hall feel more relevant to them or that redeveloping the building would help contribute to a sense of pride in the town. See Section 6.1

The stories about Lowestoft that people would like to see exhibited in the Town Hall:

- Lowestoft heritage/history in general; its relationships to wider region
- Lowestoft porcelain collection/factory; the use of women and children in its production.
- Industry: fishing (including supporting industries like the netting industry), transport, food processing
- WW2
- The Grit / Old Beach Village and the Scores
- History of the hospital
- History of Trade Unions
- History of the High Street
- Musical Heritage (South Pier, Royal Hotel, Hotel Suffolk , The Rolling Stones , Pink Floyd but also the future
- Stories & pictures of Lowestoft's grandeur, but also stories & pictures showing how ordinary people would have lived
- Contemporary creativity
- Local artists and craftspeople
- Witchcraft
- Interactive display on the Peto trail
- Old rights of way across the town
- Key individuals in its past (e.g. Admiral Sit Thomas Allin)
- Changing displays to maintain interest
- Civic collections

Two additional comments were left at the event:

“Very excited about this idea. Real community hub, focus point for community. Informative, well presented.”

“Why only 2 days?”

Town Hall Take Overs

Good evidence for the activities that were delivered but this would have been stronger had original plans not been scaled back due to building being mostly inaccessible:

- ✓ Activities will raise awareness of the project and how people can get involved
- ✓ Local residents are developing a greater understanding and appreciation of the heritage in their area
- ✓ People have supported local heritage / People have had the opportunity to share their thoughts
- ✓ People will have enjoyed themselves
- ✓ People feel proud of participating in a creative process
- ✓ People are developing skills
- ✓ People feel the Town Hall is for them
- ✓ People feel more confident about engaging with heritage / something related
- ✓ People have had a say in how the Town Hall space is used and any future developments

7. Lowestoft Porcelain (September – December 2022)

Engagement figures	
Number of people engaging with 3D pug printing (estimate)	70
Number of people attending talk	12
Number of people attending creative workshop	2

One of the collaborations that had been planned for the Heritage Open Day weekend was with Tim Cross, a ceramic artist and the Creative Director of Lowestoft Studio Ceramics, situated on the High Street, just across the road from the Town Hall. Although the Town Hall did not participate in the weekend's event, the studio's activity went ahead, in partnership with Lowestoft Museum. It involved Tim scanning and [3D printing a replica of a Lowestoft Ceramic Pug](#) dating to the 18th century, to celebrate the recent acquisition by the museum of a rare pair of these items. Tim placed the 3D printer in the gallery window to maximise interest from any passers-by and took the opportunity to stand outside the gallery and talk to people about the Pug being printed, the history of Lowestoft Porcelain and directed people to Lowestoft Museum to see the real pair on display. The museum recorded some of its highest visitor numbers in that month, partly due to people wishing to pay their respects to HM Elizabeth II (who had opened the museum), but it has said that the 3D model that Tim produced, and another half model (a cut-away version), have generated significant interest amongst its audiences since September last year, especially their younger visitors.



Scanning a pug ready for 3D printing



Lowestoft Pugs in Lowestoft Museum

Tim also gave a talk on the subject of Lowestoft Ceramics at Whitton Life Community Hub to a group of older people. The talk was adapted to meet the needs and interest of the group and was very well received by the group's organiser with a request made to the Town Hall Project for other speakers to attend and give further talks. A further creative session is being held with the group later in April as a result (this is part of the Town Hall Creates strand).

Feedback from the group was sought via questionnaire and is summarised in **Appendix 2**. It shows that overall there was a positive response to the talk in terms of it providing people with something to reflect on, making the Town Hall feel relevant to them and increasing their knowledge of Lowestoft's history. Most people also felt that it had also connected them to their heritage. One person also commented that it was "good to be kept up to date with what is happening."

Tim was commissioned to run a free creative workshop making clay pots inspired by Lowestoft Porcelain. This was aimed at families (with over 12s) local to the High Street. Although publicity including posters and flyers were targeted in the area and a number of people signed up, only two people came on the actual day. They enjoyed getting creative, were very pleased with what they produced (their faces 'lit up' when they collected their fired pots) and learnt more about the history of Lowestoft Porcelain. They also said it had pushed them out of their comfort zone but that they not heard about the Town Hall project before. Through a conversation with the Project Heritage Engagement Coordinator, they were able to share ideas about how to attract more local people to activities like this in future. The conclusion was that perhaps potential participants did not feel confident engaging with a space or people who were unfamiliar and that running a similar activity in future could overcome this by working with audiences through a community partner and having a drop-in event for all ages. A separate conversation with Tim also revealed that he is planning on hosting a three week Festival of Ceramics this coming summer in The Grit which will involve him taking equipment and pots from the gallery to a community space so it will be interesting to see how this works out.



Talk by Tim Cross with handling objects at Whitton Life Community Hub



Further collaborations based on the Lowestoft Pug are underway with Tim working with a local bronze sculptor. Together they have created a bronze pug, using a twist on the 'lost wax' method, where the 3D printed pug replaces the usual ceramic shell. This has sped up the process and cut costs and has meant an interesting development of practice and use for 3D printing. Tim believes that the bronze pug can become a real story to tell in the museum, not just about the 'heritage' of pugs but also the 'heritage' of porcelain from the 18th century looking forward.

There are potential opportunities and an appetite for further collaboration between Lowestoft Studio Ceramics, the Town Hall Project and Lowestoft Museum to work on creative projects in the future, taking on board learning about how target audiences around the Town Hall may engage best with these kinds of activities.

Lowestoft Porcelain

Evidence for:

- ✓ Activities will raise awareness of the project and how people can get involved
- ✓ Local residents are developing a greater understanding and appreciation of the heritage in their area
- ✓ People will have enjoyed themselves
- ✓ People are developing skills
- ✓ People feel that the Town Hall is for them
- ✓ There have been opportunities to support local artists and venues

8. Heritage Focus Group

The group comprises approximately twelve active members including local historians and representatives of independent historical and heritage organisations and venues in Lowestoft. In the current development phase, the group has met five times (July, September, November 2022, February and March 2023), with an additional special meeting convened in January 2023 to feed into the consultation about future interpretation.

This has developed into plans for an exhibition which will be hosted by Lowestoft Museum and will mark the 90th anniversary of the Town Hall Riots as well as share the work that has been developed through some of the pilot activities (e.g. Town Hall Creates). Members of the group are also involved in early discussions to shape the volunteer management plans for the Town Hall, so that there is a joined-up approach to this across heritage stakeholders in the town. A survey aimed at Lowestoft residents about volunteering opportunities launched in March (**Section 9.4**), and the initial results were shared with the group for a brief discussion, with the intention that final results (expected in September 2023) will inform a fuller discussion and suggested actions directed by the group's members.

Independent museums and individuals from the group have been involved with development activities so far, *for example*:

- Lowestoft Heritage Workshop Centre – provided venue for meetings
- Lowestoft Museum – badge making & loan of collections for object handling in Sparrows Nest Park and exhibition at Parcels Office; feast activity in museum; 3D Pug Printing with Lowestoft Studio Ceramics; provided assistance with Lowestoft Town Council collection review as it stores/displays some items; venue for upcoming exhibition
- Maritime Museum – badge making & loan of collections for object handling in Sparrows Nest Park; hosted visit by work placement students
- Ivan Bunn - expert advisor for information in Virtual Town Hall; gave talk for Work Placement students (Lowestoft witch trial); supported events
- David Butcher - expert advisor for information in Virtual Town Hall; gave a talk on the History of the Town Hall
- Bob Collis - supported events (e.g. design consultation event, *All in Day's Work* launch)

There is great scope for members to get more involved in activities in a delivery phase and for them to direct what these activities are. As a group they have a significant amount of expertise and passion for Lowestoft heritage and a great deal of knowledge about their audiences which would be an asset for future audience development plans. It was stressed at one meeting that they would like to see in future 'creativity with accurate historical content'.

The Heritage Focus Group meeting in February 2023 was used to recap and receive feedback on the pilot activities and to explore what the group felt the priorities would be for activities delivered in the next phase, subject to a successful grant (**Section 9.3**). Part of the meeting was also devoted to a frank discussion, led by the evaluation consultant without

any other project team members present, about the remit of the group, including whether its aims were still fit for purpose, what was working well and what needed to change for the group to be an effective part of the project moving forward. In the weeks either side of the meeting, an online survey was also available for members to provide anonymous feedback should they so wish. Four responses were received in advance of the meeting.

The outcome was that it was a constructive meeting with those present agreeing to continue and have an input into future activities subject to having greater knowledge of the more strategic decisions being taken. This was met at the subsequent meeting in March 2023 when the Project Manager attended to give an hour-long presentation and Q&A session.

Evidence for this outcome:

- ✓ Local people have had a say in how the Town Hall space is use and any future developments

9. Audience Development so far: Future Opportunities & Lessons Learnt

9.1 Successful activities/relationships

The activities or relationships in the development phase that have been particularly successful, or where there is still scope for further work, are set out below. Also covered are any reasons for their success and where there may be opportunities to develop this further.

	Success based on ...	Opportunities
FISH (Food in School Holidays)	<ul style="list-style-type: none"> Reaches target audiences (low income families from NR31 1 and NR31 2 areas) Successful partnership established Have developed an understanding of which activities and how best to them with this audience and in the settings (days, timings etc) 	<ul style="list-style-type: none"> Continue with and develop partnership as a way to reach audiences
YMCA	<ul style="list-style-type: none"> Reaches target audience (young people in Lowestoft) Organisation interested in continuing partnership Organisation has many other groups that would fit well with focus of Town Hall (e.g. history club) 	<ul style="list-style-type: none"> Develop partnership to work with more groups Potential to bring together YMCA groups with any museums that are looking to have more of a youth voice represented
Your Lowestoft Memories	<ul style="list-style-type: none"> Has resonated well with core audiences (older people from Lowestoft and surrounding area). There is an appetite for this. Methodology works well. Successful and productive partnership established 	<ul style="list-style-type: none"> Potential to develop an online resource, could continue to collect memories Continued use of memories bike Make this strand available to a wider audience, perhaps consider bringing in a youth element so there is an intergenerational aspect
Access Community Trust / Under Open Sky	<ul style="list-style-type: none"> With UOS, practitioner is experienced in working creatively in the community With ACT an initial partnership established; interested to continue 	<ul style="list-style-type: none"> Develop partnership Explore ACT's wide range of audience groups; increase numbers of people engaged through this work

	<ul style="list-style-type: none"> • ACT is able to provide suitable venues in the community • ACT works with many audience groups that would be relevant to further projects 	<ul style="list-style-type: none"> • Learn from the recent work with older people and 'unemployed' so that future projects are more inclusive ('employment projects') and directed by needs of audiences
Heritage Action Zone	<ul style="list-style-type: none"> • Relationship established with managers • Route to reaching organisations in local community (e.g. Seagull Theatre) 	<ul style="list-style-type: none"> • Continue with and develop partnerships and resources developed through HAZ relationship as a way to reach audiences (e.g. High Street Histories)
Heritage Focus Group	<ul style="list-style-type: none"> • Members are incredibly knowledgeable and passionate about Lowestoft's history and heritage • Members would like to be involved moving forward 	<ul style="list-style-type: none"> • Deepen engagement and harness knowledge and passion of group to deliver discrete projects • Greater involvement in plans in delivery phase, including audience development work and volunteer management plans
Museums from Heritage Focus Group	<ul style="list-style-type: none"> • Established good working relationship with Lowestoft Museum, Maritime Museum, Royal Naval Patrol Museum 	<ul style="list-style-type: none"> • Interest in loaning items from collections for main heritage display and community cabinet in Town Hall • Look to link up projects with younger people • Develop activities to continue reaching core and target audiences
Lowestoft Museum	<ul style="list-style-type: none"> • Successful partnership established • Several activities have been delivered with them (partnered for community events and creative workshops, 3D printing of Pugs) 	<ul style="list-style-type: none"> • Work on condition report and audit of LTC collection items • See points in row above
East Coast College	<ul style="list-style-type: none"> • Successful partnership established • Organisation interested in continuing partnership • Have learnt a lot about success factors working with 16-17 year olds and ways to tweak activities to deepen engagement 	<ul style="list-style-type: none"> • Potential to develop activities with young people in larger numbers on other courses (including A levels) • Opportunities to link up with independent museums
Lowestoft Library	<ul style="list-style-type: none"> • Successful partnership established • Reached core and target audiences and tourist/day tripper audiences (beach hut) 	<ul style="list-style-type: none"> • Develop activities to continue reaching core and target audiences

9.2 Partnership-working

The table overleaf details 34 organisations and individuals with which the project has worked in partnership to deliver the activity programme. To show the range of partnerships that have been developed, the table also shows the type of partner, how the Town Hall Project has worked in collaboration with them, whether any content has been created as a result and which activity strand this has taken place through. The networks and community contacts that the Town Hall Project has established in this development phase and which it seeks to maintain will make it more resilient and agile should further funding be granted for a delivery phase. There have also been some key learning points to emerge:

1. Developing relationships with some partners has led to developing fruitful contacts with others, e.g. through FISH the project was able to recruit for some of the interpretation workshops and has built an ongoing connection with Whitton Life Community Hub.
2. Whilst organisations like Gunton Baptist Church, Beresford Road Evangelical Church, Salvation Army etc do have good links in their communities, some have a stronger religious focus than others, so the project has learnt that it may only be reaching those families that are comfortable with the nature of these spaces.
3. When developing activities for specific groups and working with partners to achieve this, it is important to involve them early on in the planning stage to ensure that the activities are a good fit with the audience group, their needs, the venue, their availability etc, and that goals for the sessions are mutually beneficial for the Town Hall, audience and partner.
4. Working with communities to develop trust and build relationships with organisations takes considerable time and resource. This pilot phase has been very useful in enabling the project to do that and to test out different delivery mechanism with/through partners, e.g. Access Community Trust, East Coast College, Heritage Focus Group.
5. Although time had been factored in to work with various partners, it became clear as relationships were being built that some communication methods (e.g. email) did not work for everyone and a better response was received by communication face-to-face, although this is more time consuming.
6. It is important to have activities continue whilst a delivery phase funding decision is pending so there is no hiatus and the project does not have to restart relationships. Having worked with partners it is important to factor in enough time for delivery with them as they have other calls on their time and may have a different timetable to that of the project.
7. It would be helpful to work with and build partnerships with primary school and secondary school audiences in any future phase.

Audience Development

Evidence for:

- ✓ The Town Hall will benefit from a legacy of relationships/partnerships so work can continue
- ✓ Networks and contact the Town Hall has with other organisations, the wider community or groups working towards similar goals have expanded

Partner	Type of partner	Providing venue/space /event to join	Working together to plan/deliver activities	Enabling engagement with their audiences	Member of Heritage Focus Group	Content created	Activity strand in which involved	Notes
Access Community Trust	Community: social inclusion					Blue prints for the future exhibition	Town Hall Creates, Interpretation Consultation	
AfSM (Association for Suffolk Museums)	Arts / culture / heritage							Exploring grant-sponsored post for next phase
Beresford Road Evangelical Church	Community: religious						Town Hall Creates, Interpretation Consultation	
Christ Church, Whapload Road	Community: religious						Town Hall Creates	
East Coast College	Community: college					Online exhibition, Virtual Town Hall	Work Placements, Interpretation Consultation	
East Suffolk Lines Community Rail Partnership	Arts / culture / heritage						Your Lowestoft Memories	
FISH (Food In School Holidays)	Community: low income families						Town Hall Creates	
Gunton Baptist Church	Community: religious						Town Hall Creates	
Heritage Action Zone	Arts / culture / heritage						Your Lowestoft Memories	
Jack Rose Old Lowestoft Society	Arts / culture / heritage						Interpretation Consultation	
Local historians and published authors	Individuals					Talks, contribution to Virtual Town Hall	Town Hall Take Overs	
Lord Kitchener Memorial Holiday	Arts / culture / heritage						Interpretation Consultation	

Partner	Type of partner	Providing venue/space /event to join	Working together to plan/deliver activities	Enabling engagement with their audiences	Member of Heritage Focus Group	Content created	Activity strand in which involved	Notes
Centre charity								
LCEP							Town Hall Take Overs	LCEP officer put project in touch with local schools
Lewis Wickwar	Individual						Your Lowestoft Memories	
Lowestoft Ceramic Studio	Arts / culture / heritage					3D printed pugs, clay workshop for local people, talk on Lowestoft porcelain	Lowestoft Porcelain	
Lowestoft Heritage Workshop Centre	Arts / culture / heritage						Interpretation Consultation	Venue for HFG meetings
Lowestoft Independent Archive	Arts / culture / heritage						Interpretation Consultation	
Lowestoft Library	Community: library						Town Hall Creates	
Lowestoft Maritime Museum	Arts / culture / heritage							
Lowestoft Museum	Arts / culture / heritage						Your Lowestoft Memories	Will be hosting Blue Prints for the Future exhibition
Lowestoft Town Council	Council						Your Lowestoft Memories, Interpretation Consultation	Collaborated on events
Nicholas Everitt Park Trust	Community space						Your Lowestoft Memories	
Northfield St Nicholas Primary School	Community: school						Interpretation Consultation	

Partner	Type of partner	Providing venue/space /event to join	Working together to plan/deliver activities	Enabling engagement with their audiences	Member of Heritage Focus Group	Content created	Activity strand in which involved	Notes
Paperworks	Arts / culture / heritage (consultant)					Virtual Town Hall		
Poetry People	Arts / culture / heritage (consultant)					Video Poem	Your Lowestoft Memories	
Royal Naval Patrol Service Museum	Arts / culture / heritage						Interpretation Consultation	
Salvation Army	Community: religious						Town Hall Creates	
Stane (local graffiti artist)	Individual					New hoardings on Town Hall	Town Hall Take Overs	
The Grit	Community: café/exhibition space						Your Lowestoft Memories	
Trinity Methodist Church	Community: religious						Your Lowestoft Memories	
Waveney SHIMS (Suffolk Help in MS)	Community: people with a disability						Your Lowestoft Memories	
Under Open Sky	Arts / culture / heritage (commercial)						Town Hall Creates	
Whitton Life Community Hub (links to London Road Baptist Church)	Community: religious						Lowestoft Porcelain, Town Hall Creates	
YMCA	Community: social inclusion					New hoardings on Town Hall	Town Hall Take Overs	

9.3 Successes and Challenges – where lessons could be learnt

The following points have been noted from conversations with the Heritage Project Manager and Heritage Engagement Coordinator and in feedback from members of the Heritage Focus Group and the Project Board. The Heritage Focus Group were invited to take part in an online survey (to which there were four responses) and were able to provide their comments, as a group, about the activity programme at a meeting in February 2022. The Project Board were invited to take part in an online survey or telephone/video call to provide their comments about the development phase. Five people responded.

Successes

- Collaborations between all the agencies and partners involved. This also includes the development of a good working relationship between East Suffolk Council and Lowestoft Town Council, facilitated by the Project Manager.
- The activity programme overall and the way in which it has reached more people and raised awareness of the Town Hall project
- Your Lowestoft Memories activities (sharing memories from fishing and local former food/industrial factories) and the All in Day's Work video poem.
- The memories bike and the fact that this travelled to audiences and can be used again in a delivery phase
- Two of the consultants that have been singled out were:
 - The HAT Projects design consultation event
 - The interpretation consultation and resulting designs produced by PLB Projects
 It was remarked that they have exceeded expectations and the plans show that they have listened to people; residents have been able to contribute to proposed plans (rather than it being an information-driven event where they were told what was happening).

Challenges and where lessons could be learnt

1. There were delays appointing the consultancy team – activities were originally going to be delivered over 12 months but in fact have been delivered over about 8 months.
2. One member of the team has had long term illness has meant another member has taken on additional delivery tasks.
3. The lack of access to the Town Hall has created practical difficulties such as collecting the Memories bike which was stored inside the building. Limited access to the building was known in advance but the state of the building (and the fact that surveys have now been carried out through the project) meant it became increasingly apparent that the general condition of the Town Hall had deteriorated to the point that Town Hall Take Overs which had been planned for once a month could not go ahead. Finding alternatives to backfill some of these planned activities took time. It has also compromised what could be offered to some groups that have wanted to see inside the building as part of their activity but this could not be accommodated.
4. Decision-making has not always been an agile process and could be improved. Certain decisions have to be referred back to the Project Board or to full Council and

this slows down the pace of the project. It would be helpful in future if, once the activities programme is signed off by the Project Board, it then becomes the responsibility of the Heritage Manager so that the delivery mechanisms would be much more efficient. It would be helpful for the Project Board to consist of a smaller number of members who are committed, available and able to make decisions so that this process is more nimble, whilst still respecting due diligence has taken place.

5. Staffing provision in the current phase has sometimes felt stretched. Developing relationships, networking, exploring options takes considerable time, but these are often less visible tasks than others such as delivering activities, attending meetings, producing materials, managing social media, producing review, scoping and policy documents. In the delivery phase staffing provision needs to be increased. For example, there could a full time Apprenticeship role and the Heritage Manager⁶ hours need to be increased. Volunteer recruitment and management will also take considerable resource.
6. It has been a challenge at times to understand how Lowestoft Town Council operates and to adapt appropriately to deliver various activities (e.g. procurement process). Similarly, there is a need to understand the historic context to governance in the area, with the merging of Waveney and Suffolk Coastal District Councils taking place in 2019, and the implications this has for consultation work with local people. This learning is very helpful in working more efficiently in future.
7. It has been challenging but the development phase has provided the opportunity to look at the policies and procedures that would need to be in place for the next phase. This means that there is improved understanding and preparedness, meaning delivery should get underway quicker.
8. Local residents have had to contend in recent years with previous projects that have not come to fruition so it is important to recognise this. There are indeed financial challenges with funding the project. Costs have risen due to external pressures (e.g. inflation and the effect on building materials) so there is a need to secure additional funding. This is recognised and being addressed.
9. The upcoming local elections in May means that some of the Councillors currently involved with the project may not be re-elected and involved in the future.

⁶ Discussions with the Association for Suffolk Museums are at an early stage about an AfSM grant to support the Heritage Manager post if this provided development for Lowestoft Museums.

9.4 Volunteering

Volunteering has not played as significant a role in this phase as originally envisaged. This is primarily because the necessary plans and policies related to their management need to be formulated before significant numbers of volunteers can be recruited.

The students from East Coast College that took part in work placement have volunteered their time through the project and so too have members of the Heritage Focus Group. This has been on a more informal basis. Moving forward, a volunteer management plan is already being conceived. This will be informed, in part, by a community-focused survey that launched in mid March 2023 and will run online and in printed form at various venues in the town until September 2023 (**Appendix 3**).

To date there have been 9 responses. The initial results were also shared with the Heritage Focus Group at their meeting in March to gauge their thoughts. This gives a brief flavour of what was discussed:

- How to recruit volunteers; challenges in recruiting young volunteers; challenges in recruiting older volunteers (especially since the rise in retirement age)
- The need for rotas and flexibility
- The small pool of volunteers – working collaboratively across the town with finite volunteer resources
- Volunteer retention
- Community Action Suffolk
- Volunteer rewards and incentives
- Advertising volunteer vacancies

10. Conclusions and Recommendations

10.1 Conclusions

1. **Project Outcomes and NLHF Outcomes.** The development project has delivered the following outcomes (column B), and these have contributed towards the NLHF outcome areas (column A). They are broken down by project activity area. Those cells in green denote where there is good evidence (usually qualitative, sometimes quantitative) for that particular outcome. Orange cells show where there is partial evidence. NLHF Outcomes that have been well-evidenced are a wider range of people will be involved in heritage; people will have learnt about heritage; people will have greater wellbeing; people will have developed skills.

A. NLHF outcome area	B. Project outcomes that have been demonstrated	Audience participation in activities (nos)	Social media	Virtual Town Hall	Postcode data for audiences	Town Hall Creates	Work Placements	Your Lowestoft Memories	Town Hall Takeovers	Lowestoft Porcelain	Heritage Focus Group
A wider range of people will be involved in heritage	Activities will raise awareness of the project & how people can get involved										
	The range of people from within Lowestoft who engage with the Town Hall Project activities is diverse										
People will have learnt about heritage leading to a change in ideas and actions	Local residents develop a greater understanding & appreciation of the heritage in their area										
People will have greater wellbeing	People have supported local heritage / People have had the opportunity to share their thoughts										
	People feel that their histories and experiences are valued										
	People feel proud of participating in a creative process										
	People report benefits from social interaction										
	People have worked together, building relationships and connections										
	People have enjoyed themselves										

A. NLHF outcome area	B. Project outcomes that have been demonstrated	Audience participation in activities (nos)	Social media	Virtual Town Hall	Postcode data for audiences	Town Hall Creates	Work Placements	Your Lowestoft Memories	Town Hall Takeovers	Lowestoft Porcelain	Heritage Focus Group
People will have developed skills	People have developed skills										
	It has raised people's aspirations										
	People feel more confident about engaging with heritage / something related										
The local area will be a better place to live, work or visit	There will be increased / reinforced local pride										
	People feel the Town Hall is for them										
	There is greater connection between Lowestoft people young and old										
The local economy will be boosted	There have been opportunities to support local artists and venues										
	People have given their time to support the project in its development phase										
	Project activities have offered people something to do while in the town										
Other outcomes: Involving people, Improved heritage, Partnerships.	Local people have had a say in how the Town Hall space is used and any future developments										
	New stories about local heritage have been discovered										
	New/improved interpretation in relation to the history of the Town Hall is on offer										
	The Town Hall will benefit from a legacy of relationships/partnerships so work can continue										
	Networks and contact the Town Hall has with other organisations, the wider community or groups working towards similar goals have expanded										

2. **Pilot Activities Vision.** This has been achieved. Opportunities to raise awareness of and engage with Lowestoft’s heritage have been provided through, to date, talks and tours (x4), creative workshops (x19), events (x9), community events (x7), interpretation workshops (x5) and work placement sessions (x15). There will be a number of other sessions offered in the coming months. Audience feedback has been largely positive, particularly so at the HAT Projects Design consultation event in January and the launch of *All in a Day’s Work* in March. These were two of the three events across the development phase that received the highest number of attendances (the third being the Town Hall Open Day in October 2022). There is evidence that people feel a connection to the Town Hall (e.g. see table above and **Appendices 1 & 2**) and that this sense of connection was either an existing one that was strengthened by or brought to people’s attention through events and activities delivered in the development phase. There are several instances where people were able to explore the pride they hold for Lowestoft, today and through its past endeavours (e.g. Your Lowestoft Memories, Town Hall Creates workshops, YMCA Graffiti project). There have been opportunities for audiences to develop skills (e.g. Lowestoft Porcelain, Town Hall Creates workshops in the town and through Blue Prints for the Future, YMCA Graffiti project). There have been positive benefits for people’s wellbeing, reported most often through enjoyment of activities, people welcoming the opportunity to get involved by sharing their thoughts or contributing to heritage or because they feel that their histories and experiences are valued, they feel proud of participating in a creative process, have worked together to build relationships and connections and/or have reported other benefits from social interaction.

3. **Project Aims.** These are covered on **p. 2** and have been written as outcomes. They relate to the outcomes set out in the table on the previous two pages which have been achieved. Two other outcomes that have been demonstrated, ‘new stories about local heritage have been discovered’ and ‘new/improved interpretation in relation to the history of the Town Hall is on offer’ will be contributing to the ‘aim’ *Heritage will be identified and better explained.*

4. **Project Objectives.** All project objectives have been met. The memories bike, although well used, has not featured at as many recent events as envisaged and this is due to recent staff illness making it challenging to ride the bike. The *Town Hall Take Over* strand has not involved the number of events or partnerships as intended because of safety concerns with opening the building, and because of the timing of project delivery, with it largely missing the summer 2022 period.

5. **Project Targets.** These are covered in **Section 2.5** and generally demonstrate a shortfall. Reasons for this are varied and include the targets being too ambitious in the first place (developing relationships with new partners and audiences takes considerable time and resource); the fact that the development phase took place over a shorter period than anticipated and missed most of the summer period (an ideal time to engage with local and tourist audiences) - it certainly missed the lead into the summer period for planning purposes; challenges in delivery beyond the

control of the project team (e.g. cancellation of Heritage Open Days, closure of Town Hall). In some cases the targets were hard to capture or were not recorded during delivery – it is more realistic to collect instances of engagement. Targets had also been devised that were reliant on events carried out by a third party and when these did not go ahead, through no fault of the project, then the targets could not be met. Targets that have been met or exceeded are the number of work placement students and their engagement, the number of views of the video poem and film and the number of oral histories collected through *Your Lowestoft Memories*.

6. Activities that are yet to be completed or have not yet reached their potential.

These include The Lowestoft Town Council Collections audit and condition survey which is underway but not yet completed, as well as the volunteer management policy and associated documentation. The Virtual Town Hall and social media streams for the Town Hall are up and running but could be promoted to a wider audience with the necessary staffing resource in place.

7. Activities that have been particularly successful. These include FISH (Food in School Holidays), work with the YMCA, Your Lowestoft Memories, Blue Prints for the Future (Access Community Trust/Under Open Sky), East Coast College Work Placements, and Lowestoft Museum (**Section 9.1**). They have been successful for a range of reasons, for example, because of establishing a productive partnership, developing a methodology that works well or understanding how it could be developed to work better in future, reaching core/target audiences. Work with heritage stakeholders has been productive in setting up the Heritage Focus Group (with agreement over its role, remit and future involvement) and understanding the knowledge and expertise that its members can bring to future activities and audience development work. Some members have also collaborated in delivering activities in the development phase.

8. Audiences

The target and core audiences for the project are:

'Locals' (who live within the immediate area of the Town Hall)	'Residents' (the rest of Lowestoft)	Other core audiences
- Older people, lower socio-economic backgrounds - Families, lower socio-economic backgrounds - Young people, lower socio-economic backgrounds	- Families - Young people - 'Midults' aged 18-34	- People that live in the 'hinterland' of Lowestoft - Day visitors from wider afield
NR32 1; NR32 2	NR32 3; NR32 4; NR33 0; NR33 7; NR33 8; NR33 9	NR32 5; NR34 0; NR34 7

If the following are assessed:

- Where activities have been delivered
- With which partners and their known audiences

- This suggests that project activities have successfully focused on people living in NR32 1 and NR32 2 areas as well as families from lower socio-economic backgrounds.
 - Some older people from local socio-economic backgrounds have also engaged, but in much lower numbers and it was observed that more time is needed to build relationships with this audience.
 - Older people in general have engaged well during the development phase, especially through the Your Lowestoft Memories strand. Anecdotally, this is also known to have attracted local audiences and day trippers.
 - Young People have mainly been engaged through the Student Work Placement strand (small numbers but sustained engagement).
 - Only a small sample of postcodes for audience was collected (approx 10%) making it hard to draw generalisations across the project as a whole.
9. **Partnership-working.** This has been a particular strength of the development project (**Section 9.2**). It has succeeded in creating and maintaining 34 new relationships with individuals and organisations and there has been much valuable learning through this process. The aim is to keep these partnerships going so that the legacy of this learning can be applied in a delivery phase, in which the Town Hall Project can be much more agile about continuing and developing its current collaborations as well as seeking out new ones that also bring benefits for the organisation and its audiences.

10.2 Recommendations

1. In terms of planning the monitoring / evaluation of any future phases, targets that are set need to be realistic and ideally they should measure instances of engagement, rather than numbers of people. If you have one individual participating over many sessions, this wonderful success of sustained engagement gets lost in the semantics of the target (where you are 'strictly speaking' supposed to be counting just the person). It is also advisable to consider how one target can be met in different ways within one an activity stream, rather than be attributed to one particular event or workshop, as plans often need to be adapted and this allows for your targets to be met in different ways. This would also mitigate for any delivery that is reliant on the participation of partner organisation or individual, and where that partner has to pull out.
2. Furthermore, where data collection is concerned, it would help in a delivery phase to agree a minimum level of data gathering that has to occur (e.g. numbers of people taking part in an event and a breakdown by ages) and then by prior agreement to identify, by sampling, those project activities where more detailed evaluation should take place (e.g. the collection of post codes of everyone present, vox pops, simple surveys). In this way, there would be a more structured approach to sampling quantitative data and some qualitative data that could help to build up a consistent and focused picture across the project as needed.
3. Continue to develop the core and target audiences (Conclusions point 8) in the next phase. This includes trying different ways of working with older people from lower socio-economic groups and taking on board the learning that is set out in **Section 9.1**.

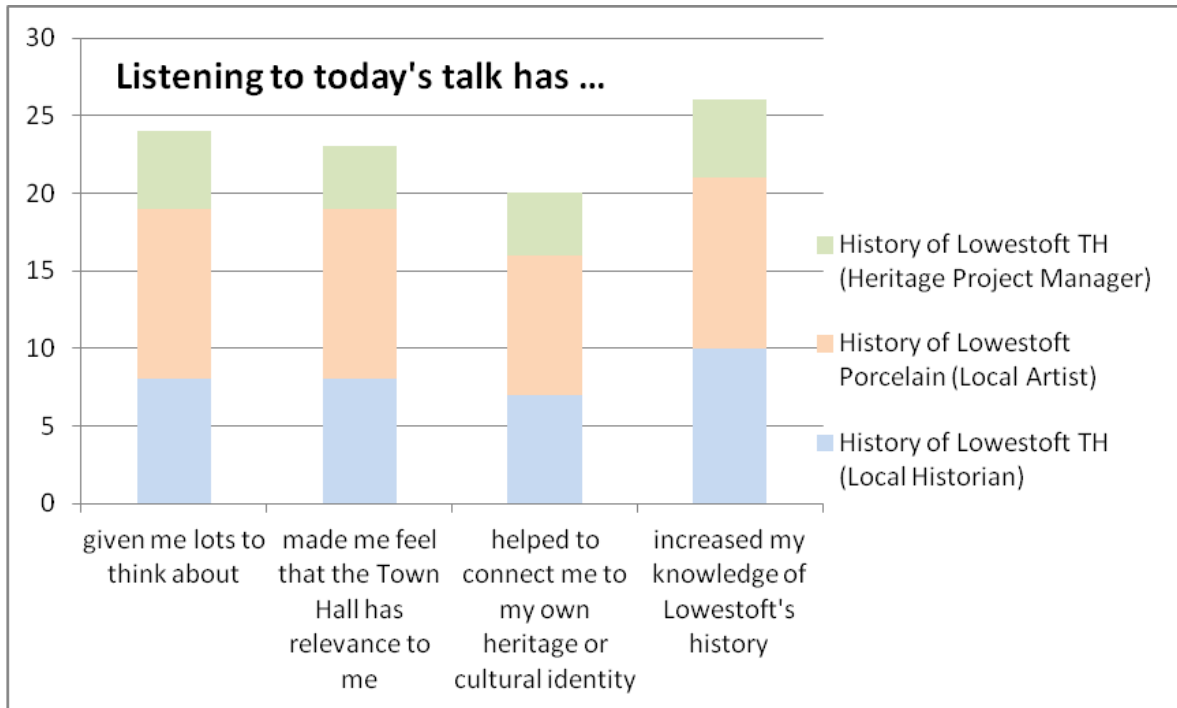
4. Partnership-working has been such a strength of this phase and there are plans to continue to deliver activities, in collaboration with others, for the next few months. It would be a good idea to keep in touch with as many of the partners that are listed in **Section 9.2**, certainly those that the project would consider working with again. There are future opportunities to build audiences with primary schools and secondary schools as well.
5. Ensure that room is made for existing heritage audiences in future audience development plans. This can be achieved through meaningful consultation with the Heritage Focus Group and by devising, in collaboration with its members, a series of projects for mutual benefit between independent museums and the Town Hall.
6. There have been some challenges in the development phase and there are lessons to be learnt from these that could make the delivery phase more efficient and agile, particularly around allowing sufficient lead-in time to start the project and appoint staff and how to make decision-making processes quicker (**Section 9.3**).
7. Continue the data collection through the volunteering survey (**Section 9.4**) until September 2023 and use the results to inform the volunteer management plans.

Appendix 1: Detailed Feedback to Blue Prints for the Future

Outcome	Question	Who / how to ask or to record
Improved wellbeing	What have you enjoyed about today's workshop?	<p><u>Concertina books:</u> We have started the process of creating ideas for the Lowestoft Town Hall Project. I really enjoyed going out of my creative bubble with different techniques and exploring the old architecture. I[t] was a wonderful way to spend my afternoon! ☺ Process of creating the cyanotype prints. It is fascinating and great fun! Getting creative and getting out the flat. Remember my times of using photography at College. Learning more about the Heritage of Lowestoft that has been my home for the past few months. Today we used a chemical process to create blue-print style work. It was really fun to try out a different technique. Another lovely Monday afternoon! I particularly enjoyed the process of drawing without looking at the paper. It was fun trying to produce a plan to depict our thoughts and ideas on to a joint picture (collage). Today was highly enjoyable. Learning a new creative process is both exciting and educational. The quality of our instructors was reflected in the results obtained which I thought was very good. Learning the cyanotype process of making prints. Drawing is very therapeutic for me and watching as this process develops was a wonderful surprise to see in terms of exposure, thickness of lines, intensity as time goes on, block shapes and double exposure.</p>
	<p>How do you feel about what you have created during the project? What have you enjoyed overall about the experience?</p>	<p><u>Conversation (week 3):</u> It's totally different to what I usually do. I love it. I'm usually a perfectionist but this process has made me realise I don't need to worry about things being as perfect because you don't know how the cyanotypes will turn out. It's been interesting and fun. It's been a chance to learn. I've enjoyed the whole process, the use of light and finding out about the chemical process that happens. It's been good to have something to focus on each week. I've enjoyed doing something creative. I don't normally get the chance to do it with every day distractions/responsibilities. I've found it therapeutic. It's made me feel content. It's been nice to learn about the history of this art form and of the Town Hall.</p>
People feeling the Town Hall is for them	Does the Town Hall feel like a space for you? Do you feel more or less connected to the Town Hall since taking part?	<p><u>Concertina books:</u> Yes! Learning about the Town Hall's history and now its future makes it extremely appealing and a great venture to be part of. Before this I never really thought about the town hall but now it seems very exciting to help build it</p>

		<p>up again. I feel more connected now! ☺</p> <p>It could be a space for the whole town, an attractive and interesting building which I feel I know better now.</p> <p>I feel more connected to the Town Hall after our group discussions and look forward to visiting after it is renovated. I think it will be of huge benefit to myself and the local community and I hope it is well used.</p> <p>I am pleased to learn of the many proposed uses and also taking consideration of the people who live here. I am most excited for the revitalisation of the neighbourhood and hopefully will draw more people to a part of town that seems to be deserted and neglected. More people to encourage safe spaces.</p>
Having a greater understanding / appreciation of heritage in the local area	Through these workshops this is what I have discovered about Lowestoft ... [you can write/draw your response]	<p><u>Conversation (week 3):</u></p> <p>I did learn quite a bit.</p> <p>I didn't realise that the building I kept going past was the Town Hall.</p> <p>General agreement amongst participants that they had learnt more about local heritage.</p>
Increased local pride	Thinking about the things that you have done through this project, were there any that made you feel proud of your community or of Lowestoft?	<p><u>Conversation (week 3):</u></p> <p>See above for reflections on Lowestoft – everyone felt very positive about the town and the way in which art/creativity is recognised here. This was something they already felt about the town.</p> <p>It's made me think more about Lowestoft.</p> <p>It's reinforced what I thought before about Lowestoft, that the town brings many positive things [lots of general nodding from participants at this]</p>
Developed skills	Having been involved in these workshops, what things would you consider doing now that that you might not have considered doing before?	<p><u>Conversation (week 3):</u></p> <p>It took a while to get into it. Getting out the house every week and meeting other people has been really positive for my mental health and wellbeing.</p> <p>I was already into photography. In lockdown I stopped being creative but after doing this I think I would like to try something different and get back into that again.</p> <p>I liked learning about the cyanotype process. I'd never done anything like that before.</p> <p>I'm interested in scrapbooking. I like the masking tape effect on my creation. I've realised it doesn't have to be perfect.</p>

Appendix 2: Audience responses to talks



History of Lowestoft Town Hall Talk – one was delivered by a local historian for a Town Hall Take Over event (10 responses) and another by the Heritage Project Manager (5 responses, some completed as a group) as part of the Your Lowestoft Memories / Awareness Raising strand of the project. The History of Lowestoft Porcelain talk was delivered by a local artist (12 responses).

These results demonstrate that audiences at these talks are finding out more about Lowestoft’s history in particular, having something to reflect on afterwards and making the Town Hall feel relevant to them. A smaller proportion felt that it had also connected them to their heritage.

Appendix 3: Volunteering Survey

We Need You! Tell us what you think about volunteering for the Town Hall

The Lowestoft Town Hall development project plans to explore how this landmark can be used to make a significant difference in the town as well as improve the physical condition of the building. It is hoped that the venue will eventually host a heritage gallery, a gallery space, weddings and receptions, co-working space for sole traders and small businesses, a café, and additional community event space.



As part of the development phase, we would like to hear your thoughts on volunteering for the Town Hall. This would be subject to further funding being found to make the changes described above. Information that you provide will help us to plan for the potential volunteering offer (available from Spring 2024).

This survey should take you 5 minutes or less to complete and does not ask for any personal information.

1. Subject to funding, the list below shows the volunteering opportunities that could be offered while the Town Hall is undergoing building work (expected to be completed in 2025). Which of these would you be interested in? Tick as many as apply.

- Exhibition curation (helping to create exhibitions)
- Digitisation projects (helping to digitise some of the Town Hall's collections)
- Oral history projects (recording the stories of local people)
- Events assistants
- Research into the history and heritage of Lowestoft
- Something else (please make suggestions in the box below)
- None of the above (please explain why in the box below)

2. If you were looking for volunteering opportunities like the ones listed above, what ways would you like to hear about them (e.g. social media, local newspaper, direct mailing, local groups, other ways)?

3. We are interested to hear about the ways in which people would consider volunteering. What kind of commitment would you be interested in? Please tick one.

- A regular, ongoing commitment (e.g. weekly) **Please go to Question 4 next**
- A one-off commitment over a fixed period (e.g. over the course of a week / month or for a project) **Please turn over the page and go to Question 6 next**

4. How regularly would you be interested in volunteering? Please tick one.

- At least once a week
- At least once a fortnight
- At least once a month

5. How many hours would you be prepared to give on this basis?

hours

6. What format would you like your voluntary role to take? Please tick one.

Please turn over

- Face-to-face / in person
- Doing tasks at home
- A mix of both face-to-face / in person and doing tasks at home

7. What is most likely to encourage you to volunteer with Lowestoft Town Hall?
Choose the **THREE** most important to you.

- If other friends/family could get involved with me
- If I knew what the volunteering opportunities involved
- If my expenses were paid
- If I knew it would benefit my skills
- If I knew it would help my career / job prospects
- If the process for getting involved is quick and easy
- If I knew I would get any necessary training or support for the role
- If someone I knew asked me directly to volunteer
- Flexibility over my time commitment
- Flexibility over how I give my time (e.g. being able to volunteer from home)
- For social reasons (to meet others / make friends)
- Something else (please make suggestions in the box below)

About You

So we can understand how any volunteer opportunities might appeal to a range of people, please can you answer the following questions about yourself.

8. What experience do you have of volunteering?

- I currently volunteer with another organisation
- I've volunteered with another organisation before but am not currently volunteering
- I've never volunteered with an organisation before

9. Please tell us your age in years years

10. Do you consider that you have a disability or long term physical or mental health condition?

- Yes
- No
- Prefer not to say
- I don't know
- Prefer to self-describe:

11. Which of the following best describes your gender?

- Male
- Female
- Non-binary
- Prefer not to say
- Prefer to self-describe:

Thank you very much for completing our questions. Please hand in or send this completed survey to Lowestoft Town Council, Hamilton House, Battery Green Road, Lowestoft, NR32 1DE.