**Excerpts from application submission for Heritage MDT**

**Your organisation's main purpose and activities**

Thetford Town Council is a small local authority with an enormous amount of heritage to look after. We are over a year into the delivery of the Heritage-Funded Guildhall Heritage Hub project, and our ambition to improve the future of our residents through the past is a result of some of the successes so far. At the Guildhall, we have had over 100 people participate in our Wednesday morning Craft groups. We have developed a play based on historical figures Holmes and Kable, which has now toured Norfolk and Suffolk schools. We have specialist writers groups, community choirs, specialist summer markets and entertainment and a recreation of the Thetford Assizes Court and Assizes Fairs, where the marketplace was filled with live music and specialist stalls, stocks and Gallows outside with over 10 costumed characters (our heritage ambassadors) telling people the history of the Guildhalls Assizes courts and giving walking tours to the old Gaol, the Stocks and Gallows hill leading to great feedback. One visitor said: "We saw Tales from the Assizes in Thetford last night and it was brilliant! The transcripts and actions from the trial were perfect. An added bonus for me was to be asked to be one of the jury - even though I got the verdict wrong! A fabulous evening brought to us by consummate professionals". We delivered an extensive schools’ heritage project including four education packs that have gone into primary schools in Thetford over the last year and we have organised trips and plays to go with these. These along with our events have seen the Footfall rise dramatically. Schools in Bury St Edmunds are now interested. We have also written a few bespoke sessions and projects for some upper schools, colleges and 6th forms and this work is continuing and ever-growing. So far we have worked with over 1189 young people. The Guildhall Tearoom is more successful every week, with fabulous reviews and footfall increasing. We are even now offering bespoke afternoon teas. Hirers have also increased in the building. We now have a theatre school hire, Drag nights, weddings and funerals as well as conferences to name but a few. This success has also helped other heritage organisations and partners within the town to embrace the ambition for heritage-led placemaking for towns, not just large urban areas, which is why we are ready to develop what we believe is the FIRST heritage-led masterplan for a Town in the UK, that focuses on the delivery of real socio-economic impact right at the hyperlocal level, led by local partners, rather than district or county-wide consortia.

**Why does your project need to happen now?**

The Thetford Heritage Masterplan will be a people-centred, comprehensive strategic plan and delivery model across the numerous heritage assets in Thetford that articulates a unified vision of why heritage is important and the value it can bring to communities and regeneration initiatives. There are three primary reasons for why the project needs to happen now: 1. People’s Needs: Thetford has a young and diverse population and ongoing plans to improve the town for residents, businesses and visitors by enhancing employment, education, leisure and community opportunities. Thetford has challenges to overcome; the Thetford-Abbey ward is in the most deprived 10% nationally. COVID 19 had a significant impact on the wellbeing of the town with business closures and job losses. This is an ongoing situation as local businesses fail to recover and the effect on mental and physical health is still emerging. The Thetford Area Action Plan (TAAP) adopted in 2012 is predicated on the concept of “Historic Past, Healthy Future,” seeking to “emphasise the importance of Thetford's historic past and the potential for a healthy future in the widest sense.” The Masterplan will build upon this relationship between wellbeing and the historic environment, which has been well-evidenced in numerous studies by Historic England and others. Thetford’s remarkable heritage sites are central to building a sense of history and belonging to engage existing and new residents, enhance social cohesion and improve wellbeing. This has already been demonstrated by the successful NLHF-funded renovation and reopening of the Guildhall as a community heritage centre celebrating Thetford’s history and diversity. The Masterplan would build upon the Guildhall’s success, including in enhancing existing Heritage Volunteers and Champions programmes as well as other meanwhile use strategies for engagement and skills development. 2. Conservation Needs: Thetford has an incredibly large number and diverse range of heritage assets, some of which have urgent conservation needs that prevent their full usage. St Peter’s is on the Heritage at Risk register; the Guildhall has upcoming conservation needs; and the Grade II\* Charles Burrell Museum building is in poor condition that limits visitors. Sites outside of the town centre, like the Priory, face challenges with vandalism. While it does not have immediate conservation risk, the Boudica temple site, a Scheduled Ancient Monument, has incredible potential to become better known as a nationally important Iron Age and early Roman site, and to be associated with nearby development works. The Masterplan would help to prioritise and plan these works, create a wider understanding of the town's heritage and enable a joined-up strategy for interpretation and activity planning that would increase the town's appeal, boost tourism opportunities, create jobs and skills training and engender greater community pride. 3. Organisational & Financial Needs: Especially emerging from the pandemic, there is real opportunity to create connection and efficiency organisationally and financially through sharing resources and volunteers and unifying fundraising, marketing and interpretation efforts. This would build upon recent and ongoing strategic projects in the Thetford area, making it the perfect time to bring all these efforts together.

**Describe your idea**

The Heritage Masterplan will be a comprehensive strategic plan and delivery model across Thetford’s numerous heritage assets focused on people’s needs. Placemaking is not just for urban city centres – there is an absolute need for joined-up, heritage-led regenerative thinking for towns and villages across the country, with an opportunity for Thetford to become a real showcase for others. The Masterplan will have a three-part structure addressing people’s needs, conservation needs and organisational / financial needs. It will include targeted audience development and co-production with residents including underrepresented communities to ensure it is based in the local context and addresses the actual needs of the people it serves. It then layers in the conservation needs and potential work to the heritage assets as well as the financial and organisational needs to achieve them. This multipart approach generates a phased set of micro-projects – each micro-project encompasses a specific audience, fabric package, and financial / organisational plan. These micro-projects can then be carried forward as independent projects that are fundraised against and supported by the relevant partner organisations. A key strand of the Heritage Masterplan will be developing the Feasibility Study for an identified meanwhile use strategy for St Peter’s, a Grade II\* deconsecrated medieval church in the heart of the town centre, to bring it back into use for and by the community. In a proposal developed with Keystone Development Trust and other partners, St Peter’s would become a skills hub for heritage skills, STEM and sustainable construction, delivered through formal and informal training programmes with partner organisations. This meanwhile use strategy would bring St Peter’s back into use and address its urgent conservation needs, while also building a local supply of the heritage crafts and construction skills that would be needed for the other micro-projects identified by the Masterplan. This project would fund development of the Masterplan, including the procurement of the multidisciplinary expert team that would deliver it, and create opportunities for Thetford residents to be deeply involved in its delivery through coproduction and consultation as well as engagement, learning and training delivered by Thetford Town Council, its partners and the Masterplan team. The ultimate outcome of the Masterplan would be for access to Thetford's heritage sites to be widened to a greater number of people through job creation, skills development opportunities and local and regional tourism. The deliverables from the Heritage Masterplan would be: 1. The overarching vision and plan for heritage in Thetford 2. A phased set of micro-projects across the heritage sites – each micro-project would have an intended audience, early stage conservation, architectural feasibility and business case 3. The feasibility study for meanwhile use strategy as a Skills Hub in St Peter’s, through RIBA Stage 2 4. The delivery of meanwhile use activities to engage residents and make them part of Masterplan delivery while providing opportunities to learn new skills – expanding local Heritage Volunteers and Heritage Champions programmes initiated by Guildhall and piloting opportunities for skills training and apprenticeships with Masterplan team and partners.

**Will capital work be part of your project? No**

**What difference will your project make?**

People & Thetford’s Community Outcomes Comprehensive consultations, workshops and meanwhile-use activities for locals - many of who are currently excluded from heritage - will ensure people's involvement in the development of the Masterplan. Its primary purpose is to meet people’s needs around placemaking and support Thetford’s ambition to use its past to build its present and future, increasing wellbeing as well as socioeconomic development. This comes at a critical juncture as the town is set to expand significantly with the Kingsfleet Development and its ongoing efforts to attract new residents and businesses. Thetford’s heritage provides a touchstone for building a common identity and a range of opportunities for employment, education, leisure and community building. During development, there will be pilot skills training as part of the St Peter’s Feasibility Study, expansion of the Guildhall Heritage Volunteers and Champions programmes and the creation of opportunities for locals to engage with and learn about lesser-known heritage sites. After the Masterplan is developed, locals and partners will continue to deliver opportunities for training and learning at the partner sites. Environment Outcomes: The environmental impact will be a key criterion for evaluating the microprojects and any proposed capital works for the heritage sites, and we will consult with experts as potential plans for each site are further scoped. The multidisciplinary team procured for the Masterplan will have a track record of more sustainable practices to bring into the project. Additionally, the Masterplan will have a strong focus on outdoor spaces and Active Travel to promote healthier and more sustainable forms of transport like walking and biking. Heritage Outcomes: The Heritage Masterplan will produce a shared vision and cohesive strategic plan across the key heritage sites in Thetford. It will provide a set of phased micro-projects for Thetford and its partners to carry forward against individual sites as well as for Thetford’s collective heritage. These projects would address conservation needs across the sites, open up access and increase the relevance and value of Thetford’s heritage to its communities and visitors. Examples of the difference this Masterplan will make include building upon the success of the Guildhall, which reopened last autumn after a Heritage Funded redevelopment project as a community heritage centre and attracted more than 26,000 visitors. The Feasibility Study for the meanwhile use strategy of a Skills Hub in St Peter’s will further develop the proposal for bringing it back into use as a hub for training in heritage skills, STEM and sustainable construction. The Masterplan will also include planning new access, interpretation and recognition for the Boudica temple site, a Scheduled Ancient Monument, associated with the nearby mixed-use Kingsfleet Development. Other ideas include addressing conservation needs and expanding activities at the Charles Burrell Museum to attract broader audiences and bringing outdoor theatre and musical events to the Priory to grow recognition of the site and help stop vandalism. There are opportunities to improve promotion, wayfinding, accessibility, and interpretation efforts across Thetford to link together the sites and increase awareness and visitor numbers.

**Is the heritage considered to be at risk?**

Yes, the heritage is considered to be at risk

**Explain why you consider the heritage to be at risk and how**

St Peter’s is on the Heritage at Risk Register, listed as Category B and in poor condition, in particular the roof. Historic England are advising on surveys and emergency works so that a costed programme of works can be developed. St Peter’s had a Conservation Report completed in 2019 and a schedule of works prepared in April 2021. The church is Grade II\* and in the centre of Thetford, meaning that its degradation directly impacts the condition of the historic town centre. St Peter’s is mentioned in Domesday, but the present building was constructed in the 14th century. The Guildhall has upcoming conservation needs that are both urgent and longer-term. The current NHLF project is proving very successful with the internal restoration and installation of an outdoor ramp greatly improving access and visitor numbers. Part of this project was the survey and production of a works plan for the two iconic clock towers which have some immediate restoration needs that are being addressed as well as medium term restoration needs. The programme of works is expected by the end of June 2022. The Guildhall and market square are the heart of the town historically and geographically with all the Jubilee and civic events taking place there, so it is critical that conservation works and maintenance are kept up to date as suggested in scheduled inspections. The Charles Burrell Museum is in a poor condition that is not attractive to potential visitors. It is the original building with some early and rare Belfast joints that are of particular interest to Historic England. Breckland District Council are in partnership carrying out condition surveys and producing a costed programme of works to inform their future project. The Museum is very active in community life as well as providing school visits and engineering experience on the engines to apprentices. Sites that are further outside of the town centre, like the Priory, face great challenges with vandalism and misuse. The Priory is adjacent to one of the deprived estates and encouraging interest and emotional ownership of this site particularly with neighbouring estates is seen as a sustainable way of ensuring the protection and enjoyment of the site. The Boudica Temple site is a jewel that is currently hidden but its importance is well documented particularly with the Thetford Treasure Horde. The site is to become part of the Thetford Parish, and the linking of the heritage to the rest of the town’s heritage cements the new community’s sense of belonging with its shared history as well as the physical linkage via paths and roads. It is incredibly important as part of building the town's identity as well as the potential to be a significant visitor attraction bringing visitors in to enjoy the town and to boost its economic health.

**Does the heritage have any formal designations?**

Conservation Area

Scheduled Ancient Monument

Number of monuments of this type included in your project: 2 Grade II, Grade C or Grade C(S) listed building

Number of buildings of this type included in your project: 6 Grade II\* or Grade B listed building

Number of buildings of this type included in your project: 1 Grade I or Grade A listed building

Number of buildings of this type included in your project: 2 Accredited Museum, Gallery or Archive

**Why is your project important to your community?**

Thetford’s unique heritage is recognised as incredibly important to its community both as a valuable asset and as a source of identity and pride to the area across multiple Thetford and Breckland documents and plans. The common agreement is that more can be done to fully maximise the importance and value of Thetford’s unique heritage to its community as well as visitors. This underscores the need for a Thetford Heritage Masterplan that will make the most of Thetford’s remarkable heritage assets. Thetford Area Action Plan (TAAP), adopted in 2012: The plan is predicated on the concept of “Historic Past, Healthy Future” and seeks to “emphasise the importance of Thetford's historic past and the potential for a healthy future in the widest sense.” It recognises the importance of Thetford’s historic core and remarkable range of heritage assets to building local identity, belonging, pride and social cohesion. Future Breckland: Thriving People & Places (2022): This major initiative provides a robust evidence base and compelling shared vision for the future of the district, with individual plans for each of the 5 market towns including Thetford. In Thetford, it notes that the heritage assets are “key attributes and engender a sense of pride.” Breckland Council has agreed to the delivery of a Conservation Appraisal and Management Plan of the Thetford Conservation Area, to support the Thetford Heritage Masterplan. Breckland LDF Core Strategy (2009): The strategy includes heritage assets as part of the local environment that need to be integrated into all development activities: “employment will meet local needs with the important cultural, heritage, landscape and natural assets forming the basis for tourism, leisure and recreation.” Historic Environment Assessment (THEA) by Breckland District Council in 2009: The assessment details the immense wealth of archaeological and historical assets in the town: “It is widely recognised that the historic environment is central to the Country’s cultural and natural heritage and sense of identity. It is a finite resource and should be sustained for the enjoyment and benefit of present and future generations.” ‘Discovering Thetford: a feasibility study & business case’, produced by Norwich Heritage Economic & Regeneration Trust (HEART) in 2010: The report concludes that better “co-ordination and promotion” across the heritage sites are key to “developing and promoting a family of heritage assets in Thetford as a driver for the local economy and a beacon for civic pride and community identity.” Development framework and delivery plan for Thetford Town Centre Masterplan (May 2013): The Masterplan notes that “One of Thetford’s main positive qualities is its rich historic fabric” which “creates a compelling context… to attract visitors and provide opportunities for trips that involve shopping as well as cultural and leisure activities.” Brecks Fen Edge & Rivers Landscape Partnership Scheme (ongoing): The BFER scheme is supported by more than 60 local, regional and national groups and aims to conserve and celebrate the unique heritage of the Norfolk and Suffolk Brecks while also providing opportunities for education, learning and skills development.

**What measures will you take to increase positive environmental impacts and decrease negative environmental impacts?**

Thetford Town Council has an Environmental Policy focused on minimising waste and increasing recycling, preventing pollution, raising awareness and training staff in environmental matters, reducing usage of natural resources and setting milestones to measure and monitor progress. The Council plans to join Fit for the Future as part of next year’s budget. The Masterplan will be delivered through a hybrid model that will combine in-person meetings, workshops and site visits where essential with meetings and workshops conducted on video conferencing platforms where in-person presence is less important. This will reduce the need for travel and the associated environmental impact. Additionally, digital collaboration and delivery of documents will reduce the use of paper. As we develop the micro-projects of the Thetford Heritage Masterplan across the different heritage sites, we will assess the environmental impacts and create a Decarbonisiation Plan as well as prioritise more sustainable approaches to future development works. This will be incorporated into Masterplan and led by the project manager through research and consultation with environmental experts and organisations like Fit for the Future. We will also ensure that the architect and QS team working on the Masterplan has a track record in more sustainable practices, such as energy use, improved waste management, reduction of vehicular carbon, reuse of materials, planting schemes, using locally sourced products and installing and promoting recycling facilities. We will bring in expert support as needs for specific sites are identified. As the micro-projects are assessed and ranked later in the Masterplan delivery, environmental impact will be one of the key criteria that they are scored against, ensuring that those with positive impacts are prioritised over those with potentially negative impacts. This will likely be done through a RAG (redamber-green) scoring methodology, where negative environmental impacts are given negative scores and positive environmental impacts are given positive scores, alongside the other criteria being scored. The question of environmental impact will likely look different at each site. For St Peter’s and the Charles Burrell Museum, we will conduct environmental audits and energy reports to appraise options for reducing heating and lighting through insulation or other interventions. Having this information will ensure that sustainability is built into any conservation or capital works proposed by the microprojects for the sites. Sites set in green spaces like The Priory, Castle Hill and the Boudicca temple site will focus on ensuring that any plans emerging for the sites enhance rather than disrupt their natural settings and maximise the benefits of being outdoors for any potential visitors. Plans for heritage organisations like the Charles Burrell Museum can also focus on more sustainable organisational practices, whether in the offices, exhibition installation or event preparation. Across the heritage sites, any routes and connections planned between the sites to unify Thetford’s heritage will focus on Active Travel for walking and cycling over driving. This may also lead to proposals tangential to heritage to improve local walking and cycling routes to promote healthier and more sustainable forms of transportation for recreation and work.

What will happen after the project ends?

The Thetford Heritage Masterplan will result in a vision and cohesive strategic plan for Heritage in Thetford, a phased set of micro-projects identified and developed across the heritage sites and a completed feasibility study for the Meanwhile Use Skills Hub proposal at St Peter’s. The materials resulting from this will be designed and made publicly available on the Thetford Town Council website as well as those of other partners where appropriate. Since we would have an extensive period of public consultation while developing the Masterplan earlier on in the project, we would also plan to have public presentations and forums throughout the project and upon its completion to keep locals informed and engaged. Given Thetford Town Council is leading the project, both inperson and digital communication and engagement will be very feasible to plan throughout the Masterplan. Once the Thetford Heritage Masterplan is completed, the micro-projects developed within it across the heritage sites can begin. Since each microproject will be fully scoped with a specific audience, fabric package, and financial / organisational plan, they can then be fundraised against and carried forward as independent projects, supported by the relevant partner organisations. The Thetford Heritage Masterplan will be a live document linked to a financial model and phased action plan, in which micro-projects can be moved up or down in the timeline as needed. This means that as circumstances may change, micro-projects that may have been scheduled for later delivery can be moved up if funding becomes available or new opportunity or need arises. The Masterplan will also include a framework for making decisions on microprojects, so that any new micro-projects developed after the Masterplan is delivered can be assessed using the same criteria. A key project commencing after the Masterplan is completed will be the Skills Hub meanwhile use strategy for St Peter’s and necessary repairs and capital works to the site, which can be fundraised against more successfully once the future usage of the building is further developed and the local need evidenced. The Masterplan will also help the organisations involved in managing Thetford’s heritage develop a more holistic and collaborative attitude to help them work together and support each other across events, administration, fundraising, marketing, volunteers and other endeavours. This will create a culture of all relevant parties helping each other to sustain Thetford’s heritage together. The legacy of the Heritage Masterplan will be a unified vision, more collaborative approach and renewed energy to manage, develop and optimise Thetford’s incredible heritage, which will then be delivered through the microprojects across the heritage sites. The Council and its partners can then work together to fundraise for and resource these projects, either delivering them internally at specific sites or bringing on additional resources. The Masterplan will also identify short-term strategies that can be actioned immediately by the Council and its partners after the Masterplan is completed, whether through promotion that can be done to raise awareness of specific sites, events that can take place or organisational changes to maximise resources.

**Why is your organisation best placed to deliver this project?**

Thetford Town Council owns and manages the majority of the heritage sites considered in the Masterplan, while the other heritage sites are either managed by the Council on behalf of another organisation or managed in collaboration with another organisation. The Council is therefore best placed to deliver this project as the primary entity responsible for most of the sites, and since it has strong existing relationships with the other relevant organisations. As the local government, Thetford Town Council operates with complete transparency, meaning that there is confidence with its partners in its handling of finances and assets, which is very important to this project. It has the capacity and financial stability to deliver this project, working with the other partner organisations and the multidisciplinary expert team appointed for it. We have had meetings and email exchanges to confirm that the other organisations are ready and excited to partner on the delivery of the Thetford Heritage Masterplan, evidenced by the early completion of some signed partnership agreements with organisations such as Breckland Council, Charles Burrell Museum, G.W. Staniforth Trust, Pigeon (Thetford) Ltd, Norfolk Museums Service and English Heritage as well as consultation with the public about the importance of heritage assets such as St Peter's. Thetford Town Council is also best placed to work with other local and national organisations that will be important to the delivery of the Masterplan and subsequent micro-projects, including Historic England, Keystone Development Trust, New Anglia LEP and local educational organisations.

**Will your project be delivered by a partnership? Yes,**

How will your project involve a wider range of people? As a people-centred project, Thetford locals will be involved as an integral part of the delivery of the Thetford Heritage Masterplan. This will kick off with extensive coproduction and workshopping in the first phase of the Masterplan to identify people’s needs for heritage. We are planning several co-production and workshopping events, an online forum, 1-1 interviews and a public survey. After the consultations, we would continue to engage people who have participated and communicate progress on the Masterplan through additional events and updates on the Thetford Town Council website. The Council would ensure that hard-to-reach residents and under-represented groups are included so that individuals who have not engaged with heritage are brought in through this project. The delivery of meanwhile use activities as part of the Masterplan by its partners and team will engage residents and make them part of Masterplan delivery while providing opportunities to learn new skills. This will include expanding the Heritage Volunteers and Heritage Champions programmes initiated by the Guildhall project to involve active locals as well as school children through an established and successful framework. We will also trial heritage training and apprenticeship opportunities run by the Masterplan delivery team and partners. Thetford Town Council has already successfully engaged a wider range of people throughout its heritage-related efforts and would do so in the delivery of the Masterplan. For example, engagement with the local Sikh community in the development of the NLHF-funded Guildhall redevelopment has led to it becoming an important hub for Thetford’s Sikh community and visitors, including hosting a Punjab Day Festival in September 2021. It also established the Heritage Volunteers to recruit and train locals to support Thetford’s heritage as well as the Heritage Champions to engage and educate school children on Thetford’s history, which the Masterplan will build upon. Will your project achieve any of our other outcomes? Heritage will be in a better condition Although no capital works will be undertaken as part of the Masterplan, it will identify necessary works to address the poor condition and repair needs of certain sites, placed within the context of micro-projects that will evidence the local need, visitor development potential, and organisational / financial strategy supporting those works. These microprojects can then be fundraised against and delivered as independent projects supported by relevant partners. This is particularly true for St Peter’s, which is on the Heritage at Risk Register and requires the development of a strong meanwhile use strategy as a skills hub to support its repair needs. Additionally, short-term actions resulting from the action plan to increase visitor numbers at engagement at certain sites may help prevent vandalism and thereby improve the condition of the sites, in particular at The Priory. Heritage will be identified and better explained An important focus of the Masterplan is developing a shared vision and cohesive plan for heritage in Thetford, including proposals for interpretation and activity plans for relevant sites. Sites like the Boudica Temple Site, for example, are under-recognized despite their significance, and there is a real opportunity to grow awareness and engagement. Sites like the Guildhall that are already well known can be used to promote others, and routes and connections between sites can be identified and improved. In this way, heritage as a whole in Thetford will be better identified, connected, explained and promoted. People will have developed skills The delivery of meanwhile use activities as part of the Masterplan by its partners and team will engage residents and make them part of Masterplan delivery while providing opportunities to learn new skills. This will include expanding the Heritage Volunteers and Heritage Champions programmes initiated by the Guildhall project to involve active locals as well as school children through an established and successful framework. We will also trial heritage training and apprenticeship opportunities run by the Masterplan delivery team and partners. The Feasibility Study for the meanwhile use strategy of a Skills Hub in St Peter’s is a cornerstone of the Thetford Heritage Masterplan, which would get the building one step closer to this ultimate usage. The Skills Hub proposal would use St Peter’s as a skills hub for heritage skills, STEM and sustainable construction, delivered through formal and informal training programmes as a hub and spoke model with education and employment partners. This meanwhile use strategy would bring St Peter’s back into use and address its urgent conservation needs, while also building a local supply of the heritage crafts and construction skills that would be needed for the other micro-projects identified by the Masterplan. There is a known shortage for these skills in the area, which has made it difficult to deliver past conservation projects. We will also involve other volunteer groups for the various heritage sites and partner organisations in the Masterplan delivery through conducting research, supporting co-production and consultation events and gathering data. We anticipate being able to increase volunteer hours through Masterplan delivery. This will help build new skill sets under the direction of the Masterplan team and partner organisations. While piloting heritage training, we would like to involve local students and create opportunities where possible to assist work like architectural design, research and archiving. People will have learned about heritage, leading to change in ideas and actions The extensive consultations and workshopping at the beginning of the Masterplan and the ongoing communication and engagement throughout and upon its completion will help those participating learn more about Thetford’s heritage and its potential. This will help create buy-in and early momentum for short-term term changes in ideas and actions that the Masterplan will identify and initiate, as well as creating a strong foundation upon which the micro-projects can progress. Additionally, the meanwhile use activities delivered throughout the Masterplan will provide opportunities to learn about heritage and gain important skills, as described above. People will have a greater wellbeing As evidenced through numerous local plans and consultations, heritage is central to the wellbeing, belonging and identity of Thetford’s local communities. It can offer opportunities for education and employment, create new areas for leisure and recreation and encourage more opportunities for walking and cycling to sites. The ties between heritage and wellbeing have also been evidenced in reports by Historic England, The Heritage Alliance and others. Active Travel promotes healthier and more sustainable forms of transport via walking and cycling rather than driving, and encourages people to spend time outdoors.

**The funded organisation will be more resilient**

Building out the organisational / financial aspect of the Masterplan is an important component to ensure that the changes made by the micro-projects can be sustained by resilient organisations. The Masterplan will also identify short-term organisational actions to increase resilience, especially through plans for how the heritage sites and organisations can work more collaboratively and efficiently, including by sharing resources and volunteers and unifying fundraising, marketing and interpretation efforts. The micro-projects may propose changes in the governance of heritage sites at the Council in collaboration with partner organisations to manage them in a more joined-up way. It will also propose strategies to generate more income from sites like the Charles Burrell Museum, Guildhall and St Peter’s to improve financial resilience, as well as strategies for increasing the tourism economy in Thetford through heritage. Alongside the Thetford Heritage Masterplan, Breckland Council will commit to resourcing and bringing forward a refreshed Conservation Area Appraisal for the Thetford Conservation Area as part of its commitment to the effective management of the cultural and heritage assets in the Town. The local area will be a better place to live, work or visit As identified across numerous local plans and documents, heritage is integral to Thetford’s identity and value, and a key aspect of how it can become a better place to live, work and visit. In conjunction with other local initiatives and plans, the Thetford Heritage Masterplan will create a vision, action plan and specific micro-projects to show how heritage can help make Thetford a better place to live, work and visit. If funding is achieved, this project could form part of a period of transformational change for our community and our town. It will result in boosting skills and raising aspirations. This can be ascertained through changes monitored through social impact, and evaluating changes from baselining to completion of the project. The local economy will be boosted Thetford’s heritage has been identified as key to boosting its economy by numerous local plans and initiatives, including most recently the Future Breckland project. The Thetford Heritage Masterplan will identify both short-term changes and longer-term micro-projects through which heritage can be used to improve local businesses, create education and employment opportunities and bring more visitors, thereby boosting the economy. We will undertake an Economic Impact Assessment to understand the Gross Value Added that will be created for the local economy. We anticipate that the amplification of the work underway in the wider town to improve the heritage and cultural offer will increase footfall and tourism. The regeneration of St Peter's in particular will be a catalyst for change in the town, by bringing a disused heritage asset and landmark back into community use. The increase in skills, employability and employment opportunities will be baselined and monitored before, during and after the project, with the masterplanning process identifying the effects of net job creation in the longer term.

**How will your project be managed?**

The Heritage Masterplan will be managed by Thetford Town Council and its partners as listed above. Representatives of the partner organisations will form a Steering Committee for the Heritage Masterplan that will meet on a monthly basis and coordinate with the multidisciplinary team delivering the project. These meetings will provide opportunities to review project progress, plan for upcoming activities and share resources and knowledge. The Steering Committee will be chaired by Thetford Town Council as the managing organisation for the Masterplan. The project will be delivered by a Multidisciplinary Masterplan Team (MMT) that is appointed by Thetford Town Council and encompasses the necessary skill sets and capacity to deliver a project of this scale and complexity. The MMT and project delivery would be managed by heritage change specialists experienced in similar complex multi-site projects as well as the extensive consultations, workshopping, research, financial modelling, reporting and business case development that will be necessary for it. The MMT would also include experienced heritage architects, landscape architects and quantity surveyors to understand the conservation needs and develop the potential works throughout the sites. While the different team members would have their specific focus within the project, the entire team would partake in consultations and workshopping with the local community and important stakeholders to ensure that people’s needs are understood. The project structure is: Steering Group – representatives from the Council and partner organisations providing project leadership and oversight and appointing the MMT. MMT: Project Manager & Heritage Change Specialist (PCM) – consultancy appointed to manage and deliver the Masterplan and the other specialists MMT: Heritage Architect – managed by PCM MMT: Landscape Architect – managed by PCM MMT: Quantity Surveyor – managed by PCM A tender is being developed in line with the local government guidelines for transparent and equitable procurement and documents will be shared via Contracts Finder on the UK government website. Since there are no capital works involved in the project, the risks in its delivery are lower.

**How will you evaluate your project?**

The Masterplan grant will be evaluated by the Project Manager, with an evaluation framework created at the beginning of the project and the final submission submitted upon grant completion. Thetford Town Council has a proven track record of evaluating projects funded by both NLHF and other funders. Our previous NLHF project experience has helped us develop our evaluation skills so that when programmes, activities and events are developed, this happens with evaluation built in from the outset so that we can meaningfully measure the impact of the project on people and communities against outcomes. We are aware of and will ensure that all relevant NLHF guidance is consulted and adhered to. We will track key metrics throughout the delivery of the Masterplan, including: Consultation results – number of individuals consulted via co-production events and workshops, 1-1 interviews, surveys and other consultation methodologies, and characteristics of the consultation groups (e.g. outreach to any harder-to-reach groups) Additional Masterplan communication and engagement – number of individuals engaged and engagement opportunities provided after consultations, broader buy-in to development of Masterplan Number of residents involved in meanwhile use activities, e.g. Heritage Volunteers, Heritage Champions, heritage training, work placements / apprenticeships Volunteer engagement / support - number of volunteers involved in delivery of aspects of the Masterplan, e.g. research, consultation, data collection Number of long-listed micro-projects – the number of micro-projects that are developed across the heritage sites as the initial long-list to be further refined Number of short-listed microprojects – the number of micro-projects that are short-listed after RAG (red-amber-green) ranking and weighting exercises and additional analysis Progress against Masterplan programme – the progress of the Masterplan against the original programme will be carefully tracked, with any potential changes or delays flagged early on so that impact is limited Progress against St Peter’s feasibility study – the production of the feasibility study for St Peter’s with RIBA Stage 1 and 2 reports will be carefully tracked, with any potential changes or delays flagged early on so that impact is limited Additionally, the Thetford Heritage Masterplan will be evaluated through the delivery of the micro-projects it generates. A final deliverable for the Masterplan will be an action plan and tracking framework for micro-project delivery, which will evaluate fundraising and project phases against each micro-project. Since each micro-project will encompass a specific audience, fabric package, and financial / organisational plan, there will be KPIs specific to each that can be tracked throughout delivery and also form the basis for any future funding applications.

**Tell us about any jobs or apprenticeships that you will create to deliver your project**

Work placement opportunities will be created through the MMT. As part of the meanwhile use activities to engage residents and make them part of Masterplan delivery, we will seek to appoint 2 to 3 Thetford Heritage Masterplan work placements or apprentices that could support Masterplan delivery while gaining important skills training in heritage projects. The work placements / apprentices could either be linked to Thetford Town Council and its partners, or they could be linked to the multidisciplinary team appointed to deliver the Masterplan.