

Harrow Museum NLHF (HLF) Programme Evaluation Executive SUMMARY

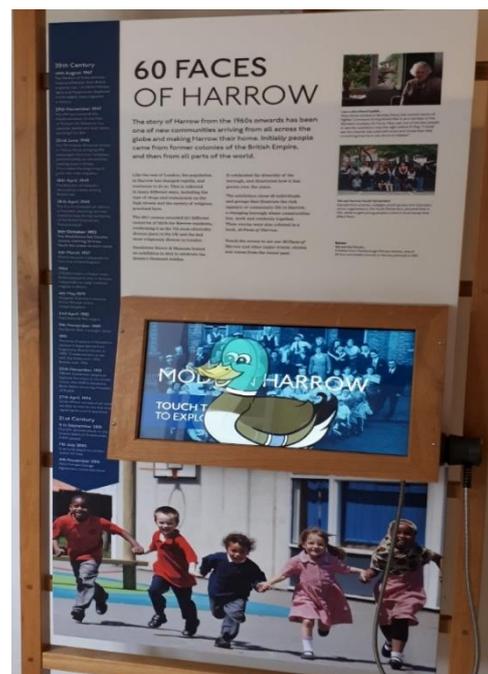
Kate Pontin, December 2019

Harrow Museum has been one of the most community orientated museums I have worked with as the evaluator. The staff listen to local people and work with them. The feedback they collect they use to support improvements. (Kate Pontin, Evaluator)

Headstone Manor & Museum has four historic buildings; the Grade I listed C14th moated Manor House; the Grade II* listed C16th Great Barn; the Grade II listed C16th Small Barn; and the Grade II listed C18th Granary. The Museum holds a Collection of approximately 6,000 items. It was established in the grounds of Headstone Manor in 1986, and run by volunteers, telling the story of the local area and its people. However, it was limited not only by lack of full-time staff but also by funds to address the poor state of the Manor House.

The National Lottery Heritage Fund has thus been critical to the restoration of this important building and offered the opportunity to develop a diverse programme to attract visitors from the local communities. As well as opening the new museum in the Manor House, community activity has reached across ethnicity, age and interest.

The Activity Plan developed for this project has largely been successfully completed; with a small number of tasks reaching completion shortly. Data shows that visitors return, and that the whole site is appreciated; for a cup of tea, an opportunity to talk to someone that day,



free activities for families, opportunities for young people to volunteer, and co-curation of exhibitions with community groups. It has been a great success. The staff are working hard to attract new external funding to continue this as the HLF funding ceases. This final report provides full details of achievements in this last year of funding, with reflection on the achievements and the future.

The moment that made me cry, was the day when we got the news we'd be taken off the Historic England At Risk Register. We have gone from a freezing cold barn, with exhibitions printed on paper and stuck to the wall, with a falling down Grade One listed moated house that no one could go in, to a properly functioning professional museum, with a business that may just sustain it. (Learning and Access Officer)

Key Successes

- After a very long time the buildings (and in particular the Manor House) have been restored and made accessible to the public,
- The long-standing museum collection has been presented in new and inclusive approaches,
- The whole site is accessible and free,
- The collections are now being catalogued and stored appropriately,
- New collections linked to local communities have been gathered and catalogued, displayed and enjoyed,
- Many new audiences come from the local area,
- Total visitor numbers for this last year have reached 75,412,
- People have returned and those who have lived here for a long time appreciate the restoration and new displays,
- Visitors are from a wide demographic,
- Community projects have included working with local residents, local artists, and young people,

Key HLF Aims - and achievements

- Volunteers have worked on a wide range of projects and the demographic has changed to include a wider diversity and more younger people,
- The Great Barn is successfully used as a wedding venue and the income from this should be ring fenced for the Heritage site's activity,
- The project has succeeded and gone beyond expectations – largely due to the commitment of the staff. The ending of HLF funded contracts will impact on capacity and gaining extra funding and continuing to provide programming at the current level will be a challenge.

Key figures for 2019/20

Total visitors 75,412

- School visits for this last year - 5515
- Other educational visits – 335
- Holiday events – 4320
- Family events (monthly) – 1715
- Mini Museum – 650
- Outreach work – 580
- Loans boxes – 4775
- Tuesday talks – 237
- Non-school tours – 134
- Local history enquiries – 23
- Special events – 5023
- Museum visitors – 50903

Tell the story of the people of Harrow & Headstone in diverse and exciting ways.

Permanent galleries completed and a continuing temporary exhibition programme which focuses on working *with* different groups from the local community. The most recent has been curated by young people and is about music (professional and amateur) in Harrow.

<p>Provide opportunities for everyone to learn more about heritage</p>	<p>The programming in both schools and wider educational programmes is diverse, creative and inclusive. Numbers are growing and feedback shows high levels of satisfaction. See section 4 for further detail.</p>
<p>Engage our local community with the Museum and its activities</p>	<p>The museum visitor survey (from both this and last year) shows that a significant proportion of visitors are local, with most unsurprisingly coming from HA2 (the immediate vicinity).</p> <p>Visitor Survey (54 responses) Locals from Harrow came from: HA2 9 survey responses (20%) HA5 5 responses HA1 3 responses HA3 3 responses HA4 2 responses HA8 1 response</p>
<p>Promote the site as a historic house and garden visitor attraction</p> <p>Promote the Museum services to the widest possible audience, and create an attraction of local, regional and national interest</p>	<p>The introduction of a comprehensive marketing strategy has had a noticeably positive effect here at Headstone Manor & Museum. Executions of key areas of the strategy throughout 19-20 have allowed us to lay a solid foundation for the continued promotion of our offering. These key aspects include the introduction of a customer list, the ability to collect key visitor information using remote devices, and delivery of dynamic marketing campaigns covering both print and digital.</p> <p>Key Marketing Activity/Achievements</p> <ul style="list-style-type: none"> • A new mailing list and e-newsletter has been established, with currently 211 subscribers, • 2 interactive tablets are now in position to collect visitor data and encourage mailing list sign up, • 2 sell out performances of our first ever family Halloween Pantomime, • Successful promotion of 2 large community events, • Production of 3 seasonal brochures to promote all museum activity, • Signage plan executed to improve visitor experience and promote visits to Visitor Centre and Café, • Investment in a Social Media Scheduling tool allowing for the execution of a Social Media marketing plan, • Successful promotion of 2 outdoor theatre productions, Alice in Wonderland and A Midsummer Night’s Dream, with a total of 723 attendees.
<p>Develop our collections to reflect the history and</p>	<p>The collections team have been working hard to care for, catalogue, and make accessible the museum collections. There</p>

<p>people of the area and care for them for future generations</p>	<p>are 6 new volunteers and they, as well as staff, have undertaken a full range of training. There is further training planned for 2020.</p> <p>The storeroom is being redesigned to improve access and care. Despite the storeroom being closed at the moment, material is still being collected, and there are a number of open days/road shows scheduled for 2020.</p> <p>The digitisation strategy is being reviewed and updated for the future. The digitisation officer reports that work on the Local History Collection has also been included to make sure that it is also stored and cared for, and accessible.</p> <p><i>The catalogue is currently being set up for location, donors, and category hierarchies which will help to organise the individual object records (these are linked) and to facilitate locating each object by members of staff. Over 1200 new authority records created in the last two weeks. The online platform needs to be revised to show more information on each object. [The] goal by the end of Sept 2020 is to have over 3000 unique object records with images available to the public. (Curator and Digitisation Project Officer)</i></p>
<p>Manage the Museum effectively to meet the needs of our users and to ensure <u>a sustainable future</u>,</p>	<p>The Cultural Development Manager has as part of the Council Heritage and Arts Strategy a vision to “<i>keep the museum as accessible to everyone as possible. We are continuing to grow our commercial arm of the museum in order to support the longer-term operation. We will be pursuing sponsorship and grants for project led activity</i>”. There are also plans to commission Adult and Learning to run heritage led course and workshops. The Council has an agreed published Cultural Strategy.</p> <p>Staff highlight future challenges to include continuing staffing levels, maintaining the collections and buildings with limited budgets. It is hoped that the Council can now see how successful the Museum service is and the potential it has to meet Council targets in relation to schools and community work, and can through its income from events such as weddings contribute to its own costs.</p> <p>The Senior Events Officer reported that there was an income target of £302,000 - and this was exceeded by 6%. She also stated that “<i>we had a target of 50 events and hit 68 for this financial year</i>” This is truly a success and shows what skilled staff can achieve.</p>

No one can ever reverse the changes that have happened on this site, it is as safe as any museum can be. Heritage saved and protected for the future, stories saved and protected for the future. It has been amazing to witness. (Learning and Access Officer)

FINAL NLHF (HLF) EVALUATION REPORT
KATE PONTIN
December 2019



Toddler Take-over event at Harrow Museum

I am proud of the layering of information and interactions, with something for everyone in the museum space. The bake house is my favourite space. The concept behind it came from watching the children at the interactive planning workshop... (where) they all left the jigsaws and games and went down stairs and started to play with the bricks and the plastic ducks. It dawned on me that a free play element in the museum would be perfect.

(Learning and Access Officer)

Contents

Executive Summary

1.0 Context	7
2.0 Overview	8
Achievements	
Challenges	
3.0 Audiences	14
4.0 Schools Programming	28
5.0 Co-curation	34
6.0 Volunteers	36
7.0 Collections	41
8.0 Marketing and Events	43
9.0 Management	45

Appendices

Appendix 1 Evaluation approach	45
Appendix 2 Previous data	57
Appendix 3 Feedback forms from Evaluator 2019	63
Appendix 4 Data collected in 2019	68
Appendix 5 Learning Programmes 2018/19 and 2019/20	69
Appendix 6 Volunteer data for 2017/18 and 2019	87
Appendix 7 Staff feedback	93
Appendix 8 Collections and Digitisation summaries	97
Appendix 9 Outdoor Learning summary	103
Appendix 10 Marketing and Events details	109
Appendix 11 Other data	113

1.0 Context

Headstone Manor & Museum has four historic buildings; the Grade I listed C14th moated Manor House; the Grade II* listed C16th Great Barn; the Grade II listed C16th Small Barn; and the Grade II listed C18th Granary. The Museum holds a Collection of approximately 15,000 items.

Headstone Manor & Museum aims to encourage and inspire people to discover the history and heritage of the local area, through its buildings, collections, activities and partnerships.

The Museum had been operating from the Granary, as being restored earlier on it was therefore operationally more practical. The ground floor has offered a programme of temporary exhibitions, talks, family activities, and coffee shop, whilst upstairs is a classroom for school visits and other learning activities. The new visitor's centre has also recently opened with a café, shop and introduction to the site and its heritage.

To fulfil this vision, Headstone Manor & Museum aimed to use its HLF funding for a three-year project until the end of 2019 to:

- promote the site as a historic house and garden visitor attraction,
- tell the story of the people of Harrow & Headstone in diverse and exciting ways,
- provide opportunities for everyone to learn more about heritage through our unique buildings, high quality events, engaging interpretation, and accessible resources,
- engage our local community with the Museum and its activities,
- promote the Museum services to the widest possible audience, and create an attraction of local, regional and national interest,
- develop our collections to reflect the history and people of the area and care for them for future generations,
- manage the Museum effectively to meet the needs of our users and to ensure a sustainable future;

Specific objectives were set for each of these and a summary of the completion of these can be found in appendix 1.

This final evaluation report feeds back firstly on this last year of data collection and evaluation but also on the success across the whole three years of the HLF (now NLHF) funded project and finishes with a reflection on future visitor programming and sustainability. For details on the evaluation methodology see appendix 1.

2.0 Overview

2.1 Summary of Achievements

- All building restoration work has been completed.
- Learning and Community programming continues to attract high numbers of schools and other groups. Activities for families and adults are popular and people report high levels of satisfaction (see Appendix 5 for full data).
- Reaching underrepresented groups has been a priority. The Community Engagement Officer at Headstone Manor and Museum states that the most important of the very varied roles she has are the;

sustainable relationships made with groups such as Mencap, Skillup, WiseWorks and the Watford Recycling Arts Project. All of these relationships have been formed through workshops, specially created tours and volunteer recruitment. [Participants now] feel they can visit the museum on a regular basis of their own accord, and they can often be seen at the museum during the weekdays on group visits.

These partnerships have also led to some interesting and popular co-curated exhibitions including working with WRAP (Waste and Resources Action Group) to produce artwork for the Community Cupboard that accompanies the temporary exhibitions. These temporary exhibitions have also allowed other relationships to be formed, including with the Whitefriars Studio artists who have since led workshops in the museum.

- Volunteer numbers have increased again this last year of the programme and they provide critical support across all activity from the café, and gardening to learning programmes, and collections cataloguing. The demographic has broadened in terms of ethnicity, disability and age.
- Collections work continues and there are plans to finish digitisation in the coming months. Work is also being undertaken to improve storage and documentation (through digitisation) of the Local History Collection Archive.
 - In terms of the overall digital catalogue, *over 1200 new authority records [have been] created in the last two weeks. The online platform needs to be revised to show more information on each object. [The] goal by the end of Sept 2020 to have over 3000 unique object records with images available to the public.* (Curator and Digitisation Project Officer)

- Work on Local History Object store has become a priority,
 - Digitisation is now being used to develop resources for public use/sale,
 - Volunteer numbers have reduced in cataloguing but new efforts to attract more,
- In terms of marketing, achievements include a new mailing list and tablets to collect visitor feedback. Plans to update the website are in hand. There has also been successful promotion of a number of activities including community events and a sell-out family Halloween Pantomime along with other theatre productions. The Senior Marketing Manager stated that the;

introduction of a comprehensive marketing strategy has had a noticeably positive effect here at Headstone Manor & Museum. Executions of key areas of the strategy throughout 19-20 have allowed us to lay a solid foundation for the continued promotion of our offering.

The Senior Events Officer reported that there was an income target of £302,000 - and this was exceeded by 6%. She also stated that “*we had a target of 50 events and hit 68 for this financial year*” This is truly a success and shows what professional staff can achieve. She also felt that *our most important achievements are hitting our income and number target every year, but also reaching our [audience targets] count for community events.*

Comparing across the three years it can be seen that:

- Visitor numbers have increased,
- Community programming and school sessions have increased,
- Volunteers have increased,
- Income has increased,
- Quality care of the collections continues.

2.2 Challenges and Recommendations

Buildings

Recommendation

Care of the buildings needs to be continued and problems addressed quickly, and in an appropriate manner. Conservation is crucial if we are not to go back to the “bad old days”. It will require commitment and skills from across the Council.

Management and Forward Planning

The Cultural Development Manager is supportive of the Museum and has a clear forward plan (until 2021) for Cultural Services in the Borough. Its vision is to *Celebrate, Involve and Create* and with a desire (amongst others) to support wellbeing. There are opportunities across the Cultural Service goals for the museum to provide relevant, quality services. Museums have the power to connect and enable, and thus have an important role across not just cultural services but beyond. The impact on individuals and communities can be significant and this rather than income should be prioritised. Balancing income with quality services for ALL will be a challenge – especially with only a few permanent full-time staff. There will be a need for wider Council support.

Recommendation

It is recommended that the museum staff develop a forward plan that not only celebrates what is good (and really good) about the museum and its programming and collections/building care, but also consider what the priorities are. This should not only include making money but what the museum priorities are in succeeding as a community museum. What do you do well? What do the local people want? What is your vision? It might be that you need to “employ” a critical friend to enable discussion on this. Continuing to collect data and feedback from visitors will be important in supporting choices.

Museum adult events and Lates have struggled, whilst outside theatre has flourished. The activity plan has really been great for exploring new avenues for engagement, but we should take note of what's already been tried when to plan for the future. The Museum should build in reflection and evaluation more when planning ahead

Funding for the continuation of professional posts will be central to continuing the success of the service.

The greatest challenges I can see for the future without this role in place will be continuing to get the name of the museum into the community through outreach sessions. (Community Engagement Officer)

The greatest challenge for the Museum in the future, once the HLF roles are finished, will be continuing to offer support to the volunteers however I do hope that the

measure I am putting in place will help to address this i.e. training volunteers in leading a gardening group/ writing a management plan. (Outdoor Learning Officer)

I feel a learning service of this size deserves a full-time permanent officer, or a part time formal and informal role. There should be a freelance budget to support this. (Learning and Access Officer)

Large Scale events although successful also taken an enormous amount of staff and volunteer hours – and funds;

The large-scale events have continued to prove challenging. Particularly Halloween and Headstone Village Show. Halloween was adapted this year to become less volunteer dependent, the Panto of the Dead event was very successful and will be repeated in the future. (Learning and Access Officer)

Our greatest challenge I feel for the future will be running our community events on little income targets and trying to achieve an amazing event for the community to come together. (Senior Events Officer)

Programming and Community Group Engagement

Programming that reached a wide range of audiences has been very successful.

Despite the success in co-curation the staff still feel though they have more to achieve in the future;

During this role the thing I have struggled with most is engaging community groups to simply visit the museum. I have attempted to engage these groups by offering free outreach sessions in their own environments as well as inviting them to create material for temporary exhibitions and for free tours around the museum. Whilst this has happened to some extent it has been challenging. (Community Engagement Officer)

Reflecting on success and altering future programming as a result enables the service to remain relevant to the public.

It should be noted that reaching hard to reach groups takes time to establish links, explore common ground and community need/interest, and discuss the best approaches to create successful engagement. The best community activity is developed through conversation.

Collections

Targets set for the HLF Activity Plan were ambitious and did not allow for any flexibility due to staff capacity or unplanned issues such as the museum object store.

I think that targets in the museum collections have not been met due to the staff changes that have happened. I hope that the new collections and exhibitions officer can focus on permanently sorting aspects like location records etc, whilst curatorial

engagement projects are important – sustainability is more so. (Learning and Access Officer)

The largest challenge is the volume of work compared to the number of staff. Priorities include improving storage for the objects and cataloguing to bring the museum and archive into line with national standards, this requires an entire inventory of the collections (over 15000 in museum and 50-75000 in archive) which is a long-term project. Digitisation can run con-currently but issues with copyright and GDPR may prevent the public use of images and information in some cases (especially the archive). Volunteers will help with some aspects where discreet projects can be identified, but many of the decisions will have to be made by members of staff who have had proper training in conservation, collections care, digitisation, and rights management. (Digitisation Officer)

Recommendation

A continuing commitment by senior management to finish the digitisation is essential for long term security of the collections, and their access.

Marketing and Events

Although the Senior Marketing Officer has made real progress with the production of a marketing strategy which has clearly had an effect on promotion of key events there is a need for continuing support from the Council;

I feel that there is scope to increase marketing of the Museum. The website is going to be completely overhauled and the beta version of this is very promising - it should go live January 2020. An updated evergreen leaflet will be produced soon after this date, and there will be a plan for distribution. There may be avenues for the Council to support the Museum more - Brown Signs, our correct name on the finger posts, promotion in Harrow People magazine. (Learning and Access Officer)

The Senior Marketing Officer also recognises the need to continue to collect visitor data to inform marketing strategy, maintain databases and develop;

creative and dynamic digital content to be used across new and emerging digital marketing platforms (e-campaigns, social media and web). To include the production of photographs, video and other interactive content.

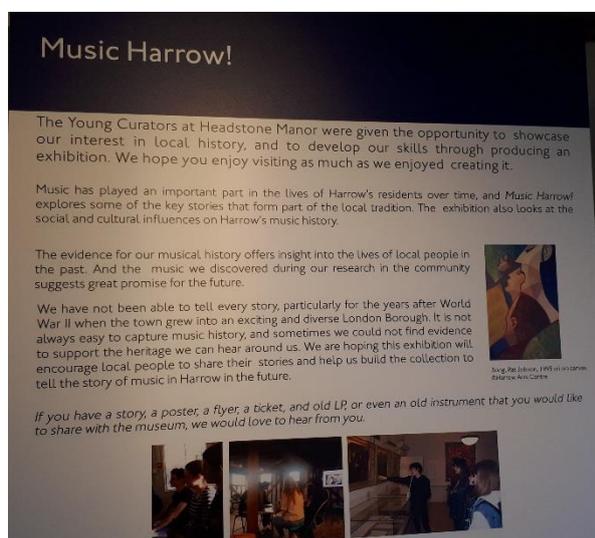
And last but not least, the use of the Great Barn for events has been a great success but it should be noted that capacity will be reached (most weddings for example are likely to be at the weekends).



Family Activity

3.0 Audiences

I believe my team has delivered above and beyond the HLF activity plan. I am so grateful that the plan allowed us to explore avenues that could work and see what is sustainable for the future. (Learning and Access Officer)



Much of this final year has been about consolidating the work of the two previous years (comparisons in appendix 1 and 2).

Audiences from a diverse demographic continue to visit and programming includes activities for children (including under 5s), families and adults. General visitors are usually from the local area and are largely families. Local people (including older people) value the opportunity to drop in for a look round the museum and a cup of tea. Being free is important to many who were

surveyed.

An Outdoor Learning Officer was finally appointed as a part-time post. She is also part time for the NLHF funded park project and thus is able to co-ordinate across both programmes. There are though, challenges in balancing the work programmes as there is an extensive parks work-plan. Her progress so far can be seen in appendix 9. Of note so far, is her work with the volunteers. It is also hoped to run a community garden project and the Outdoor Learning Officer is already running a range of family events.

The community-based work has really begun to embed itself in the museum programming, with imaginative approaches to engage visitors; including the mini museum sessions for carers and under 5s, family activities, and adult craft sessions, as well as the usual annual fayres and events. Community groups and young people have been involved in co-curation projects including exhibitions on Homes, Music and Suffragettes. Feedback is very positive (see Appendix 5).

The Learning and Access team were able to tell other professionals about their work at the Heritage Show in London, and also in print in the Group for Education in Museums Journal; reporting on the HLF Young Roots Project Whitefriars: Behind the Glass. This project appointed a Young Consultant to help plan the project, helping to select candidates for the project, and later acting as a mentor. The young volunteers from local schools and colleges were trained in museum and oral history skills to improve confidence. They researched the Whitefriars items we had in the collection and then did further research on glass making so they had this knowledge when conducting the oral history interviews (see also Appendix 11).

Key Figures

Key figures for 2019/20

Total visitors 75412

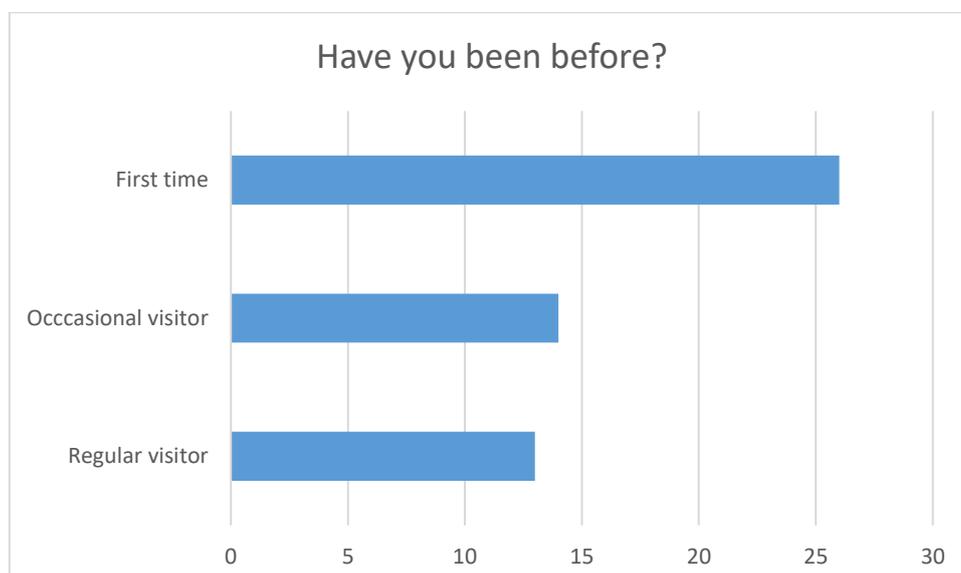
- School visits for this last year - 5515
- Other educational visits – 335
- Holiday events – 4320
- Family Events (monthly) – 1715
- Mini Museum – 650
- Outreach work – 580
- Loans boxes – 4775
- Tuesday talks – 237
- Non-school tours – 134
- Local history enquiries – 23
- Special events – 5023

Informal learning has been the greatest draw for visitors, with the team putting on hugely successful (and delightful) trails and events, such as the Teddy Bear Picnic. I am so proud of the way we attracted new audiences and celebrated heritage in such a fun way. Community Engagement has brought in new and diverse audiences and reached out into the community. I think it's great that there's lots of sustainable project outcomes in the work that this officer is doing. (Learning and Access Officer)

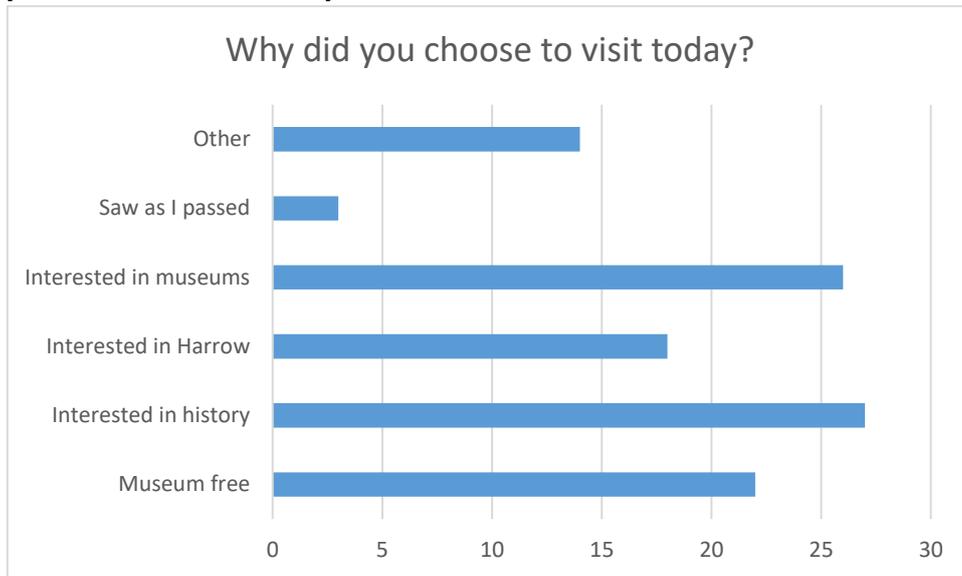
3.1 General Visitor Survey

Have you visited the park and heritage buildings before?

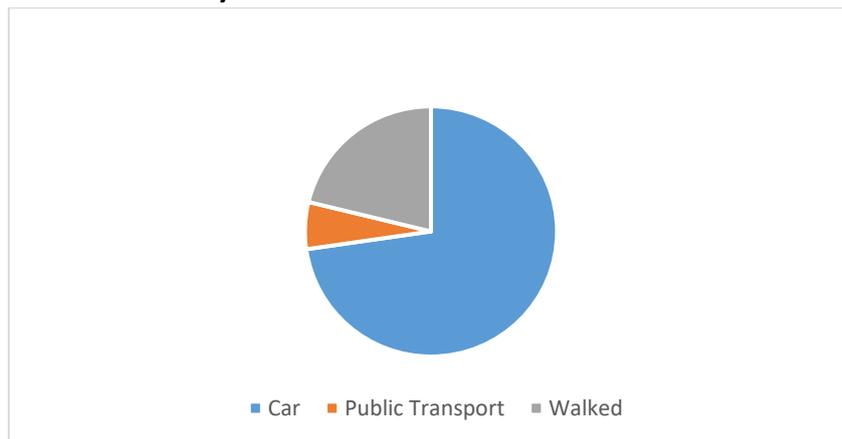
The data shows that compared to last year more visitors have been before which is unsurprising now that it has been open for longer! Many have multiple interests and sadly most (even though they are local) come by car!



Why did you choose to visit today?



How did you travel here today?



How did you hear about us?

One of our leaflets	2
Facebook/Twitter/social media	6
Email	1
From a friend/member of my family	21
From school	
Other story telling event (1), lived here all my life (3) From Kenton library (1) Book about London houses (2) Museums book (1) Live locally (4)	

Been before (1)
 On TV (1)
 Website (1)
 Searched google (1)

How much have you enjoyed your visit today at Headstone Manor Museum?



What have you most enjoyed most during your visit to the museum today?

Response to this question is diverse but generally focuses on quality displays, local history and the buildings.

The coffee in the café is excellent, the staff are helpful and very friendly and always activities for our son into barn. He loves the museum video on the history of Harrow (Visitor)

<p>History focus for comments on enjoyment <i>The history of the house and the local area</i> <i>Remarkable work in the restoration – excellent presentation</i> <i>Historical facts and beautiful setting</i> <i>History of Harrow from Medieval times onwards</i> <i>Seeing objects my mum had during the war</i> <i>Looking at maps to see where my house was built, kodak exhibits</i> <i>Varied nature of the site, good preservation, excellent interpretation – I’m interested in industry history but also suffragette exhibition and the interpretation of the buildings</i> <i>Historical times and maps</i> <i>Enjoyed the wallpaper, the talking information and whole museum</i></p>
<p>Presentation <i>Excellent presentation and variety of collections an historical</i> <i>Maps</i> <i>Well displayed history and contemporary exhibits – on suffragettes.</i> <i>Projected characters, time lines and lift for mother</i></p>
<p>Child Friendly/Interactive <i>Play area for kids</i> <i>The interactive part and the fact it’s local and relevant</i> <i>My son really likes the gas masks</i> <i>History and kids’ activities and very lovely staff</i> <i>The maps and seeing how Harrow have developed, the kids enjoyed the kitchen</i> <i>Being with family and interacting together</i> <i>Fascinating informative well set out and friendly</i> <i>Very well-presented insight int local history. Interesting and informative displays</i> <i>Wall paper and local?</i></p>
<p><i>Enjoyed everything and will come back</i> <i>Everything – its brilliant</i></p>
<p>Local</p>

We enjoyed local Harrow history, especially the suffragette exhibition, the children's' activity
Very well-presented insight into local history. Interesting and informative displays
Wall paper and local?
Local history

Staff

The staff I met and the information in the rooms
History and the volunteers knew so much
The local history material and tablet and friendly staff
Informative and interesting – really helpful guides
Volunteer I talked to
Clean, natural, history
Relaxed atmosphere, interesting and friendly
Volunteers so friendly

The site

Moat and ducks
Love seeing architectural features

Is there anything that you would improve?

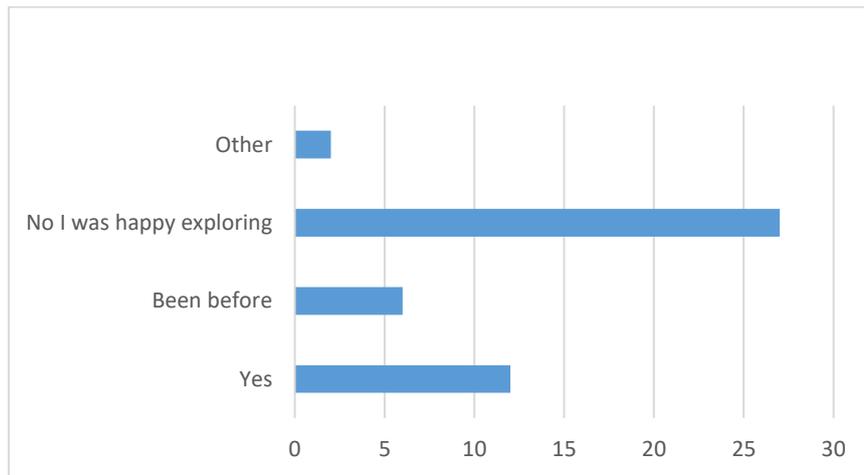
Displays

More information in map room related to today's topography – and
Magnifying lens as I can't read the names on it
Being able to turn off and on the audio visual (it repeats too often)
Would like to be able to turn off sound of commentaries
Bolder signs for age era of each room for the children's quiz
Design of Metroland and Edwardian era would be interesting

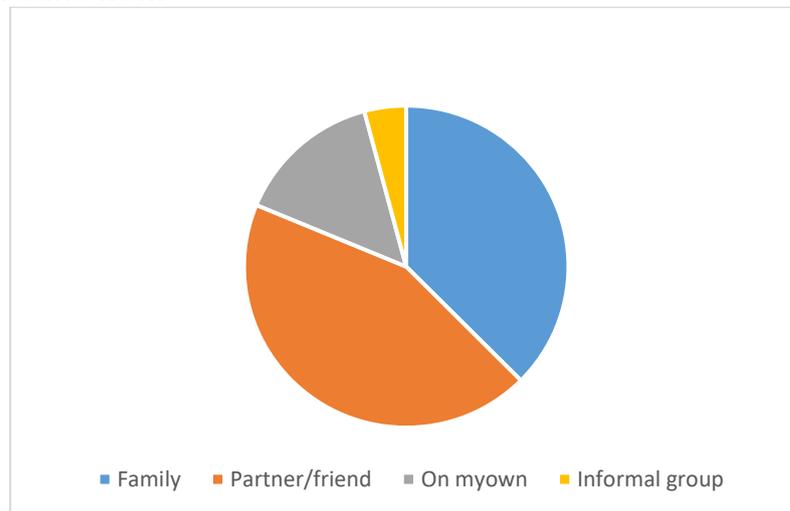
Access/Facilities

Signage is poor from Pinner. No indication of museum being open – sign should be on right not left. Sign on footbridge cannot be seen at this point
The Heating
Nice if opened until 5pm
Outside activities
More workshop for kids
Café more options, pop up in the summer

Did you use the leaflet to help you?

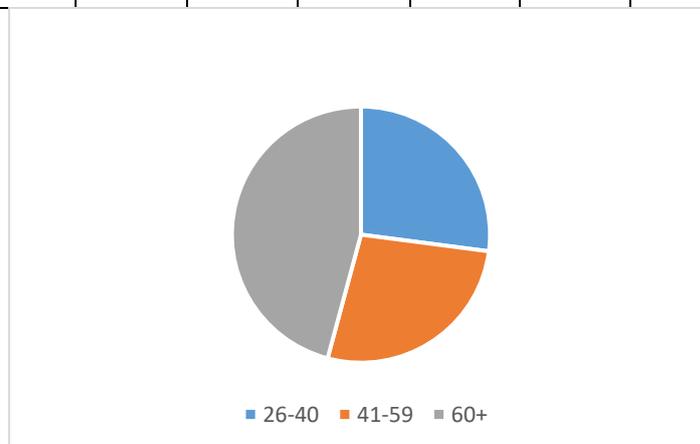


Today who did you come with:



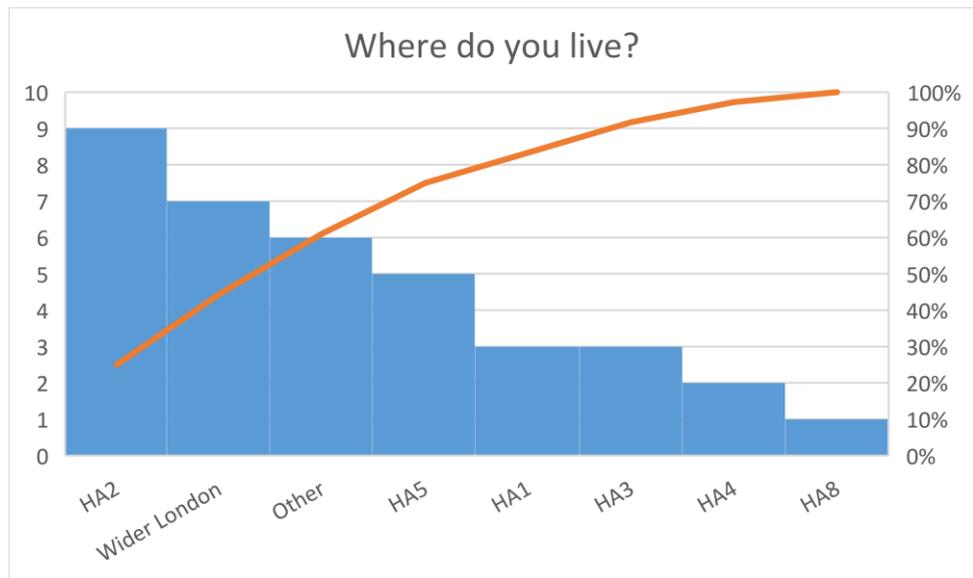
Your age

16-25		26-40	13	41-59	13	60 +	22
-------	--	-------	-----------	-------	-----------	------	-----------



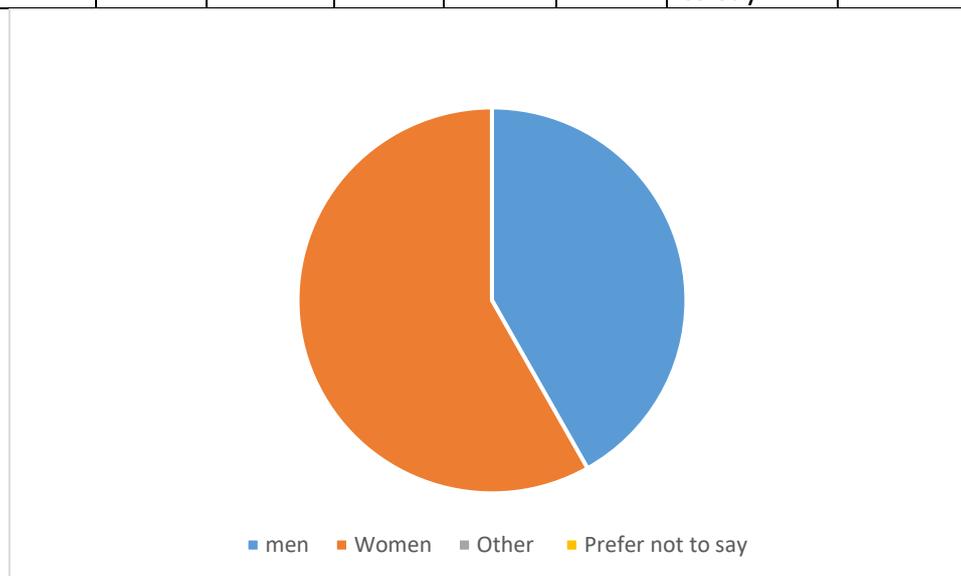
Those over 60 continue to be the largest demographic in terms of age.

Where are you from?



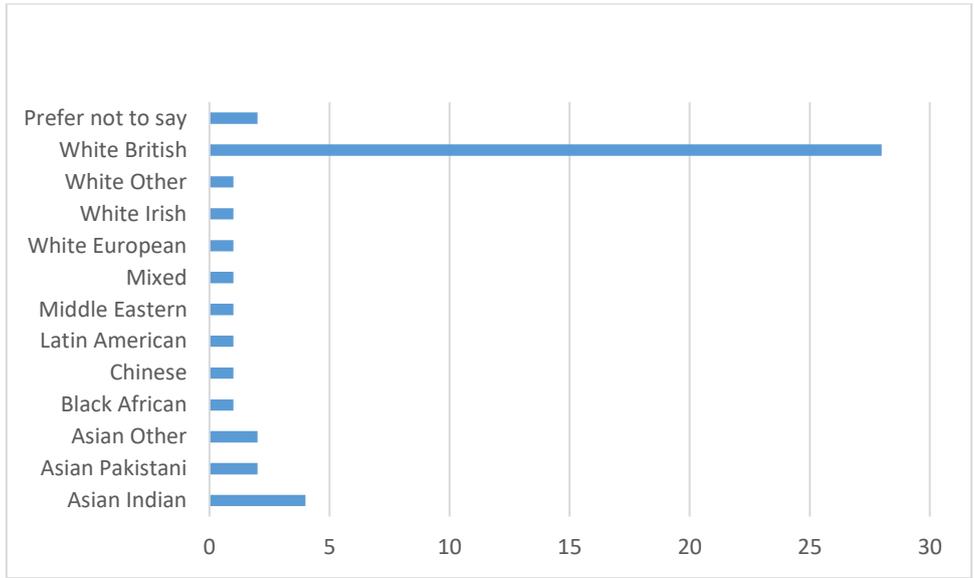
Gender

Male	23	Female	32	Other		Prefer not to say	
------	----	--------	----	-------	--	-------------------	--

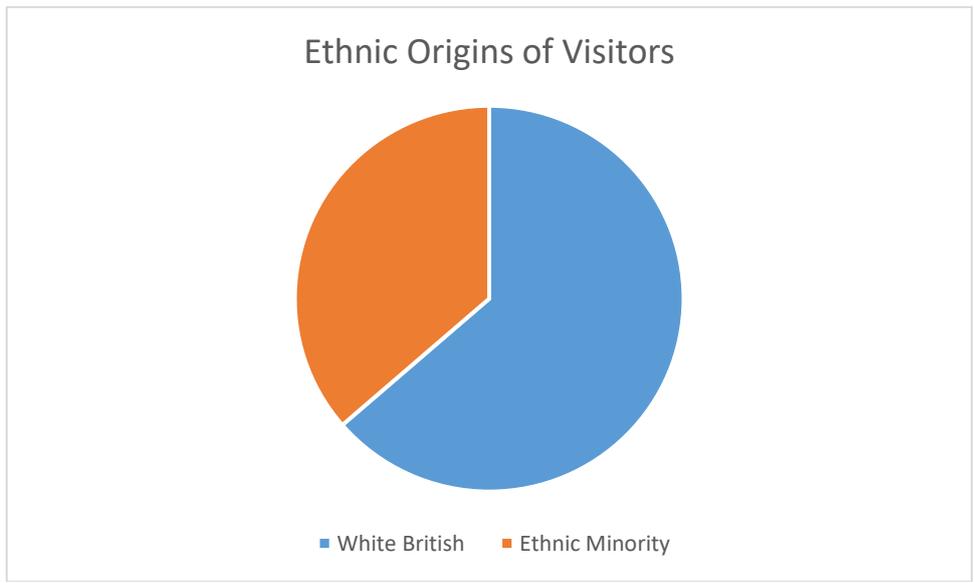


Ethnicity

Asian Bangladeshi		Chinese	1
Asian British		Latin American	1
Asian Indian	4	Middle Eastern	1
Asian Pakistani	2	Mixed	1
Asian Other	2	White European	1
Black African	1	White Irish	1
Black British		White Other	2
Black Caribbean		White British	28
Black Other		Prefer not to say	2



The total number of BAME (including European ethnic groups) has increased to 36%.





Village Show

3.2 Informal Learning Programming 2019/20

Summary of the informal learning programming written July 2019

<p>Programmes for early years (under 5's) Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Mini Museum Free (every other week during term time). Under 5's and their parents handle museum objects, sing songs, join in a craft or activity, listen to a story and socialise. 20 maximum per session. All based around local history.</p> <p>Teddy Bears Picnic A free day for families with under 5's. Museum run activities have included Museum object hunts, crafts, teddy zip wire, and bear shelter making. Local businesses (Sing & Sign, Monkey Music) participate for free, running sessions for the public. Other participants have included Harrow Libraries, Harrow Art Centre, Harrow Family Services, Hugs and Giggles Nursery. All use the event to run an activity / promote their services.</p> <p>Toddler Takeover Day A free day for families with under 5's to discover what it's like to work in a museum. Part of a 'Kids in Museums' nationwide event. Children and families undertake museum jobs; security guards,</p>	<p>Actuals to July: 103 Predicted going forward: 240 TOTAL: 303</p> <p>TOTAL: 318</p> <p>November 2019 Predicted TOTAL: 130</p>
---	--

<p>cleaners, curators, welcome hosts, collection officers and archaeologists.</p>	
<p>Programmes for Families (ages 5+) Delivered by the Youth and Families Engagement Officer and freelancers (HLF Funded)</p> <p>Family Events Free Monthly Family Workshops - based on museum collection and history. Paid Holiday Activities - based on current exhibitions. Object handling in Manor House Midsummer Storytelling - Storyteller Peter Chand was commissioned to turn Headstone's history into a children's story and weave in folk tales from around the world.</p> <p>Event Trails Hugely popular, free seasonal trails have curious visitors hunting the museum site for naughty gnomes, spooky pumpkins and Christmas baubles for the 12 Days of Headstone.</p> <p>Everyday Family Offer Available for free every day the museum is open: Art Cart, Family Backpacks, Bill the Duck House Trail, Teen Trail, Nature Trail, Tablet Tour, Bakehouse Tudor pay room, Granary Dressing Up and interactives in the house</p> <p>Uniformed groups Evening Guides, Brownies, Scouts and Beavers had exclusive run of the museum. They complete tasks to earn their Local Knowledge Badge.</p>	<p>Actuals to July: 375 Predicted going forward (including summer holidays): 1625 TOTAL: 2000</p> <p>Actuals to July: 2000 Predicted going forward: 2,200 TOTAL: 4,200</p> <p>Total predicted visitor numbers for 2019/20: 55,000 (large proportion are families)</p> <p>TOTAL: 70</p>
<p>Youth Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Work Experience / Placements 8 work experience students and 1 university placements (University of Leicester Museum Studies MA) undertake various tasks to understand the different behind the scenes jobs it takes to run a museum.</p> <p>Duke of Edinburgh Volunteers Support our front of house team by welcoming visitors and assisting the Duty Manager at weekends to earn their award</p> <p>Young Volunteers Helping with large community events, family workshops and object handling in school holidays</p> <p>Projects</p> <p>Young Curators</p>	<p>Actual: 9 Predicted: University Placement: 1 Total: 10 Actual: 2 Predicted 6 Total: 8</p> <p>Actual:9 Predicted: 5 Total: 14</p> <p>Total: 9</p> <p>Total: 6 GRAND TOTAL: 47</p>

<p>A group of 16-24 year olds have given over 300 hours in the summer holidays 2019 to research and design the autumn exhibition about Music in Harrow</p> <p>Young Marketeers repeat (Arts Council funded initial project 2k)</p> <p>16-18 year olds used digitisation, collection objects and apps to create new marketing resources for the museum.</p>	
--	--

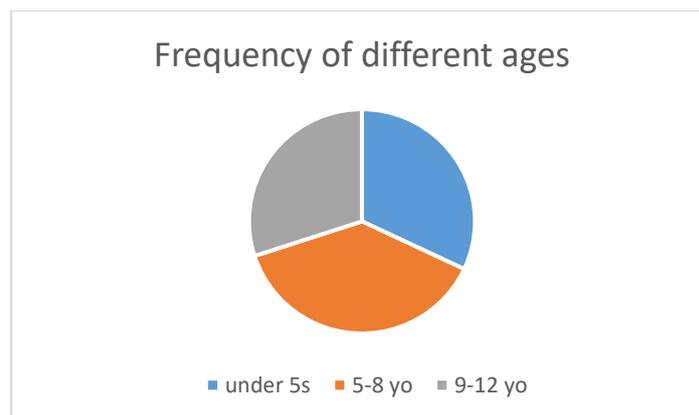
Data was collected from a range of programming and the feedback from participants is shown below. In general feedback shows that visitors are very satisfied with their experience and intend to visit again.

3.21 Feedback on Family workshops 2019

Sebastian was delighted with his toadstool (parent)

33 replies to short survey were received from those attending family workshops which are held regularly in the granary. Children ranged from babies to 12 year olds and came because it was fun! Most heard from Facebook.

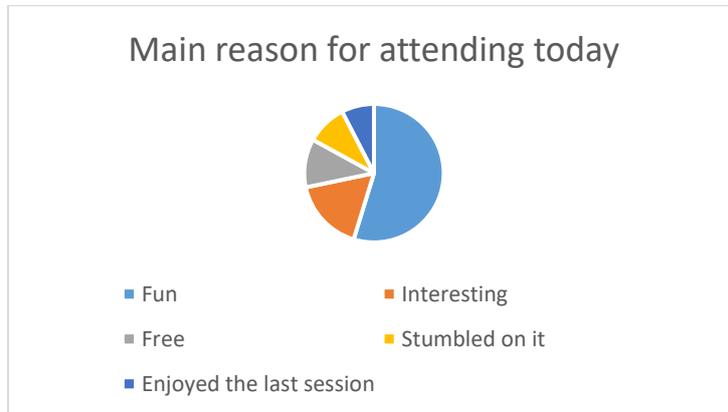
Age of children



How much did you enjoy the workshop?



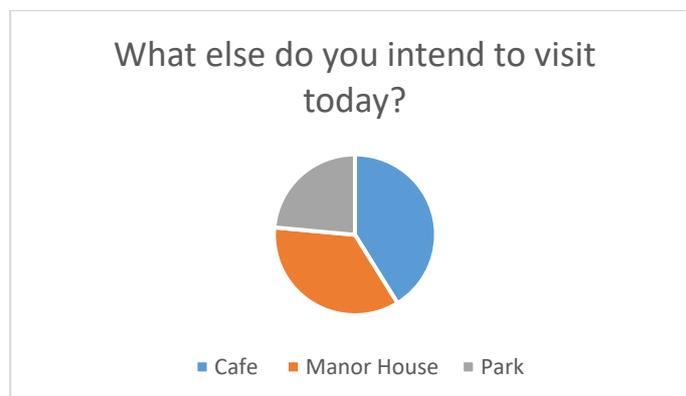
The Main reason for visiting?



How did you hear about it?

Media	frequency
Facebook	11
Twitter	10
Instagram	10
Website	7
Word of mouth	6
Museum leaflet	4
School visit	0

What else do you intend to do while you are here?



How did you get here?

Car	26
Walked	4
Public Transport	1
Other	0

Responses to open questions were very positive and showed how popular these activities are amongst families from different ethnic backgrounds. When asked what they enjoyed most people commented on the friendly and supportive staff;

*Very friendly staff and lots of decorations for the kids,
Friendly atmosphere, facilities,
Kind and helpful volunteers.*

They also appreciated the creative opportunities;

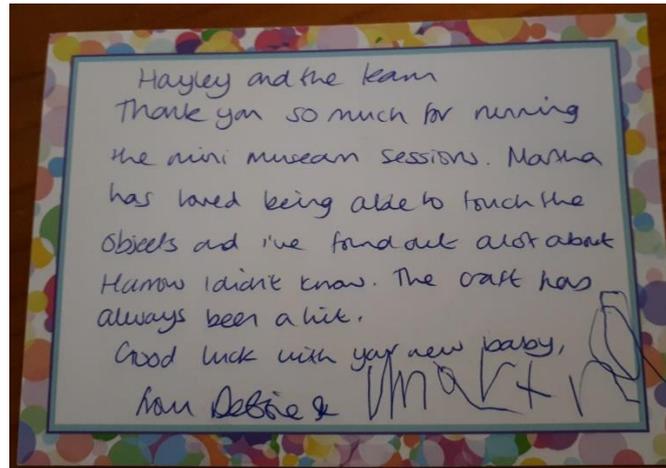
*Enjoyed using their hands,
Fun craft event,
Good quality materials and activity which supports creativity,
Enjoyed using their creative skills and the permanent markers,
I enjoyed all of them. No need to pre-book. Affordable for all,
Making something with the children.*

They clearly appreciate the diverse opportunities that engaged their children effectively. Using bright, fun resources, and having time and freedom to be creative, and invent own designs, was reported as a priority;

*I liked putting on the flowers and the buttons (child),
Liked making things especially fairy types,
That the activity was creative and children able to take it home.*

When asked what could be improved most said nothing; *No improvement required - brilliant session, can't think of anything.*

Those that did suggest something commented on wanting more sessions, more activities, and more staff!



A thank you letter

3.22 Feedback from Adult Art Craft Club

I really enjoyed being here. Thanx

*Very interesting skill, teacher excellent
(participants)*

Summary of Feedback

- Ages varied - either mothers with a bit of time to themselves or older retired people.
- Most respondents had been to more than one session.
- They all reported enjoying it very much!
- The most frequently stated motivations for attending were because the topic *sounded interesting* and it was *something to do without children*.
- Social media was the best way of promoting activities.
- They most enjoyed *learning something new* and *appreciated the patient tutor and friendly atmosphere*.
- They would like more!
- They live across HA2, HA3 and HA5.
- Most came by car but others used public transport or a bike

4.0 School programming

Formal learning has flourished, with us over capacity in busy periods. All targets have been excelled. This is mainly in part to the new museum allowing schools to stay for full days. The content of the museum fits perfectly with the curriculum and I'm confident it will do in the future! I'm probably most proud of our secondary school work. It's a massive challenge for any museum to attract KS3/4/5. I think all the work we've done creating Headstone Manor and Harrow based content for use in their lesson plans has paid off, with the whole year group visit. I'm hopeful that this relationship can be sustained. (Learning and Access Officer)

Formal learning report July 2019 .

<p>Formal Learning</p>	
<p>Delivered by Learning and Access officer and HLF funded freelance team</p>	<p>Actuals to July: Pupils: 490 Predicted going forward: 2000</p>
<p>Primary School KS1 & 2, and Special Schools</p>	
<p>Whole class visits to the Museum to participate in our national curriculum focused school's sessions. There are 16 of these in total for schools to choose from. Focusing on history, geography, art and design technology.</p>	<p>Actuals to July: Pupils: 490 Predicted going forward: 2000 Pupils 35</p>
<p>Whole class visits to the new museum, using our specially created school's trails</p>	<p>Staff and adult helpers: Actuals to July 140, predicted going forward 385</p>
<p>Special School session based around our Tudor Farm</p>	<p>TOTAL: 5,540</p>
	<p>Uses. Actuals to July: 1,180, predicted going forward 1,963</p>
	<p>TOTAL: 3,143</p>
	<p>Uses: 720</p>
	<p>Predicted extra uses: 320</p>
<p>Loans Box Service</p>	
<p>Our loans boxes are used by schools across the borough. They were refurbished in 2011 with a John Lyons Charity grant and focus on history, particularly that of Harrow</p>	<p>Participants:360 (with 60 estimated on site visit)</p>
<p>Secondary School KS3</p>	
<p>The Museum has been working to produce a collection of local history resources which tie in with Nower Hill's curriculum for</p>	<p>Starting October 2019: 360</p>
	<p>Uses in school:</p>

<p>Years 8 & 9. These are harrow specific and cover topics such as Medieval women in positions of power, Medieval peasants, The Civil War, Railways and Industrial change in Harrow, WW1, WW2 and Suffragettes.</p> <p>These materials are also being used by Bentley Wood, and the plan is to roll them out to all Harrow Secondary Schools.</p> <p>Nower Hill Easter Homework project and competition Homework was set by the history department for Year 8 to visit the museum / answer questions on Headstone Manor. The competition will run again in 2020 with Year 7 pupils.</p> <p>Nower Hill whole year visit to Headstone Manor. All Year 7 pupils will come and visit Headstone Manor.</p> <p>KS4 & A LEVEL The Museum worked with Cannon’s Lane Geography Dept. to integrate local knowledge into their lessons.</p> <p>Projects Takeover Day – Kid’s in Museums Working with St John Fisher school to develop roles for their pupils as Museum “meet and greet” tour guides.</p>	<p>20 TOTAL: 1700</p> <p>Pupils: 60 Visitors: 90 TOTAL: 140</p>
<p>Youth Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Work Experience / Placements 8 work experience students and 1 university placements (University of Leicester Museum Studies MA) undertake various tasks to understand the different behind the scenes jobs it takes to run a museum.</p> <p>Duke of Edinburgh Volunteers Support our front of house team by welcoming visitors and assisting the Duty Manager at weekends to earn their award</p> <p>Young Volunteers Helping with large community events, family workshops and object handling in school holidays</p> <p>Projects Young Curators A group of 16-24 year olds have given over 300 hours in the summer holidays 2019 to research and design the autumn exhibition about Music in Harrow</p> <p>Young Marketeers repeat (arts council funded initial project 2k) 16-18 year olds used digitisation, collection objects and apps to create new marketing resources for the museum.</p>	<p>Actual: 9 Predicted: University Placement: 1 Total: 10 Actual: 2 Predicted 6 Total: 8</p> <p>Actual:9 Predicted: 5 Total: 14</p> <p>Total: 9</p> <p>Total: 6 GRAND TOTAL: 47</p>

Comparison of topics covered in the first and last years of the project

2017 School Topics	2019/20 School Topics
Great Fire of London	Great Fire of London
Toys	Toys
Owls	Owls
Mrs Beeton and the Railways –	Mrs Beeton
Elbow Grease	Elbow Grease
Fields to Factories	Fields to Factories
Romans	Romans
Tudors Rich and Poor and Herb session	Tudors
Stone Age	Stone Age
	Outdoor learning
	World War Two
	World War One
	Take over day

Comparison of Schools using the service (with blue showing repeat visitors)

Schools 2017/18	Schools 2019/20 so far
St John Fisher	St John Fisher (KS1)
Pinner Park Infants	Pinner Park Primary (KS1)
St Teresa's	St Teresa's (KS 1)
Krishna Avanti	Krishni Avani (KS1)
Longfield School	Longfield Primary (1)
Earlsmead School	Woodhall (KS1)
Weldon Park	Norbury school (KS2)
St Anselm's	Durston House (KS1)
Marlborough	Newton Farm school (KS1)
Harrow Primary	VPS (KS2)
Harlyn School	Stanburn School (KS1)
Grange School	Alpha Prep (KS2)
Glebe Primary	Cannon Lane (KS1)
Pinner Park Juniors	Alexandra SEN (KS1)
Harrow College	Stag Lane (KS 2)

4.1 Feedback from Teachers (Total 37 replies)

The data below collected from all school visits across the three years shows an overwhelming positive set of feedback from teachers; bringing classes from across the age spectrum (although most are of KS1). Data from this last year (2018/19) is similarly positive and illustrates the quality of the service and its ability to offer what teachers want. Teachers report not only the relevance and creative approaches used to deliver activities, but also the friendly and able staff. The NLHF (HLF) funding has enabled increased capacity.

How happy were you with the following?

	1	2	3	4	5
Booking and pre course liaison				3	34
Facilities				9	28
Session Leader				2	34
Session content and activities				2	35
Relevance				1	36
Overall				3	34

How successful was the session in fulfilling these key areas?

	1	2	3	4	5
Knowledge				2	35
Skills				5	32
Finding out about the Museum			1	5	28
Inspiration				4	28

What did you appreciate most?

The use of resources in the session. They have learnt so much that I have no comment we enjoyed everything. The session was absolutely amazing – thank you for a fabulous morning (Teacher)

Key areas teachers appreciated most

Staff
Leader's interaction with children
<i>The session leader kept the children's attention</i>

Behaviour management was very sympathetic and effective. Great morning – thank you

Friendly staff

The workshop was excellent – very interactive and staff were informative and helpful

The enthusiasm and passion shown from the workshop leaders. A fantastic and very informative workshop for the children

Staff were very friendly and supportive

The leader's knowledge – we loved it all

Experienced teachers who are so enthusiastic it really engaged and excited pupils

Friendly staff, nice atmosphere and a lot of information

– good behaviour management.

The staff have been very friendly and helpful especially during the workshop activities

A great museum on our doorstep. Well organised, variety, helpful and friendly and knowledgeable staff

Activities

The Hand- on sessions

Interactive and engaging session

Really good storytelling and child friendly (link to Sunlife was a bit obscure (but effective once they had seen it!))

The story of the old owl

Loved the range of photographs and engaging sessions

Educational sessions

That it was related to Harrow – we loved it all – lots of ideas to take away

The modern house

Practical work with clay

The artefacts

Children enjoyed playing with the old toys, some they had never seen before. Visual and fun – I particularly enjoyed the last bit when they were asked about which toy do you like most.

Feeling and sorting toys

Fun activities and art activity

Children loved the opportunity to share and act

Seeing a real Tudor House and learning Tudor dancing – and wearing Tudor costume. S

Interactive workshop and trail guide

Wonderful presentation of the Fire of London – very interactive session

Role play for children – plenary was good

Playing with the toys, old and new – especially linking with materials – really great morning

interactive for the children

Talking through old and new toys – exploring different materials

Appropriateness

Workshop was well suited to the class

Workshop was amazing, session in the museum was a good introduction before the workshop.

Thank you so much for an enjoyable and informative morning. The children loved it! (Teacher)

What did you like least?

Almost ALL teachers had nothing to report here.

Areas teachers commented on that they felt needed improving

Self-led Trail Self-led trail – would have been helpful to have an adult Self-guided tour was a bit long for my class. Would have liked more time on art activity.
Facilities A bit cold in the ban The cold The noise level of the building No hot water! Sink downstairs was broken so we had to go to the public toilets at lunchtime
Other I wish there was more time for the children to draw

I wanted to say a massive thank you to you and everybody at Headstone Manor for allowing us to visit and helping us so much. It was really nice to get every student out on an inclusive visit to experience their local history and take advantage of an excellent resource so close to school. I know that our students have enjoyed it too. We are hoping to develop and integrate more local history into our curriculum going forward. (Teacher)

5.0 Co-curation exhibitions

Summary of Temporary Exhibitions

Co-Curated Temporary Exhibitions 2019

January to April 2019

More Than Brushstrokes

This exhibition worked with local artists from the Whitefriars Studios (based in the old Winsor and Newton Factory building), who exhibited their work alongside Winsor and Newton artefacts from the museum's collection.

Colourful Stories

This exhibition ran alongside the More than Brushstrokes exhibition and focused on displaying stories from people who had worked at the Harrow Winsor and Newton Factory.

A Snap Shot of Harrow

This Visitor Centre exhibition case was focused on the story of the father of one of the museum's volunteers who worked in the Harrow Kodak factory and had many objects and ephemera from his time there.

May to August 2019

A Place to Call Home

This exhibition looked at homes and houses in Harrow, displaying numerous objects from homes throughout time now in the museum's collection. It also engaged with the local community in a small outreach project in order to collect photos of the insides and outsides of people's homes.

Thoughts of Home

This community exhibition was a display of artworks created during an open drop-in workshop at which people from the community came and created their homes, whether those were past, present, or future dream ones.

My Home

This Visitor Centre exhibition focused in on a specific house from Harrow; an old Victorian building that was built on the site of a medieval farm. An oral history was collected from this, speaking to the current owners of the house. engaging the visitors in order to get them to think about their own homes.

September to December 2019

Young Curators Exhibition – MusicHarrow!

This exhibition was curated by a group of Young Curators who researched the history of music in Harrow, did outreach with various groups around the local area, and produced text and interactive games and videos for this temporary exhibition.

Painting to Music

This community cupboard exhibition displayed work from the members of

The co-curation exhibitions have been a great success both in development and for visitors. The information box above shows a brief summary of co-curation programming. The full details are in Appendix 11. The diversity of the community groups involved and topics covered has been exciting. However, staff feel it has continued to be a challenging aspect especially as visitors from the communities around the museum (who are from a range of ethnic and cultural contexts) already visit regularly. The focus of recent activity has been to attract more young people and thus the two co-curation projects based on the Music in Harrow which has focused on a relevant topic for young people. Co-curation is by its very nature a challenge but offers a genuine opportunity for local people to actively involved in the museum activity.

6.0 Volunteers

Dear Vicky

The Peace Garden has been successful and attractive; the latest set of roses that were planted this year are the wrong height and type of rose. Vicky's direction and Steve' have meant there has been more directed purpose in what the volunteers do so that the energy is not dispersed (Volunteer)

6.1

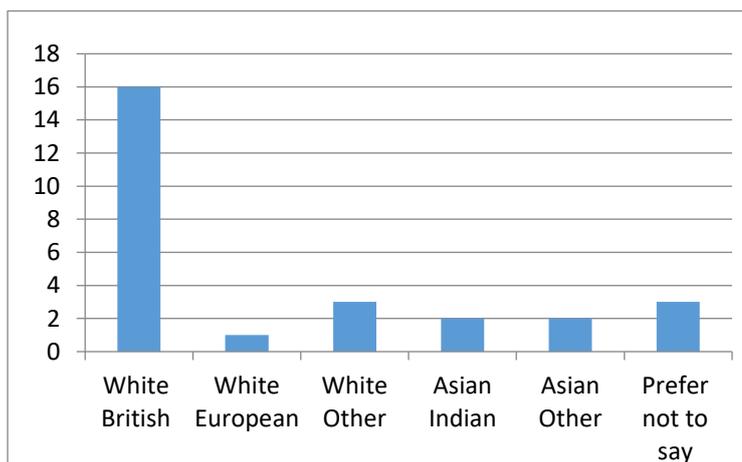
Volunteer demographics

The tables
2018/2019
of
data is in

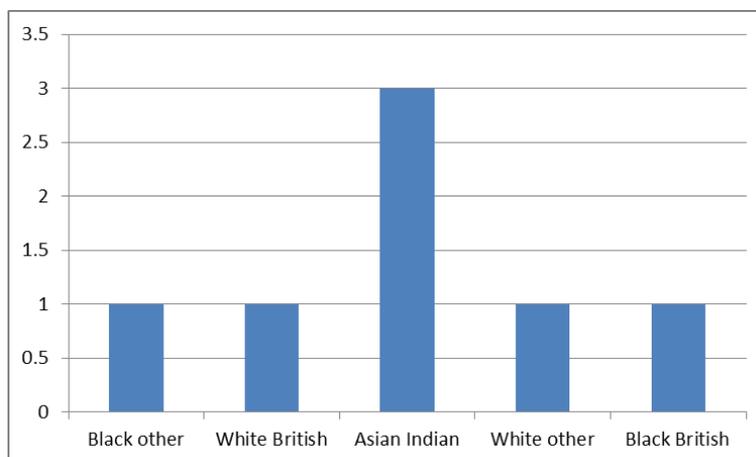
below compare data across 2017/18 and
and clearly shows an increase in diversity
volunteers across all demographics. Full
Appendix 6.

Black, Asian and Minority Ethnicities

BAME: 2017/18



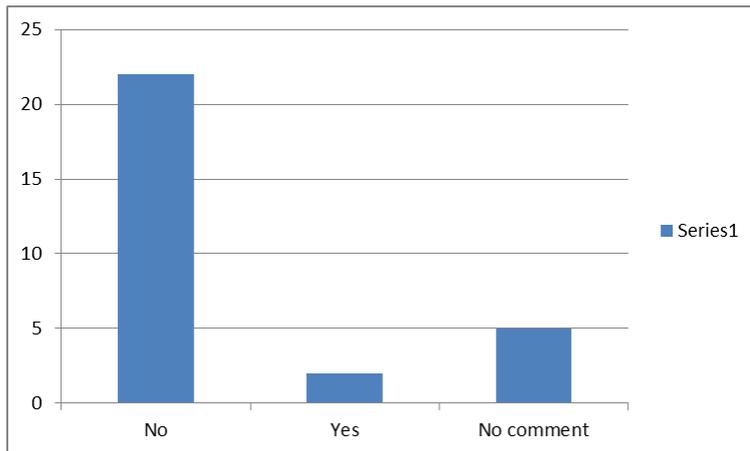
BAME 2019



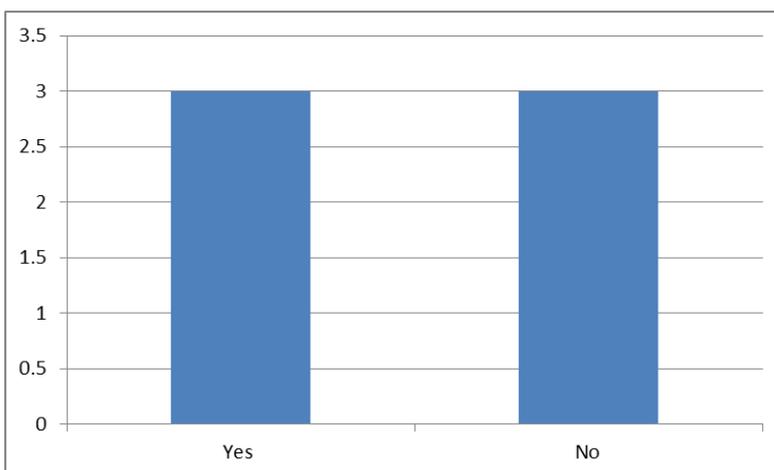
It is clear that the demographic profile linked to ethnicity has become much more diverse and thus more representative of the local communities. There has also been an increase in those who report a disability (see below).

Disability

Disability 2017/18



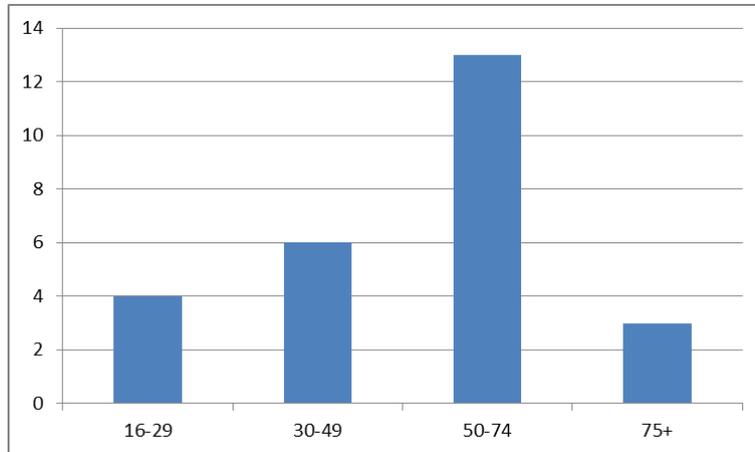
Disability 2018/19



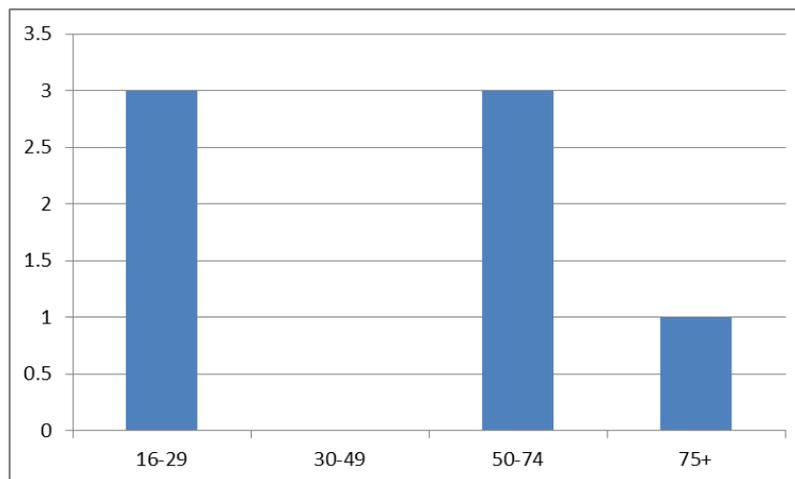
Age

The tables show that younger people have increased as volunteers; this have been part of programming which focuses on working with young people.

2017/18 data on Age

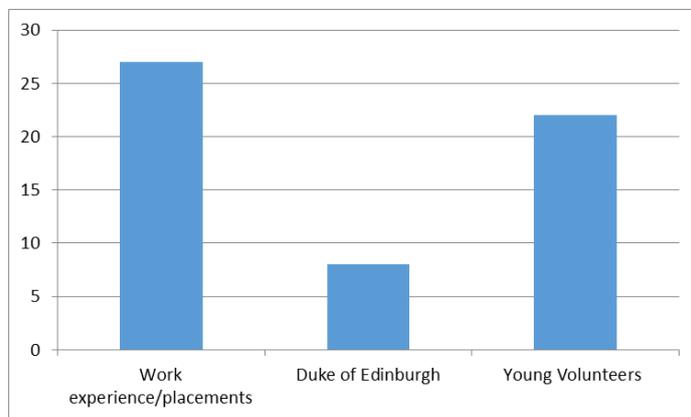


2018/19 data on Age

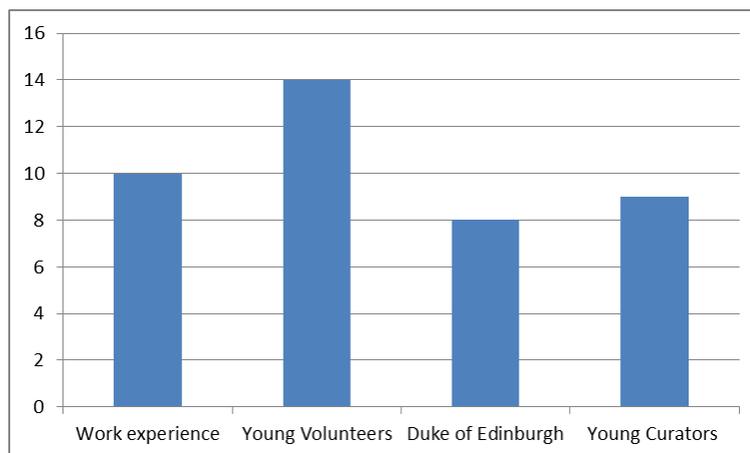


Young People have been volunteering specifically as part of work placements and work experience, Duke of Edinburgh Award, and as general volunteers. The diversity of opportunities has continued to attract young people interested in different opportunities.

Young people's volunteering activity 2017/18



Young People's activity 2018/19



6.2 Volunteer hours

Volunteer hours continue to grow and across a range of activities; the café being a main focus but also learning support and the Garden club. They are essential for the successful running of the Museum.

Volunteer hours across the period 2018/19

	April	May	June	July	August	September
Café/ Barn general opening	232	232	232	232	232	232
Tuesday Talk	0	0	0	2	2	2
Collections	6	6	6			
Garden Club	50	33	104	114	74	80
Office support			5			
Local History						
Learning support	16	24	104	203.5	570	12
Special Events		120				
Consultation/ HLF/ Training						
TOTAL						
HLF Skilled Total						
HLF Unskilled Total						
HLF Total						
Work Experience	0	50	20	80		

Volunteer hours across talks

Total for half the year 2019	Assuming similar numbers for total year 2019/20	Total 2018/19	
1392	2784	2492.1	Café/ Barn general opening
6	12	42	Tuesday Talk
18	36	666	Collections
479	958	602	Garden Club
5	10	0	Office support
0	0	135	Local History
929.5	17730	886.5	Learning support
120	240	380	Special Events
0	0	37.5	Consultation/ HLF/ Training
2949.5	5899	5241.1	TOTAL
0		1161	HLF Skilled Total
0		0	HLF Unskilled Total
0		89	HLF Total
			Work Experience

7.0 Collections

My most important achievements are in relation to the Local History Collection Archive, which was not originally included in the activity plan but is a large and important collection that has been held by the museum since 2013. With guidance from other local authority archives, I developed a 12 month plan to physically restructure, inventory, and catalogue the archive, whilst at the same time continuing with the digitisation goals. (Curator and Digitisation Officer)

Collections work continues and although progress has been slower than desired due to changing staff there are a number of important areas of progress (see appendix 8 for full details). These are:

- Progress on digital catalogue of museum and archive for public access online;

The catalogue is currently being set up for location, donors, and category hierarchies which will help to organise the individual object records (these are linked) and to facilitate locating each object by members of staff. Over 1200 new authority records (location, etc.) created in the last two weeks. The online platform needs to be revised to show more information on each object. [The] Goal by the end of Sept 2020 to have over 3000 unique object records with images available to the public. (Curator and Digital Project Officer)

I have created a structure for our Collection Management Software (location trees, accession information, record trees) which will enable the digital cataloguing of both the archive and museum collections. The collection management software itself (CALM) was purchased [earlier and d]uring the next 10 months, a large goal is to make at least 3000 records (objects) available to find in the online catalogue including both catalogue information and photographs or scans. (Digitisation Officer)

- Continuing training of staff and volunteers. Staff went on a range of training including on how to run a safe tour of the stores. Concerns were raised about public safety and object safety in relation to the current state of our stores. Future tours may be developed but only once concerns have been addressed and training redone. Plans are also currently underway (November 2019) to renovate the Local Studies Archive Store & the workroom for safer access and possible tours in the future. **Other courses** included Agile Project Management Course, Spectrum 5.0, and Digital Archives Learning Exchange at National Archives in Oct 19. Future training schedule including further digitalisation through the National Archives and the Museum of London. Volunteers have completed manual handling and archive cataloguing, with more planned on oral history training in the future. The Curator and Digitisation Project Officer undertook *Training in digitisation, GDPR, digital policy, SPECTRUM Inventory, and various informal training at other Local Authority archives.*

- Public Access

We have joined other archives and museums in tweeting monthly under the hashtag #GreaterHeritage on a specific theme. We announced the closure of the Local History Collection in all libraries and on our website. New brochures for 2020 will include information on the digitisation project and Local History Collection closure. Information regarding collecting roadshows taking place at local libraries in Feb 2020 has gone out; these events will collect material, oral histories, photographs, and other material for our May exhibition. Starting in November, the collections will tweet each week with links to other social media, with #MuseumMonday and #ThrowbackThursday alternating between the museum and archive collections, respectively. (Curator and Digitisation Officer)

- There have been a range of public access events and more are planned for 2020 including the Heritage Open Day and local roadshows. Digitised material has also been selected for education packs – to make accessible and provide income. Marketing of the online catalogue and market – due early 2020. Plans are also underway to develop an exhibition with the Harrow Natural History Society including possible donations in 2020. Collecting for other up and coming exhibitions is also continuing including Jane McAdam's exhibition due to open in January 2020, a local artist.

Volunteers continue to support the team and they have also taken part in training including manual handling and archive cataloguing. They undertake about 2 to 4 hours a week volunteering. There are plans to attract more volunteers.

8.0 Marketing and Events

“Fantastic museum with lots for all ages. Great cafe too” – *Adrian Hieatt – Visited Nov 19*

Marketing

The Senior Marketing Office reports the importance of the new marketing strategy which he says is;

noticeably positive effect here at Headstone Manor & Museum. Executions of key areas of the strategy throughout 19-20 have allowed us to lay a solid foundation for the continued promotion of our offering. These key aspects include the introduction of a customer list, the ability to collect key visitor information using remote devices and delivery of dynamic marketing campaigns covering both print and digital.

He also felt that successes included:

A new mailing list and e-newsletter has been established, with currently 211 subscribers

- 2 interactive tablets are now in position to collect visitor data and encourage mailing list sign up,
- Redevelopment work on the current website www.headstonemanor.org has been confirmed and will be completed in Jan 2020,
- 2 sell out performances of our first ever family Halloween Pantomime,
- Successful promotion of 2 large community events, May Day at the Manor & Headstone Village Show,
- Production of 3 seasonal brochures to promote all museum activity,
- Signage plan executed to improve visitor experience and promote visits to Visitor Centre and Café,
- Investment in a Social Media Scheduling tool allowing for the execution of a Social Media marketing plan,
- Successful promotion of 2 outdoor theatre productions, Alice in Wonderland and A Midsummer Night’s Dream. A total of 723 audience members attended,
- Successful promotion of a Museum Late event. A total of 70 audience members.

Feedback on Social Media has been very positive;

Fabulous local museum, you can learn about the full History of Harrow and the surrounding area. A must for children. There's always a treasure trail for kids and more. (Omar Ramroop – Visited Oct 19)

Fascinating history is well explained, following renovation. (Tim Brown – Visited April 19)

Events

The Senior Events Officer reported that there was an income target of £302,000 - and this was exceeded this by 6%. She also stated that; “*we had a target of 50 events and hit 68 for this financial year*”. This has clearly been a very successful year. She commented on the fact that there will be a limit on the number of weddings and other events that can realistically be held in the Great Barn as most people wish to hire it at the weekend.

Feedback from satisfied customers

As soon as I saw this Venue, I knew it was perfect for my Indian wedding. The location was ideal for all of our friends and family and no one could believe that such a beautiful venue was available in Harrow – all of our guests loved it! The Barn and the grounds were stunning. Our day ran as smoothly as possible, thanks our event manager. Nisha, Wedding, Sept 2018

The great barn was the most stunning venue we had visited. We had the most magical ceremony with our closest family and friends. The team were beyond phenomenal, helping organise every aspect of the wedding ensuring the day ran as smooth as possible. We will forever be grateful to the team, no words can justify how amazing they were. Thamilini, Wedding, July 2018

I recently got married here and I had the most amazing time, the location was very local but I didn't feel like I was in Harrow at all. The barn itself was beautiful which made the décor very easy, all my guests loved the barn and claimed it wasn't the kind of 'barn' they were expecting. It also has the most amazing staff working behind the scenes; they were so accommodating throughout the planning process and on the day. I'd definitely recommend this place. Sarah, Wedding July 2018

For full data see Appendix 10.

7.0 Management and business

The greatest challenge moving forward is ensuring that the museum is financially self-sustaining – cuts to local authority funding over recent years means there is a real risk that we may lose our current subsidy so we need to ensure that our commercial activities adequately support the museum so that we can continue with the excellent progress the funding has enabled us to make. (Cultural Development Manager)

The Cultural Development Manager has, as part of the Council Heritage and Arts Strategy, a vision to “keep the museum as accessible to everyone as possible. We are continuing to grow our commercial arm of the museum in order to support the longer-term operation. We will be pursuing sponsorship and grants for project led activity”. There are also plans to commission Adult and Learning to run heritage led course and workshops. Having the “Cultural Strategy” offers a clear lead for staff – who in turn need to develop their own plan focusing on the essential areas of museum activity. This would develop a specific strategy for key museum audiences and enabling access opportunities and meaningful engagement. Taking time to reflect on what has been most successful (and hence also least successful) through this NLHF funded period will help think about future focus.

The separation of business (barn and cafe), learning (granary), museum (small barn and house) has helped create a sustainable model. Yes, access has been lost slightly to the Great Barn, but this is more than made up for in terms of access to a new, free, museum. (Learning and Access Officer)

Marketing is, of course, essential in attracting new (and continuing) audiences and with the new strategy will hopefully continue to support programming and increase visitors.

Museum adult events and lates have struggled, whilst outside theatre has flourished. The activity plan has really been great for exploring new avenues for engagement, we should take note of what’s already been tried when to plan for the future. The Museum should continue to build in reflection and evaluation when planning ahead. (Learning and Access Manager)

APPENDICES

Appendices

Appendix 1 Evaluation approach	45
Appendix 2 Previous data	57
Appendix 3 Feedback forms from Evaluator 2019	63
Appendix 4 Data collected in 2019	68
Appendix 5 Learning Programmes 2018/19 and 2019/20	69
Appendix 6 Volunteer data for 2017/18 and 2019	87
Appendix 7 Staff feedback	93
Appendix 8 Collections and Digitisation summaries	97
Appendix 9 Outdoor Learning summary	103
Appendix 10 Marketing and Events details	109
Appendix 11 Other data	113



Appendix 1: Evaluation Approach and Summary of Outcomes

Evaluation approach

The evaluator developed data collection tools within an evaluation framework to enable the gathering of evidence against each of the project aims. Data has been collected by the evaluator herself as well as by members of the museum team and has included;

- feedback from visitors,
- reflection from staff using a reflective feedback sheet,
- discussion by the evaluator with team members, volunteers and visitors,
- observations collected by the evaluator attending a range of events.

Table 1: Evaluation approach

Qualitative Measures	Approach used
All members of the Project Team and Partner Organisations will be asked to provide their feedback on the process and outcomes of the project.	Evaluation Framework and evaluation forms. Feedback from relevant stakeholders collected via meetings, events, and email.
Comments from event participants and the public will be recorded from the outset of the project and reviewed regularly to ensure the project responds to the views of the community.	Feedback forms. Informal discussion with participants. Outputs, press, photos etc. also collected.
Early consultation events established public opinion of the current heritage offer. At the conclusion of the project the same questions will be asked about the new heritage offer to measure the impact of changes.	HLF Application included consultation with relevant groups and communities. Schools feedback from the previous years has been gathered as a baseline. Reflective feedback via the Community Engagement officer and initial pilot activity collected. Feedback at events attended by evaluator during building phase, including with volunteers, locals and non-locals.
Press and publicity created by the project will be collected.	Collected by Project Manager.

Monthly monitoring of the project budget	Undertaken by Project Manager.
Records of attendance at consultation events; focus groups; targeted activity; and public events	Group numbers and other visitor data collected as appropriate.
Achievement of key milestones against project timeline	Meetings with the Manager and other key staff has kept the evaluator up to date on progress.
Number & demographics of new volunteers recruited and retained	Data collected.
Number of staff and volunteers participating in training and to what level	Records are being kept.
Number of young people engaged in work placements and volunteering	Data collected.
Number of children from schools and colleges engaged with the project	Schools data has been kept for many years and is continuing
Number of families and people from new community groups engaged with the project	Data collected.

Reflective feedback forms collected by the evaluator are included in Appendix 3.

Completion of HLF Objectives

Objective	Progress/completion
Repair, restore and interpret all four historic buildings on site and bring each into viable, full-time, public use.	Restoration and repairs nearly <u>completed</u> . All capital elements <u>completed</u> .
Increase visitor numbers to the site from 23,000 to 50,000 pa.	Now at over 55,000 in this last year.
Revitalise the landscape and gardens as a visitor attraction, and create new learning spaces.	The Outdoor learning office is now finally in post and working hard to include all types of visitors into her programming within the garden and landscape. See Appendix 9.
Provide a new welcome building with cafe, shop, accessible toilet/ changing space and visitor welcome.	<u>Completed</u> and has been very successful with extensive local community use.
Create a complete visitor experience with site wide interpretation & signage.	<u>Completed</u>
Produce a digital catalogue for the Museum & Archive and enable online access to a minimum of 1,000 artefacts.	<i>The catalogue is currently being set up for location, donors, and category hierarchies which will help to organise the individual object records (these are linked) and to facilitate locating each object by members of staff. Over 1200 new authority records (location, etc.) created in the last two weeks. The online platform needs to be revised to show more information on each object. Goal by the end of Sept 2020 to have over 3000 unique object records with images available to the public.</i> (Digitisation Officer) See Appendix 8.
Develop the skills of staff and volunteers, recruiting a more diverse	Training has continued to be central to staff and volunteer development. Sessions attended have included:

<p>team, to ensure the growth and resilience of the organisation.</p>	<p>conservation (e.g. paper), wider collections care and also engaging the public in archives and guided tours.</p> <p>To date training for the volunteers has been informal i.e. on the job training of health and safety and key skills e.g. edging, pruning & deadheading.</p> <p>Following consultation and spending some time getting to know the garden volunteers I have now planned a programme of training which commences in mid-November with a 7 - week course in basic horticulture. The 7 x 4 hour sessions will be spread over 5 months and aim to provide existing volunteers and new volunteers with the skills and knowledge to undertake their role. The course tutor is a very experienced horticulturalist who as well as working on a freelance basis, tutors at a horticultural college. She has put together a bespoke course for Headstone Manor Museum.</p> <p><u>Training for the learning team;</u> GEM WWII breakfast training session, Young People and Mental Health in Harrow (Speak Up), West London Museum's Group - audience development plan training, West London Museums Group - staff wellbeing, School's Plus - developing an inclusive museum, Volunteered with the Curator in her own time to learn collection management skills, Institute of Imagination - Arts Centre, Volunteering for Wellbeing - Natural History Museum, Heritage Open Days - led the element on family learning but stayed for rest of training sessions, Museums and Heritage Show - led lecture on Young People in Museums, Craftivism Workshop at HOD's birthday party, MOL making your museum accessible to the Public (Dec 2019). See Appendix 6.</p>
<p>Provide 23,000 people per year with direct learning opportunities.</p>	<p>Informal and formal learning 11,792.</p> <p>Other direct learning activities include successful mini museum for the under- five's, adult workshops and family events. See section 4 of main report.</p> <p>Visit numbers are limited by the number of staff and of space – particularly inside space.</p>

	<ul style="list-style-type: none"> • School visits for the first half of the academic year – 2330, • Other educational visits – 284, • Holiday events – 4320, • Family Events (monthly) – 1192, • Mini Museum – 580, • Outreach work – 455, • Loans boxes – 2320, • Tuesday talks – 176, • Non-school tours – 126, • Local history visitors/enquiries – 9, • Special events – 4992, • Museum visitors – 38513. <p>See Appendix 5.</p>
<p>Create opportunities for 60 new volunteers, representative of the diverse local community</p>	<p><u>Work in Progress</u></p> <p>With a number of staff leaving and being replaced unfortunately volunteer recruitment has dropped but is now a priority so that continuing success across all areas is possible. The volunteers work in learning, gardening, digitisation etc.</p> <p>Volunteers also still continue to give an enormous amount, of hours in the café, gardening and supporting the learning programmes</p> <p>Gardening recruitment of volunteers is Active - 2 new people in last 3 months & 2 new enquiries</p> <p>See appendix 6 for full data on volunteers</p>
<p>Develop commercial & fundraising activities and the skills to deliver them to generate 75% of turnover from Yr5.</p>	<p>Fundraising has more than reached targets (6% more) in terms of income but also in terms of numbers of events.</p> <p>See Appendix 10.</p>
<p>Increase skills and resources in marketing, generating upwards of 20,000 visitors to the site outside of events, festivals and the activities listed above.</p>	<p>55297 total visitors 4992 to special events 50,305 museum visitors and visitors to learning programmes. Appendix 10 for more.</p>

<p>Enhancement of the existing car park and provision of overflow parking, disabled parking, and bicycle parking.</p>	<p><u>Completed</u></p>
<p>Reduce environmental impacts by: installing a biomass boiler heating system to serve all buildings; installing energy efficient lighting and equipment; using water-saving fittings in all new installations; use of rainwater collection; improving biodiversity through landscape design; using natural, traditional, and local products wherever possible; reusing materials from the existing buildings wherever possible; providing a re-enforced grass surface to the overflow car park.</p>	<p><u>Completed</u></p>
<p>Co-curate both permanent and temporary exhibitions within Headstone Manor.</p> <p>Collect, manage and interpret objects and oral histories relating to the history of Harrow and its diverse community.</p>	<p>List of co curated exhibitions</p> <p>Collect and manage objects – numbers</p> <p>Oral histories</p> <p>Community events</p> <p>Co-curated projects worked with a number of different groups including Young people</p> <p><u>More Than Brushstrokes</u></p>

Embrace the buildings and gardens as a focal point for community events and other activities.

This exhibition worked with local artists from the Whitefriars Studios (based in the old Winsor and Newton Factory building), who exhibited their work alongside Winsor and Newton artefacts from the museum's collection.

Colourful Stories

This exhibition ran alongside the More than Brushstrokes exhibition and focused on displaying stories from people who had worked at the Harrow Winsor and Newton Factory. We collected three stories from this outreach work, one from a receptionist at the factory, one from a Sales Director, and finally one from the Technical Director from 1993 – 2009.

A Place to Call Home

This exhibition looked at homes and houses in Harrow, displaying numerous objects from homes throughout time now in the museum's collection. It engaged with the local community in a small outreach project in order to collect photos of the insides and outsides of people's homes. Again, this was achieved through the use of the 'Add Your Stories' cards and multiple social media posts. We collected 5 photographs that were then displayed in the exhibition.

Thoughts of Home

This community exhibition was a display of artworks created during an open drop-in workshop at which people from the community came and created their homes, whether those were past, present, or future dream ones.

Young Curators Exhibition – MusicHarrow!

This exhibition was curated by a group of Young Curators who researched the history of music in Harrow, did outreach with various groups around the local area, and produced text and interactive games and videos for this temporary exhibition.

Painting to Music

This community cupboard exhibition displayed work from the members of the museums under 5s group, Mini Museums, who painted whilst listening to music from the likes of Handel and Elton John, all musicians from Harrow.

Table 2: Comparing progress across the three years

Objective	Progress	Progress	2019
Produce a digital catalogue for the Museum & Archive and enable online access to a minimum of 1,000 artefacts.	<p>The Curator has had 41 volunteers over 259 days from April -Dec 2016, and 32 volunteers over 229 days in Jan - Oct 2017 (totalling 73 volunteers aged 14-24, giving 489 days).</p> <p>Of the 73, 24 were volunteers, 1 was a long-term work placement, and the rest were short-term work experience placements.</p>	IN PROGRESS	<p>UPDATE</p> <p><i>The catalogue is currently being set up for location, donors, and category hierarchies which will help to organise the individual object records (these are linked) and to facilitate locating each object by members of staff. Over 1200 new authority records (location, etc.) created in the last two weeks. The online platform needs to be revised to show more information on each object. Goal by the end of Sept 2020 to have over 3000 unique object records with images available to the public.</i></p>
Develop the skills of staff and volunteers, recruiting a more diverse team, to ensure the growth and resilience of the organisation.	<p>New staff recruited and volunteers being recruited with the aim to extend diversity and opportunity.</p> <p>Training offered included collections focused activity and oral history as listed above – available to staff and volunteers.</p> <p>Active and returning volunteers are age 50 and above,</p>	<p><u>New staff recruited and volunteers being recruited</u> with the aim to extend diversity and opportunity.</p> <p><u>Volunteer Training:</u></p> <p>Front of house volunteers have had three training days. One before the museum opened. One on the 5th February. One as part of Glorious Gardens.</p> <p>There was also training on evaluation collection in June. Next training is</p>	<p><u>Training this year included:</u></p> <p>Conservation</p> <p>Collections care</p> <p>Archives engagement</p> <p>Continuing training of staff and volunteers. AT went on training on how to run a safe tour of the stores. Concerns were raised about public safety and object safety in relation to the current state of our stores. Future tours may be developed but only once concerns have been addressed and training</p>

	<p>majority female and white.</p> <p><u>Front of House Volunteers (Visitor Centre & Manor House)</u> Active now 4 Returning to new museum 8 - 10 New 3 - 4 Inquiries anywhere between 10-15</p> <p><u>Garden Club</u> Active now 13 New since I started 5 Inquiries 5</p>	<p>planned for December 18.</p> <p>Induction procedures have been tightened and so all new volunteers since April/ May have receive a more thorough training on starting their roles with the Visitor Service staff member Marie F trained on how to do inductions.</p> <p>Education volunteers (5 people) have had training in our new sessions, Saxons and glorious gardens</p> <p>Volunteers have taken advantage of the west London wonders partnership, which has given them around 10 opportunities to visit other sites and learn from them. Approx. 20 volunteers have taken these opportunities up (they book through the host museum). Some volunteers have been multiple times.</p>	<p>redone. Plans are also currently underway (November 2019) to renovate the Local Studies Archive Store & the workroom for safer access and possible tours in the future. Other courses included Agile Project Management Course, Spectrum 5.0, and Digital Archives Learning Exchange at National Archives in Oct 19. Future training schedule including further digitalisation through the National Archives and the Museum of London. Volunteers have completed manual handling and archive cataloguing, with more planned on oral history training in the future. The Digitisation Officer undertook;</p> <p><i>Training in digitisation, GDPR, digital policy, SPECTRUM Inventory, and various informal training at other Local Authority archives.</i></p>
Provide 23,000 people per year with direct learning opportunities.	<p>Total numbers for 2015/16 1,315 school visits.</p> <p>Holiday activities – 63 Outreach - 70 Loans - 2630</p>	<p>Total number for 2017/18 of educational visits numbered 2,428,</p> <p>School visits for the first - 2125 Other educational visits – 57</p>	<p>Total number of all education (formal and informal) visits are</p> <p>School visits for this last year – 5515 Other educational visits – 335 Holiday events – 4320</p>

	Tuesday Talks - 233 Local history visitors - 25 Special events - 4190	Holiday events – 7476 Outreach work – 1000 Loans boxes – 450 Tuesday talks – 139 Non-school tours – 126 Local history visitors/enquiries – 7 Special events – 310 Museum visitors – 9230	Family events (monthly) – 1715 Mini Museum – 650 Outreach work – 580 Loans boxes – 4775 Tuesday talks – 237 Non-school tours – 134 Local history enquiries – 23 Special events – 5023 Museum visitors – 50903
Create opportunities for 60 new volunteers, representative of the diverse local community	Volunteer numbers are from across a range of activities and include a focus on recruiting young people (through work placement opportunities) Total 73 (aged 14-24)	Volunteer numbers are from across a range of activities and include a focus on recruiting young people (through work placement opportunities) Total 73 (aged 14-24) 2017 This year 2018, Volunteering hours 3,573 already above the HLF target of 2,268. Activities have ranged from working in the museum, events and education activity as well as collections. Placements for younger people totalled 360 hours so far. See appendix 5 for further details on volunteer profiles.	Volunteer numbers have dropped in the curatorial department due to change of relevant staffing. It is now a priority area. Volunteer hours in general are up, in 2018/19 5241 and for 2019 so far 2949 (approx. 5899 equivalent)
Private Hires and Events	5830	8481	302,000 exceeding by 6% 68 events (target 50)

Appendix 2 Previous Data
Interim Evaluation Report
End of Year One, Autumn 2017

Volunteer Hours

Volunteer
hours 2016/17
(April –
March)

	Total
Café/ Barn general opening	444
Tuesday Talk	60
Collections cataloguing	1808
Garden Club	360
Office support	210
Local History	0
Learning support	243
Special Events	646
Consultation/ HLF/ Training	41
TOTAL	3812

Volunteer Hours 2017/18 April
to September

	April	May	June	July	August	September	Total
Café/ Barn general opening	55	69	22	48	11	8	213
Tuesday Talk					1		1
Collections cataloguing	91	70	368	376	132	119.5	1156.5
Garden Club		18	43		18	34	113
Office support	0			3	2		5
Local History							0
Learning support	0	16	72	12	20	20	140
Special Events	0	240		24	133		397
Consultation/ HLF/ Training	6	4					10
TOTAL	152	417	505	463	317	181.5	2035.5
HLF Skilled Total	91	86	440	388	152	139.5	1119.5
HLF Unskilled Total	6	4	0	3	2	0	5
HLF Total	97	90	440	391	154	139.5	1311.5

Interim Evaluation Report
End of Year TWO, Autumn 2018 – Data summary

School Visits

Table 1: Survey Feedback from Teachers: How happy were you with the following:

	1 (low)	2	3	4	5 (high)
Booking and pre- course liaison			1	2	20
The facilities				4	21
The sessions leader				1	24
Session content and activities				4	21
Relevance				3	22
overall				2	22

Table 2: How successful was the session in fulfilling these key areas?

	1 (low)	2	3	4	5 (high)
Knowledge				3	23
Skills			1	3	21
Finding out about the museum			1	4	21
Inspiration				3	21

Key Data 2017/18

Number & demographics of new volunteers recruited and retained	<p>Work Experience Demographic: 50% White British, 17% Asian, and 8% each for Arab, White European, Latin American, and Moroccan.</p> <p>Volunteers: Total BAME 18%</p> <p>14 White British 52% 3 White Other 11% 1 White European 4% 2 Asian British 7% 2 Asian Indian 7% 1 Asian Other 4% 4 Prefer not to say 15%</p>
Number of staff and volunteers	Front of house volunteers have had three training days. One before the museum opened. One on the 5th February. One as

<p>participating in training and to what level</p>	<p>part of Glorious Gardens. There was also training on evaluation collection in June. Next training is planned for December 18. Induction procedures have been tightened and so all new volunteers since April/ May have receive a more thorough training on starting their roles with the Visitor Service staff member Marie F trained on how to do inductions.</p> <p>Education volunteers (5 people) have had training in our new sessions, Saxons and glorious gardens</p> <p>Volunteers have taken advantage of the west London wonders partnership, which has given them around 10 opportunities to visit other sites and learn from them. We believe that about 20 volunteers have taken these opportunities up (they book through the host museum). Some volunteers have been multiple times.</p>
<p>Develop commercial & fundraising activities and the skills to deliver them to generate 75% of turnover from Yr5.</p>	<p>Staff taken on to help run the commercial and fundraising activities: Numbers New commercial manager due to start shortly on an interim contract while council staffing is restructured.</p>

**2017/18
Volunteer
Hours**

	April	May	June	July	August	September	October	Total
								1415.1
Café/ Barn general opening	205.1	184	189	216	222	207	192	14
Tuesday Talk	2	2	2	2	2	2	2	392
Collections			40	152	140	40	20	534
Garden Club	49	80	70	80	110	70	75	0
Office support								129
Local History			16	32	40	20	21	709.5
Learning support	31	71	247.5	136	154	56	14	380
Special Events		77	36	3	118	8	138	0
Consultation/ HLF/ Training								3573.6
TOTAL	287.1	414	600.5	621	786	403		0
HLF Skilled Total	31	58						0

HLF Unskilled Total	0							89
HLF Total	31	58						
Work Experience	60	25	100	100	75			Total

Demographics and other Data on Volunteers

Role	Postcode	Ethnicity	Religion	Sex	Age	Disabled	Date joined
Collections	HA7 1FR			Male	48		05/06/2018
Collections	UB4 8AN	White British	Atheist	Male	20	No	16/11/2018
Warden	HA2 6BG	White British	Christian	Female	60	No	01/12/2017
Warden	HA2 6BG	White British	Atheist	Male	61	no	01/12/2017
Warden	HA2 8BY	White British	Christian	Male	53	No	23/11/2017
Gardener	HA2 6LA	Prefer not to say	Christian	Female	48	No	25/09/2018
Warden	WD19 4AL	White British	Prefer not to say	Female	69	No	27/09/2018
Warden	HA1 1QA	White British	Christian	Male	62		19/11/2017
Warden	HA2 6DE	White British	Agnostic	Male	N/A	No	23/11/2017
Warden	HA3 6HR		Christian	Female	45		08/04/2018
Warden	WD17 4EN	White British	Other	Female	65	no	23/11/2018
Warden/education	HA5 3LE	White British	Jewish	Female	46	No	14/09/2018
Warden	HA5 1JQ	White British	Christian	Female	71	No	13/02/2018
Young Volunteer	HA0 3SH	White European	Christian	Female	25	No	27/08/2018
Events	HA1 4SB	White British	Agnostic	Female	73	No	09/06/2018
Warden	HA3 8QL	Prefer not to say	Christian	Female	53	No	18/07/2018
Warden	HA2 6HU	White British	Christian	Female	71	No	24/11/2017
Gardener	HA5 2JH	White other	Christian	Female	39	No	06/02/2018
Digitisation	HA6 2QP			Male	78		22/06/2018

Gardener	HA5 4EE	Asian Indian	Christian	Male	32	No	04/05/2018
Warden	HA1 2SG	Asian other	Agnostic	Male	31		10/04/2018
Warden	HA2 9 LJ	Prefer not to say	Prefer not to say	Female	77	No	23/11/2017
Warden	HA2 6AQ	White other	Christian	Male	68	No	23/01/2018
Warden	HA2 6JX	Asian Indian	Hindu	Female	67	No	22/05/2018
Warden	HA9 0UU	White other	Christian	Female	20	No	29/08/2018
Young Volunteer	HA1 1XR	White British	Atheist	male	14	No	07/08/2018
Young Volunteer	HA2 6NR	White British	Christian	Male	17	No	15/02/2018
Warden	HA1 1TY	Asian British	Hindu	Male	13	No	09/11/2018
Young Volunteer	HA5 3BW	Asian British	Hindu	Male	13	No	03/11/2018
Warden	HA2 6HN	Prefer not to say	Prefer not to say			No	10/11/2018
Volunteer Demographic:							
14 White British			Asian British 2				
3 White Other			Asian Indian 2				
1 White European			Asian Other 1				
			4 Prefer not to say				
Work experience	HA2 8PP	Asian British	Hindu	Female	20	No	04/06/2018
Work experience	HA1 4NE	White British	Pagan	Female	17	No	20/12/2018
Work experience/ young volunteer	HA5 5RT	White British		Female	17	No	01/07/2018
Work experience	HA3 5HP	White British	Atheist	Male	15	No	16/07/2018
Work experience	HA2 0HZ	Asian Indian	Hindu	Female	14	No	13/01/2018
Work experience	UB5 5PG	Moroccan	Muslim	Female	19	No	2018
Young Volunteer	HA2 6NR	White British	Christian	Male	17	No	15/02/2018
Work experience	HA2 6BY	White British	Agnostic	Male	17	No	14/05/2018
Work experience	WD19 6FL	White European`	Atheist	Female	19	No	15/01/2018

Work experience	HA2 9UZ	Arab	Muslim	Male	21	No	29/01/2018
Work experience	HA1 1SE	Latin American	Prefer not to say	Male	19	No	29/01/2018
Work experience	WD7 8HX	White British	Christian	Male	15	No	13/05/2018
Work Experience Demographic: 50% White British, 17% Asian, and 8% each for Arab, White European, Latin American, and Moroccan.							

APPENDIX 3 Feedback forms from Evaluator 2019

Event Feedback Form from Evaluator	
Event: General Summer Holiday visit - trail/adult activity	
Leader: Art session Rag rugs	
Summary	
<p>Very windy and so there seemed to be less people on site today for visits to the museum and family trail but volunteers say this has been popular. They have, I am told enjoyed the trail - searching for the house clues. The volunteer said “it helps them think about their own homes”.</p> <p>Adult craft session on rag rugs. Discussion with workshop leader. 7 booked and a couple dropping in. Rags for the rugs are sourced from the recycling centre that the artist also works with (and where she sources much of the materials from). She is very keen to promote the idea of recycling and has done a selection of events for the museum – “We had nearly a hundred the other day”. She felt that if the popularity continued, she may need to charge more so I can bring a helper to support her – the volunteers are great but not necessarily appropriately skilled. Staff are very good and support appropriately.</p> <p>Volunteer in the house - grew up in harrow and has returned in later life and has been volunteering for a long while. She is really pleased with the new museum and is so glad the community “has something to be proud of”.</p>	
<p>How do you feel the session was received by the audience? <i>Do you feel they enjoyed it?</i> <i>Did any of the audience tell you about their responses?</i></p>	
<p>Were there any issues or concerns? None</p>	
<p>Sustainability A need to consider sustainability for future programming – staff, costs etc.</p>	

Event Feedback Form from Evaluator

Event: HARROW

Audience Number: 5 + volunteers and staff
All women

Leader: Craft activity for adults lead by Emily

Summary



How do you feel the session was received by the audience?

Do you feel they enjoyed it?

Did any of the audience tell you about their responses?

- A lovely session with friendly atmosphere and knowledgeable leader.
- Using thread to make the button as did in 18th century. Plenty of materials to use and choose from.
- Mix of competencies. I am bad! Gets more technical but good support for each individual. A mixed demographic.
- A relaxed atmosphere helps provide a welcome for the less confident to come again.
- Some have not done much sewing before whilst others are clearly confident in a wide range of craft skills. For example, an ex-teacher with MS does crafts at home. She wanted to try something new. She is persevering she says even though not too happy with imperfections!
Can take some bits home.
- Lady said she had been coming to the park since she was a child. Has always lived in the area and used to walk her dog here most recently. She remembers the Manor House being covered in plants so you could hardly see it. She remembers sliding into the moat and getting wet and smelly! She thinks the new museum and site are wonderful. Really fantastic.
- The ladies said they has seen it on Facebook and that the website isn't very good
- Next session is a Saturday and will be silk painting.

Were there any issues or concerns?

None

Sustainability – Staffing! It means children cannot use the activities in the granary. Make sure trails etc. available in the house. Website better!

Event Feedback Form from Evaluator

Event: HARROW

Audience Number: 6 children and 6 parents attending.

Leader: Mini Museum

Theme: Mrs. Beaton and cooking cakes and jellies.

Objects to look at: Jelly moulds, pictures and Mrs, Beaton's book etc.

Summary



How do you feel the session was received by the audience?

Do you feel they enjoyed it?

Did any of the audience tell you about their responses?

- Everyone enjoying it and taking part.
- Parents are chatting and sharing and younger audience fully engaged and happy. Some are clearly regulars and some are new. I saw one regular telling a family at the cafe about it, and so clearly, she appreciates it.
- Mixed demographic profile, ages of mum's and children.
- Using original Victorian little metal moulds for play with play do to make sweets to put on dollies and plates.
- Also sang songs, coloured in and decorated a picture of a cake - having looked at images from Mrs. Beaton. The children decorated with candles etc.
- Today's story was a lovely tale of a chocolate cake a little girl wasn't allowed to eat but did!
- Some with younger children did not stay to the end.

Were there any issues or concerns?

None

Sustainability –

As storyline leader is going on maternity leave some planning is needed to make sure these sessions continue as continuity for such an important audience group is really important for future audience numbers/profile

Event Feedback Form	
Event: Adult Craft Club	Audience Number: 9
Leader: Emily Thomas (led by artist Juliet)	
<p>Summary: The first session of the new programme of adult craft sessions. These were brought about as more adults wanted to get hands on after seeing a lot of children/family craft sessions. This session was called 'Winsor and Newton Painting Experience'. It was led by an artist from the Whitefriars Art Studios, who we worked with on the current temporary exhibition about Winsor and Newton. The session was focused on painting Whitefriars glass items and experimenting with different types of paints (metallic, iridescent, ink, and watercolours). The session was from 10am-12pm, £4 and needed to be pre-booked. The maximum number of people was 15. 2 people cancelled the morning of the event due to sickness. No drinks were provided but there were biscuits</p>	
<p><i>General atmosphere/impression of event</i></p> <p>The general atmosphere was nice, everyone was chatting and seemed to be enjoying the session. They enjoyed being taken into the museum at the beginning to look at the Winsor and Newton exhibition and the Whitefriars glass exhibition. There were no complaints at the end of the session and everyone asked if there would be more regular sessions.</p>	
<p>How do you feel the session was received by the audience? <i>Do you feel they enjoyed it?</i> <i>Did any of the audience tell you about their responses?</i></p> <p>The audience all seemed to enjoy it. There were different levels of skill from people who never paint to people who paint a little but not regularly. Two comments were left 'Very enjoyable interesting morning. Good fun. Thank you.' And 'Really enjoyed the session – excellent tutor. More please. Thank you.'</p>	
<p>Were there any issues or concerns?</p> <p>No issues or concerns but It will be interesting that the next session is drop in over two hours, so it will be interesting to see if there are more people throughout that session. The pre-booking system did work well as we already knew rough numbers, although it would be interesting to see if there was a difference in attendance if people also had to pre-pay.</p>	

Event Feedback Form: Harrow Museum	
Location: Granary	Audience Number: Huge numbers!
Date: February Half Term 2019	
Session Leader:	
Summary from KATE PONTIN	
<i>General atmosphere/impression of event</i>	
<p>An enormous number of families attending the half term activity. Dad's and mum's all joining in. So many children that ran out of here to make lanterns with. Onto cardboard ones. Many also visiting the museum. Workshop leader great and ably helped by volunteers.</p> <p>One family I talked to are local and walked here and come regularly. The boy lives the museum too and is keen to do the trail again! Dad says we always finish our trip with a visit to the cafe.</p> <p>Good mix of ethnicity.</p> <p>Young volunteers - beginning to get more partly due to Duke of Edinburgh awards. Young people like short bursts of volunteers rather than long term. Facebook works in attracting them. Also seems to help having links have with local schools</p> <p>In museum a child impresses volunteer by telling him all about the site model. He has clearly been listening.</p> <p>Weekends clearly different profile from week days. Two bulge phases before and after lunch.</p> <p>The new trail for younger teenagers has been successfully trialled by those of relevant age group. Positive feedback with a few good recommendations for improvement including not recommending uploading their photos to Facebook but rather sending them to museum so anonymised. They like the quiz/drawing approach.</p> <p>A very successful session.</p>	
Were there any issues or concerns?	
No concerns at all.	

Appendix 4 DATA from 2019/20 final year of HLF funding

Figures for the previous year

2019/20

	January	February	March	April	May	June
School visits to museum	360	200	520		22	748
Other educational events (specify)		5	42		4	93
Secondary School pack uses						
Holiday events				2000		
Monthly Family Events	53	267	122	152	62	74
Mini Museum	30	18	17	28	20	348
Outreach or Special Projects	15	100		400		
Loans boxes	155	55	145	170	170	420
Tuesday Talks		26		24	30	17
Tours (not including schools)					23	2
Local History Visitors				2	N/A	N/A
Enquiries	9	7		7	N/A	N/A
Special Events Other (specify)	19				2459	
Museum Visitors	3908	2545	1827	4041	3605	1492

July	August	September	October	November	December	Total
379		140	902	1,772	472	5515
	11	60	16	104		335
						1200
	1860		460			4320
87	699	34	84	81		1715
161	0	0	23	5		650
			55	10		580
420		570	570	1050	1050	4775
26	44		35	35		237
46	19	36		8		134
N/A	N/A	N/A	N/A	N/A	N/A	2
N/A	N/A	N/A	N/A	N/A	N/A	23
341	1694	126	372	12		5023
3120	9169	8231	8855	4110		50903
						75412

Appendix 5 Full Summary of learning programmes written July 2019

Headstone Manor & Museum 2018/19 data

HMM work with children and young people in the following programmes and projects

<p>Programmes for early years (under 5's) Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Mini Museum Free (every other week during term time). Under 5's and their parents handle museum objects, sing songs, join in a craft or activity, listen to a story and socialise. 20 maximum per session. All based around local history.</p> <p>Teddy Bears Picnic A free day for families with under 5's. Museum run activities have included Museum object hunts, crafts, teddy zip wire, and bear shelter making. Local businesses (Sing & Sign, Monkey Music) participate for free, running sessions for the public. Other participants have included Harrow Libraries, Harrow Art Centre, Harrow Family Services, Hugs and Giggles Nursery. All use the event to run an activity / promote their services.</p> <p>Toddler Takeover Day A free day for families with under 5's to discover what it's like to work in a museum. Part of a 'Kids in Museums' nationwide event. Children and families undertake museum jobs; security guards, cleaners, curators, welcome hosts, collection officers and archaeologists.</p>	<p>Number of participants 2018/19 to date TOTAL: 689</p> <p>Two events run in 2018 and 2019 TOTAL: 639</p> <p>November 2018 TOTAL: 130</p>
<p>Programmes for Families (ages 5+) Delivered by the Youth and Families Engagement Officer and freelancers (HLF Funded)</p> <p>Family Events Free Monthly Family Workshops - based on museum collection and history. Paid Holiday Activities - based on current exhibitions. Midsummer Storytelling - Storyteller Peter Chand was commissioned to turn Headstone's history into a children's story and weave in folk tales from around the world.</p> <p>Event Trails Hugely popular, free seasonal trails have curious visitors hunting the museum site for naughty gnomes, spooky pumpkins and Christmas baubles for the 12 Days of Headstone.</p>	<p>Number of participants 2018/19 to date TOTAL: 2704</p> <p>TOTAL: 6360</p> <p>Total visitor numbers for 2018/19: 51,666 (large proportion are families)</p>

<p>Everyday Family Offer Available for free every day the museum is open: Art Cart, Family Backpacks, Bill the Duck House Trail, Teen Trail, Nature Trail, Tablet Tour, Bakehouse Tudor pay room, Granary Dressing Up and interactives in the house</p> <p>Uniformed groups Evening Guides, Brownies, Scouts and Beavers had exclusive run of the museum. They complete tasks to earn their Local Knowledge Badge.</p>	<p>TOTAL: 160</p>
<p>Formal Learning</p> <p>Delivered by Learning and Access officer and HLF funded freelance team</p> <p>Primary School KS1 & 2, and Special Schools</p> <p>Whole class visits to the Museum to participate in our national curriculum focused school's sessions. There are 16 of these in total for schools to choose from. Focusing on history, geography, art and design technology.</p> <p>Whole class visits to the new museum, using our specially created school's trails</p> <p>Special School session based around our Tudor Farm</p> <p>Loans Box Service Our loans boxes are used by schools across the borough. They were refurbished in 2011 with a John Lyons Charity grant and focus on history, particularly that of Harrow</p> <p>Secondary School KS3</p> <p>The Museum has been working to produce a collection of local history resources which tie in with Nower Hill's curriculum for Years 8 & 9. These are harrow specific and cover topics such as</p>	<p>Academic year 2018/19</p> <p>Pupils: 2475</p> <p>Pupils: 2192</p> <p>Pupils 30 Staff and adult helpers: 525 TOTAL: 5,222</p> <p>2018 figures Number of uses TOTAL: 2978</p> <p>Uses: 720</p> <p>Participants:320</p> <p>Starting October 2019: 320 Uses in school: 20</p> <p>TOTAL: 1380</p> <p>Total: 60</p> <p>Pupils: 60 Visitors: 90 TOTAL: 210</p>

<p>Medieval women in positions of power, Medieval peasants, The Civil War, Railways and Industrial change in Harrow, WW1, WW2 and Suffragettes.</p> <p>These materials are also being used by Bentley Wood, and the plan is, to roll them out to all Harrow Secondary Schools.</p> <p>Nower Hill Easter Homework project and competition Homework was set by the history department for Year 8 to visit the museum / answer questions on Headstone Manor. The competition will run again in 2020 with Year 7 pupils.</p> <p>Nower Hill whole year visit to Headstone Manor. All Year 7 pupils will come and visit Headstone Manor.</p> <p>KS4 & A LEVEL The Museum worked with Cannon’s Lane Geography Dept. to integrate local knowledge into their lessons.</p> <p>Projects</p> <p>Arts Council funded project £2,000 grant Arts Award Discover accredited materials created and used with schools</p> <p>Takeover Day – Kid’s in Museums Working with St John Fisher school to develop roles for their pupils as Museum “meet and greet” tour guides.</p> <p>Teachers INSET training held at HM&M in conjunction with Orleans House Gallery. July 2018</p>	<p>45 teaching staff from across the borough</p>
<p>Youth Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Work Experience / Placements 23 work experience students and 4 university placements (University of Leicester Museum Studies MA and Queen Mary University History BA) undertake various tasks to understand the different behind the scenes jobs it takes to run a museum.</p> <p>Duke of Edinburgh Volunteers Support our front of house team by welcoming visitors and assisting the Duty Manager at weekends to earn their award</p> <p>Young Volunteers</p>	<p>27</p> <p>8</p> <p>22</p> <p>9 participants</p> <p>11 participants</p>

<p>Helping with large community events, family workshops and object handling in school holidays</p> <p>Projects</p> <p>Young Curators A group of 16-24 year olds have given over 300 hours in the summer holidays 2019 to research and design the autumn exhibition about Music in Harrow</p> <p>Young Marketeers repeat (arts council funded initial project 2k) 16-18 year olds used digitisation, collection objects and apps to create new marketing resources for the museum.</p> <p>Curious Collection Cards, a set of character-based cards, for use by young people exploring the site. Created by young volunteers. Young artist commissioned to design accompanying artwork.</p>	<p>2 (plus use figures in the Nower Hill homework above)</p>
---	--

Headstone Manor & Museum 2019/20

HMM work with children and young people in the following programmes and projects

<p>Programmes for early years (under 5's) Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Mini Museum Free (every other week during term time). Under 5's and their parents handle museum objects, sing songs, join in a craft or activity, listen to a story and socialise. 20 maximum per session. All based around local history.</p> <p>Teddy Bears Picnic A free day for families with under 5's. Museum run activities have included Museum object hunts, crafts, teddy zip wire, and bear shelter making. Local businesses (Sing & Sign, Monkey Music) participate for free, running sessions for the public. Other participants have included Harrow Libraries, Harrow Art Centre, Harrow Family Services, Hugs and Giggles Nursery. All use the event to run an activity / promote their services.</p> <p>Toddler Takeover Day A free day for families with under 5's to discover what it's like to work in a museum. Part of a 'Kids in Museums' nationwide event.</p>	<p>Actuals to July: 103 Predicted going forward: 240 TOTAL: 303</p> <p>TOTAL: 318</p> <p>November 2019 Predicted TOTAL: 130</p>
---	--

<p>Children and families undertake museum jobs; security guards, cleaners, curators, welcome hosts, collection officers and archaeologists.</p>	
<p>Programmes for Families (ages 5+) Delivered by the Youth and Families Engagement Officer and freelancers (HLF Funded)</p> <p>Family Events Free Monthly Family Workshops - based on museum collection and history. Paid Holiday Activities - based on current exhibitions. Object handling in Manor House Midsummer Storytelling - Storyteller Peter Chand was commissioned to turn Headstone's history into a children's story and weave in folk tales from around the world.</p> <p>Event Trails Hugely popular, free seasonal trails have curious visitors hunting the museum site for naughty gnomes, spooky pumpkins and Christmas baubles for the 12 Days of Headstone.</p> <p>Everyday Family Offer Available for free every day the museum is open: Art Cart, Family Backpacks, Bill the Duck House Trail, Teen Trail, Nature Trail, Tablet Tour, Bakehouse Tudor pay room, Granary Dressing Up and interactives in the house</p> <p>Uniformed groups Evening Guides, Brownies, Scouts and Beavers had exclusive run of the museum. They complete tasks to earn their Local Knowledge Badge.</p>	<p>Actuals to July: 375 Predicted going forward (including summer holidays): 1625 TOTAL: 2000</p> <p>Actuals to July: 2000 Predicted going forward: 2,200 TOTAL: 4,200</p> <p>Total predicted visitor numbers for 2019/20: 55,000 (large proportion are families) TOTAL: 70</p>
<p>Formal Learning Delivered by Learning and Access officer and HLF funded freelance team</p>	<p>Actuals to July: Pupils: 490 Predicted going forward: 2000</p>

<p>Primary School KS1 & 2, and Special Schools</p> <p>Whole class visits to the Museum to participate in our national curriculum focused school's sessions. There are 16 of these in total for schools to choose from. Focusing on history, geography, art and design technology.</p> <p>Whole class visits to the new museum, using our specially created school's trails</p> <p>Special School session based around our Tudor Farm</p>	<p>Actuals to July: Pupils: 490 Predicted going forward: 2000 Pupils 35 Staff and adult helpers: Actuals to July 140, predicted going forward 385 TOTAL: 5,540</p> <p>Uses. Actuals to July: 1,180, predicted going forward 1,963 TOTAL: 3,143</p>
<p>Loans Box Service</p> <p>Our loans boxes are used by schools across the borough. They were refurbished in 2011 with a John Lyons Charity grant and focus on history, particularly that of Harrow</p>	<p>Uses: 720</p> <p>Predicted extra uses: 320</p>
<p>Secondary School KS3</p> <p>The Museum has been working to produce a collection of local history resources which tie in with Nower Hill's curriculum for Years 8 & 9. These are harrow specific and cover topics such as Medieval women in positions of power, Medieval peasants, The Civil War, Railways and Industrial change in Harrow, WW1, WW2 and Suffragettes.</p> <p>These materials are also being used by Bentley Wood, and the plan is, to roll them out to all Harrow Secondary Schools.</p>	<p>Participants:360 (with 60 estimated on site visit)</p> <p>Starting October 2019: 360</p> <p>Uses in school: 20 TOTAL: 1700</p>
<p>Nower Hill Easter Homework project and competition</p> <p>Homework was set by the history department for Year 8 to visit the museum / answer questions on Headstone Manor. The competition will run again in 2020 with Year 7 pupils.</p>	<p>Pupils: 60 Visitors: 90 TOTAL: 140</p>
<p>Nower Hill whole year visit to Headstone Manor. All Year 7 pupils will come and visit Headstone Manor.</p>	

<p>KS4 & A LEVEL</p> <p>The Museum worked with Cannon’s Lane Geography Dept. to integrate local knowledge into their lessons.</p> <p>Projects</p> <p>Takeover Day – Kid’s in Museums Working with St John Fisher school to develop roles for their pupils as Museum “meet and greet” tour guides.</p>	
<p>Youth Delivered by the Youth and Families Engagement Officer (HLF Funded)</p> <p>Work Experience / Placements 8 work experience students and 1 university placements (University of Leicester Museum Studies MA) undertake various tasks to understand the different behind the scenes jobs it takes to run a museum.</p> <p>Duke of Edinburgh Volunteers Support our front of house team by welcoming visitors and assisting the Duty Manager at weekends to earn their award</p> <p>Young Volunteers Helping with large community events, family workshops and object handling in school holidays</p> <p>Projects</p> <p>Young Curators A group of 16-24 year olds have given over 300 hours in the summer holidays 2019 to research and design the autumn exhibition about Music in Harrow</p> <p>Young Marketeers repeat (arts council funded initial project 2k) 16-18 year olds used digitisation, collection objects and apps to create new marketing resources for the museum.</p>	<p>Actual: 9 Predicted: University Placement: 1 Total: 10</p> <p>Actual: 2 Predicted 6 Total: 8</p> <p>Actual:9 Predicted: 5 Total: 14</p> <p>Total: 9</p> <p>Total: 6</p> <p>GRAND TOTAL: 47</p>

School Data

Year	Pupil numbers	Number of groups
2015/16	2,217	32
2017/18	4,162	31
2018/19	8,110	43
2019/20	11,030	36

School/Group Teacher feedback

List of schools who visited and replied:

Stanburn School (KS1)
 Alpha Prep (KS2)
 Pinner Park Primary (KS1)
 Woodhall (KS1)
 St John Fisher (KS1)
 Norbury school (KS2)
 Durston House (KS1)
 Newton Farm school (KS1)
 VPS (KS2)
 Longfield Primary (1)
 Cannon Lane (KS1)
 Alexandra SEN (KS1)
 Krishna Avani (KS1)
 St Teresa's (KS 1)
 Stag Lane (KS 2)

Q How happy were you with the following?

	1	2	3	4	5
Booking and pre course liaison				3	34
Facilities				9	28
Session Leader				2	34
Session content and activities				2	35
Relevance				1	36
Overall				3	34

Q How successful was the session in fulfilling these key areas?

	1	2	3	4	5
Knowledge				2	35
Skills				5	32
Finding out about the Museum			1	5	28
Inspiration				4	28

Q What did you appreciate most?

- Leader's interaction with children
- The session leader kept the children's attention
- The Hands-on sessions
- Interactive and engaging session
- Really good storytelling and child friendly (link to Sunlife was a bit obscure (but effective once they had seen it!). Behaviour management was very sympathetic, and effective. Great morning – thank you
- The story of the old owl
- Loved the range of photographs and engaging sessions
- Educational sessions
- That it was related to Harrow – we loved it all – lots of ideas to take away
- Workshop was well suited to the class
- Workshop was amazing, session in the museum was a good introduction before the workshop
- Friendly staff
- The modern house
- Practical work with clay
- The use of resources in the session. They have learnt so much that I have no comment we enjoyed everything. The session was absolutely amazing – thank you for a fabulous morning
- The artefacts
- Children enjoyed playing with the old toys, some they had never seen before. Visual and fun – I particularly enjoyed the last bit when they were asked about which toy do you like most.
- Friendly staff
- The workshop was excellent – very interactive and staff were informative and helpful
- The enthusiasm and passion shown from the workshop leaders. A fantastic and very informative workshop for the children
- Feeling and sorting toys
- Fun activities and art activity
- Children loved the opportunity to share and act

- Seeing a real Tudor House and learning Tudor dancing – and wearing Tudor costume. Staff were very friendly and supportive
- The leader's knowledge – we loved it all
- Interactive workshop and trail guide
- Wonderful presentation of the Fire of London – very interactive session
- Role play for children – plenary was good
- Playing with the toys, old and new – especially linking with materials – really great morning
- interactive for the children – good behaviour management.
- Talking through old and new toys – exploring different materials
- The staff have been very friendly and helpful especially during the workshop activities
- Experienced teachers who are so enthusiastic it really engaged and excited pupils
- Friendly staff, nice atmosphere and a lot of information
- Thank you so much for an enjoyable and informative morning. The children loved it!

Q What did you like least?

- N/A x3
- Self-led trail – would have been helpful to have an adult
- The self-guided tour was a bit long for my class. Would have liked more time on art activity. A great museum on our doorstep. Well organised, variety, helpful and friendly and knowledgeable staff
- A bit cold in the barn
- The cold
- I wish there was more time for the children to draw
- The noise level of the building
- No hot water!
- Sink downstairs was broken so we had to go to the public toilets at lunchtime

Other comments

I wanted to say a massive thank you to you and everybody at Headstone Manor for allowing us to visit and helping us so much. It was really nice to get every student out on an inclusive visit to experience their local history and take advantage of an excellent resource so close to school. I know that our students have enjoyed it too. We are hoping to develop and integrate more local history into our curriculum going forward.

Thank you again,

Rory (and the rest of the History Department at NHHS)

Feedback on Family workshops 2019

33 workshops

Age

Under 5s	16
5-8 year olds	19
9-12 year olds	15

Q How much did you enjoy the workshop?

1 (least)	
2	
3	1
4	6
5 (most)	26

Q The Main reason for visiting?

For fun	29
Free	6
Interested in the topic	9
Enjoyed the last session	4
Stumbled upon it	5

Q How did you hear about it?

Museum leaflet	4
Facebook	11
Word of mouth	6
Twitter	10
Instagram	10
School visit	0

Website	7
---------	---

What else do you intend to do while you are here?

Visit the Manor House Museum	18
Visit the Park	12
Visit the café	21

How did you get here?

Walked	4
Car	26
Public Transport	1
Other	0

What did you enjoy most?	What could be improved?
Fantastic workshop friendly	What could be improved?
Making something with the children	More staff to help but otherwise great fun
Different materials + friendly people	n/a
They enjoyed the sticking while decorating the hat	The staplers did not work that well
Enjoys using his hands	
Mitre creative making & search for the Bishop name	No improvement required - brilliant session. Thank you
Activity	Nothing
Good seasonal activity	
Engaging for children, friendly staff, lots of resources	
History, friendly atmosphere, facility	Nothing
Themed for Easter, free, friendly atmosphere	Nothing
Interesting activity and friendly, helpful staff	Can't think of anything

Fun craft event	Nothing
Using bright, fun resources, having time and freedom to be creative and invent own designs	We can't think of anything :)
Very friendly staff and lots of decorations for the kids	Nothing :)
Very well organised and friendly staff	
Nice experience and we learnt something	Give the children some more activities to challenge them
I liked putting on the flowers and the buttons	
Liked making things especially fairy types :)	Have them more often during school holidays please
Kind and helpful volunteers	
Interactive, friendly staff	Maybe some actually for younger children ages 2-5
Great way to entertain children, staff friendly and helpful	To hold workshops during term-time at weekends for children and adults
Friendly people, lovely ideas and educational	nothing - it's excellent
Sebastian was delighted with his toadstool	
Kept the children occupied	
Creative	Have some more activities
The easy steps	Maybe another activity
Variety of activities	Maybe differentiate for older siblings etc.
That the activity was creative and children able to take it home	I think it met its objectives
I enjoyed all of them. No need to pre-book. Affordable for all.	For mini bugs - so popular ran out of materials
Enjoyed using their creative skills and the permanent markers	
Good quality materials and activity which supports creativity	
Being creative	Nothing - it was good value for money

Q Where do you live?							Comments
HA 1	HA 2	HA 3	HA 5	HA 7	Another London Borough	Outside of London	
				1			
1							
1							
				1		1	Non-English speaking Turkish tourist
			1				
							Harrow
		1					
							Harrow
						1	Barnet
			1				
						1	
1							
						1	Watford
		1					
		1					
						1	Wimbledon
	1						
						1	
1							
							Harrow
1							
	1						
	1						
							Harrow
			1				
			1				
	1						
	1						
1							
						1	Barnet

Comments from Workshop evaluation feedback

Please keep me posted

This is a novel tourist attraction

Lovely venue. Friendly staff, visit regularly and May Day festival too

Fab!

Really enjoyed the workshop – thank you!

Keep going!

Very good and enjoyable museum

It has been a delightful fun family day out – being free helps!

Thank you to all of the staff and volunteers who are so helpful and friendly

Thank you overall for a nice interesting workshop

Thank you very much!

Brilliant idea – with grandchildren will watch out for more events

Thank you for your effort

Its an amazing idea. Maybe a couple of workshops a week in the summer holidays

Lovely settings and activities are just the right length of time. Staff very attentive and helpful.

Thank you

Thank you for these workshops

Adult Craft Club Evaluation

Date	14 th of May 2019					
Age			68	37	54	56
Have you been before	No	Yes	yes	yes	Yes	Yes
How much did you enjoy the workshop today	4	4	5	5+	5	5
Main reason for attending	Interested in the topic	Interested in the topic	Interested in the topic	Interested in the topic	Interested in topic Enjoyed previous workshop on painting glass	Something for adults to do without children
How did you hear about the workshop	Social media	Recommended	Social media	Social media	recommended	Museum mailing list
What did you enjoy	Very relaxing	Learning something new, happy atmosphere	Trying something new, friendly, helpful leader	Learning something new, adult time, music	Patient and knowledgeable tutor, meeting people, relaxing, learning new craft	Learning something new
What could we improve					More of the same	
What other activities would you like to see?				Anything arty	Spinning, weaving, dyeing, all crafts, beading, rag rugs	Painting, drawing
Where else do you plan to visit today	Other			Nothing today but back soon	Other	Café
Live	HA2			HA2	HA3	HA5
Travel	Public transport			car	Bike	Car
Other comments	I really enjoyed being here. Thanx				Thank you	Very interesting skill, teacher excellent

Education and communities – Staff Feedback Forms

Event Feedback Form	
Event: Adult Craft Club	Audience Number: 9
Leader: Emily Thomas (led by artist Juliet)	
<p>Summary: The first session of the new programme of adult craft sessions. These were brought about as more adults wanted to get hands on after seeing a lot of children/family craft sessions. This session was called 'Winsor and Newton Painting Experience'. It was led by an artist from the Whitefriars Art Studios, who we worked with on the current temporary exhibition about Winsor and Newton. The session was focused on painting Whitefriars glass items and experimenting with different types of paints (metallic, iridescent, ink, and watercolours). The session was from 10am-12pm, £4 and needed to be pre-booked. The maximum number of people was 15. 2 people cancelled the morning of the event due to sickness. No drinks were provided but there were biscuits</p>	
<p><i>General atmosphere/impression of event</i></p> <p>The general atmosphere was nice, everyone was chatting and seemed to be enjoying the session. They enjoyed being taken into the museum at the beginning to look at the Winsor and Newton exhibition and the Whitefriars glass exhibition. There were no complaints at the end of the session and everyone asked if there would be more regular sessions.</p>	
<p>How do you feel the session was received by the audience? <i>Do you feel they enjoyed it?</i> <i>Did any of the audience tell you about their responses?</i></p> <p>The audience all seemed to enjoy it. There were different levels of skill from people who never paint to people who paint a little but not regularly. Two comments were left 'Very enjoyable interesting morning. Good fun. Thank you.' And 'Really enjoyed the session – excellent tutor. More please. Thank you.'</p>	
<p>Were there any issues or concerns?</p> <p>No issues or concerns but It will be interesting that the next session is drop in over two hours, so it will be interesting to see if there are more people throughout that session. The pre-booking system did work well as we already knew rough numbers, although it would be interesting to see if there was a difference in attendance if people also had to pre-pay.</p>	

Event Feedback Form	
Event: Adult Craft Club (Community Cupboard exhibition workshop) Leader: Emily Thomas (led by artist Victoria)	Audience Number: 10
<p>Summary: This session was a Craft Club Special event as it was a free workshop to create art for the next Community Cupboard Exhibition. The next exhibition is titled 'A Place to Call Home' and the Community Cupboard will have artwork made from this session. Victoria, the artist from the Watford Recycling Art Project, led the session. She brought 3D house templates and loads of recycled materials (all from homes) to decorate the houses with. The idea was to chat to each other about your memories and thoughts of home and reflect these conversations onto the houses. The session was a drop in from 1pm-3pm.</p>	
<p><i>General atmosphere/impression of event</i></p> <p>The atmosphere was really great – it was quite a quiet event as people were happy concentrating, but the chats that were going on about people's homes were really lovely. One house was made by a mother (about 80) and daughter (about 40), who really seemed to enjoy working together, and made the families first house.</p>	
<p>How do you feel the session was received by the audience? <i>Do you feel they enjoyed it?</i> <i>Did any of the audience tell you about their responses?</i></p> <p>The audience really enjoyed themselves and seemed to appreciate the chance to have time to be creative as an adult and be given the opportunity and materials.</p> <p>"The house project brought back many memories of the homes I was born and brought up in; and provided a challenge as to To represent, not just the appearance of the house inside and out which changed over the years, but to portray something of the people who lived there, family and friends, and the mark they made on the property. Also, certain incidents which stand out which I call to mind. The Saturday 13th session was a pleasant creative interlude at a busy, stressed time, that enabled me to have a couple of hours of peace in which I became absorbed in 'building' this little house – and only wish the time had been longer. Many thanks to Emily and Victoria for creating this creative day and inviting me to participate, felt much more at peace by the close than when I arrived – even the weather brightened up in the end."</p> <p>"Thank you very much Emily and Victoria, for the lovely class and smiley faces. This is my first class and really enjoyed it. In future I will love to do more with you. Lovely to learn, Kind regards, Nalini."</p> <p>"Thank you so much Victoria and Emily, for this workshop. I've found it very relaxing and reminded me a lot more about my old home. – Bhakto and Makwana"</p> <p>"We came in late due to gnome hunting but will be making a house to reflect the one we're about to move my mum from after 50 years in Harrow! Very interesting."</p>	
<p>Were there any issues or concerns?</p> <p>The only issue that arose was that people wanted longer. Victoria had also planned the session so that cutting out the template was something the people did themselves. If we did it in the future, we would cut them out before hand as it took quite a lot of time and meant people didn't have as long as they wanted to decorate the houses, which was the real aim of the session.</p>	

Appendix 6: Volunteer Hours 2018/19

Volunteer Hours 2018/19

	April	May	June
Café/ Barn general opening	205.1	184	189
Tuesday Talk	4	4	4
Collections			40
Garden Club	49	80	70
Office support			
Local History			16
Learning support	31	71	247.5
Special Events		77	36
Consultation/ HLF/ Training			
TOTAL	289.1	416	602.5
HLF Skilled Total	31	71	287.5
HLF Unskilled Total	0		
HLF Total	31	58	
Work Experience	60	25	100

July	August	September	October	November	December	January
216	222	207	192	210	171	232
4	4	4	4	4	4	2
152	140	40	20	64.5	55	52.5
80	110	70	75	48	0	0
32	40	20	21	6		
136	154	56	14	28	14	37
3	118	8	138			
					37.5	
623	788	405	464	360.5	281.5	
288	294	96	34	92.5	69	
100	75					

February	March	Total
232	232	2492.1
2	2	42
51.5	50.5	666
10	10	602
		0
		135
30	68	886.5
		380
		37.5
		5241.1
		1161
		0
		89

Volunteer Hours 2019

	April	May	June	July	August	September
Café/ Barn general opening	232	232	232	232	232	232
Tuesday Talk	0	0	0	2	2	2
Collections	6	6	6			
Garden Club	50	33	104	114	74	80
Office support			5			
Local History						
Learning support	16	24	104	203.5	570	12
Special Events		120				
Consultation/ HLF/ Training						
TOTAL						
HLF Skilled Total						
HLF Unskilled Total						
HLF Total						
Work Experience	0	50	20	80		

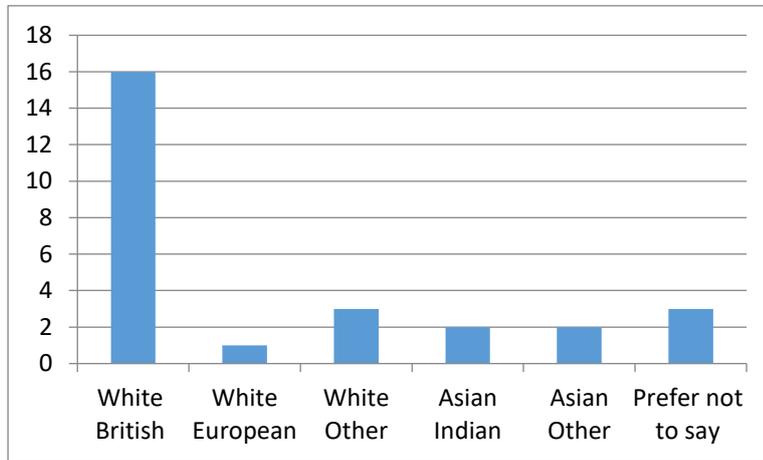
Total for half the year 2019	Assuming similar numbers	Total 2018/19	
1392	2784	2492.1	Café/ Barn general opening
6	12	42	Tuesday Talk
18	36	666	Collections
479	958	602	Garden Club
5	10	0	Office support
0	0	135	Local History
929.5	17730	886.5	Learning support
120	240	380	Special Events
0	0	37.5	Consultation/ HLF/ Training
2949.5	5899	5241.1	TOTAL
0		1161	HLF Skilled Total
0		0	HLF Unskilled Total
0		89	HLF Total
			Work Experience

Volunteer Demographics – comparison from 2017/18 to 2019

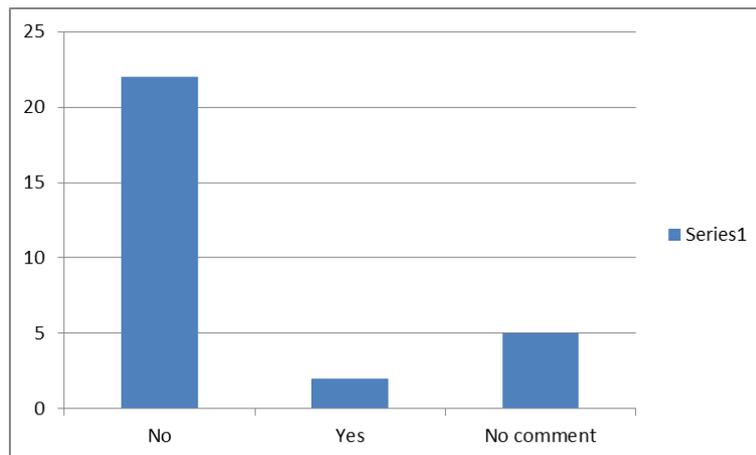
Volunteer demographic Data – 2017/18

09/2017-12/2018

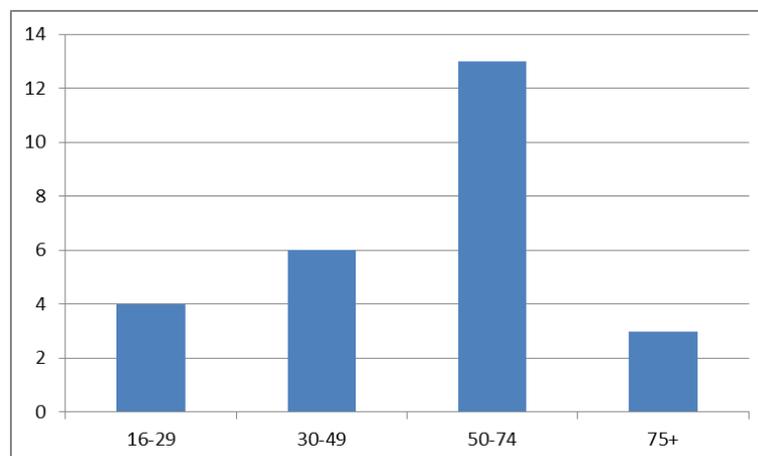
BAME



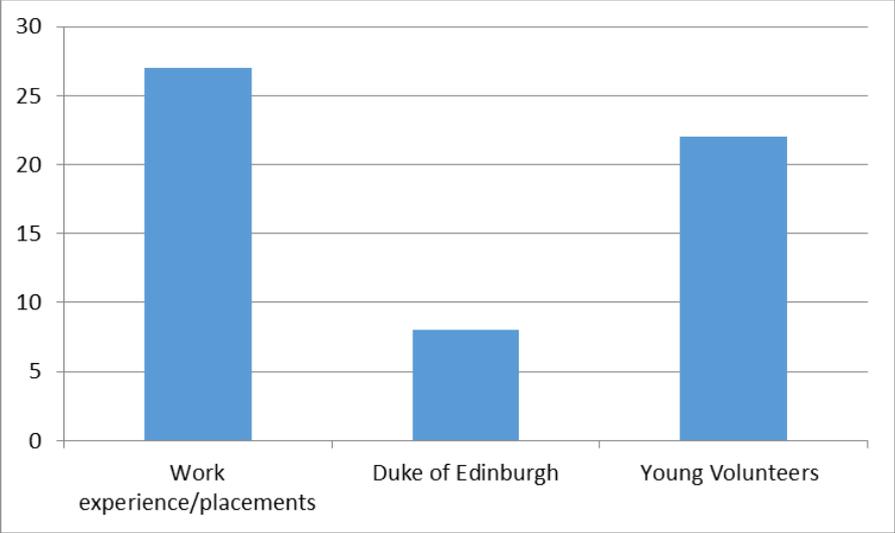
Disability



Age

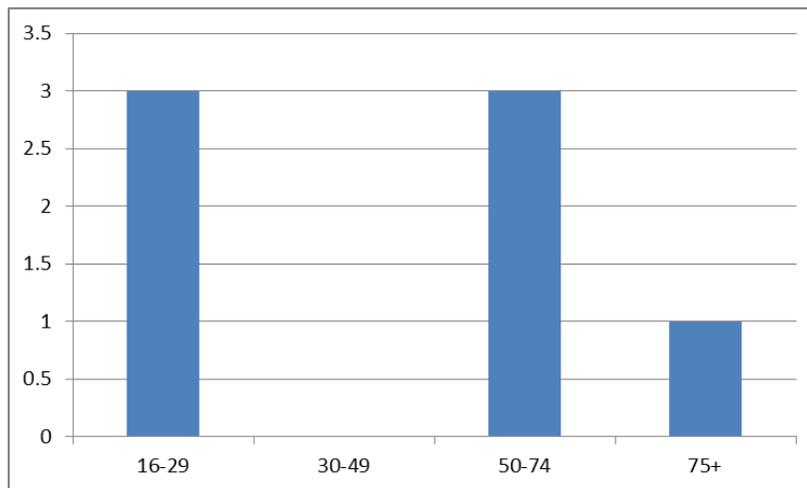


Young People

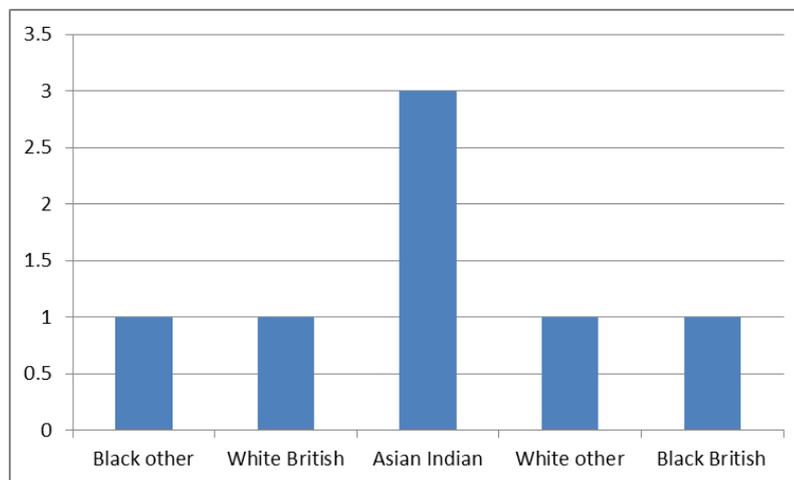


Volunteer Demographic Data 2019

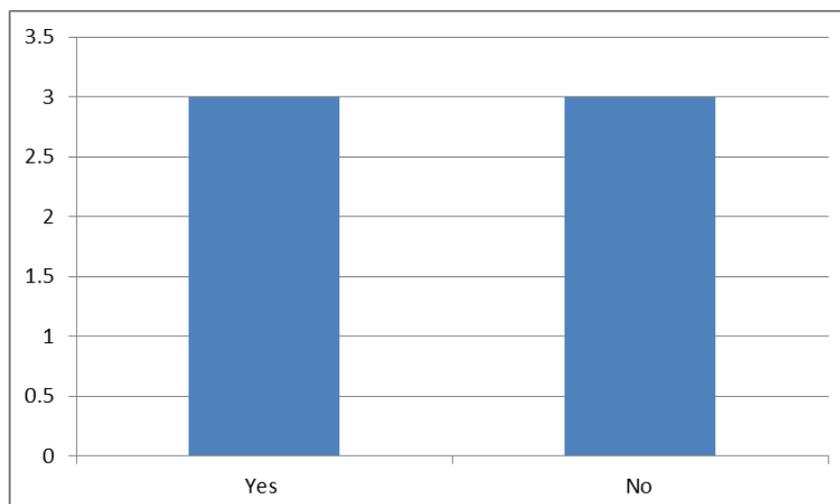
BAME



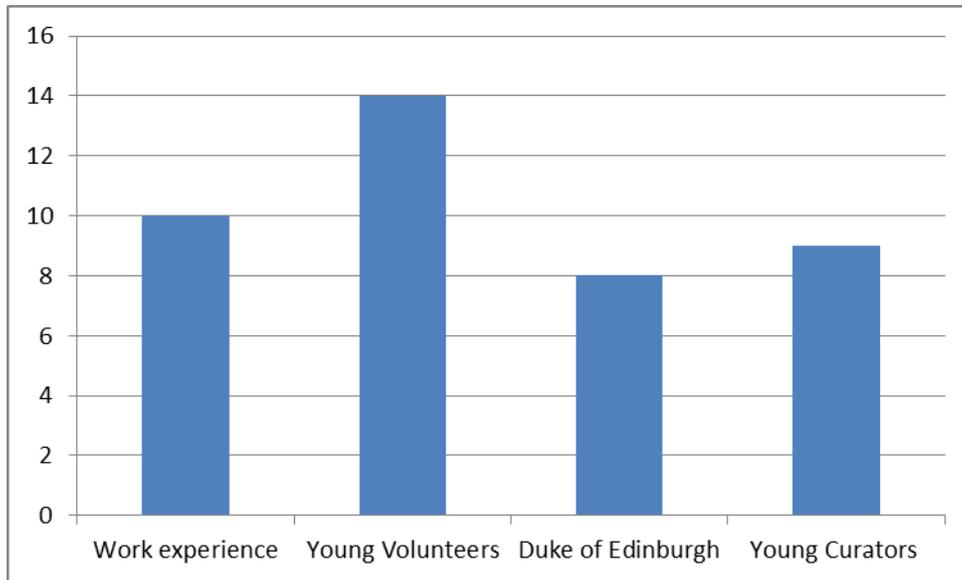
Age



Disability



Young People



Appendix 7 Reflections from Staff

Feedback from Outdoor learning officer, Learning and Access Manager (feedback used within the text), Community Engagement Officer, Alicia -post?

Outdoor learning officer

I certainly feel that the most important achievement (since I started in Jan 19) has been working with the gardening group – I have taken things slowly to get to the know the group and assess how they work/ what they want/ need and am working to meet their needs and bring the group into line with Museum policies and procedures. Direct and indirect verbal feedback is good, I haven't done an evaluation as such, other than an early questionnaire with the group. I have also made some progress in streamlining management of the grounds/ car park/ café area with the Parks team/ the Parks landscape project including the apprentices.

The greatest challenge for the Museum in the future, once the HLF roles are finished, will be continuing to offer support to the volunteers however I do hope that the measure I am putting in place will help to address this i.e. training volunteers in leading a gardening group/ writing a management plan. It will also be to co-ordinate the activities in the grounds with those in the park. Another challenge which I am working to address is the disconnection between the management & maintenance of the Museum site and the Park; and between activities in the Museum and those in the Park. I do feel that I have certainly made some progress with this and hope to make much more before the end of my role with the Museum. The fact that I will still be around until Jan 2022 in my Parks role should help considerably. The influx of new staff has helped considerably in this respect and the challenge will be to maintain this momentum when the HLF project ends.

Community Engagement Officer

What do you feel are the most important achievements for you and your role during the HLF funded period (since 2016)?

The role of Community Engagement Officer at Headstone Manor and Museum has been a very varied one and has different focuses. I feel that the most important of these have been the sustainable relationships made with groups such as *Mencap*, *Skillup*, *WiseWorks* and the Watford Recycling Arts Project. All of these relationships have been formed through workshops, specially created tours and volunteer recruitment. The relationships created are now at a point where these separate groups feel they can visit the museum on a regular basis of their own accord, and they can often be seen at the museum during the weekdays on group visits. They have also led to some great co-curated exhibitions when working with WRAP to produce artwork for our Community Cupboard that accompanies the temporary exhibition. These temporary exhibitions have also allowed relationships to be formed with the Whitefriars Studio artists who have since led workshops in the museum, and the museum has supported the artist's projects through prize donations and advertisement.

In terms of sustainability after the HLF project, one of the most important things I have been working on for the last few months has been creating a policy and catalogue of the museum's Handling Collection, in order to protect it for future generations and from being accessioned back into the main collection.

I have also been working to create a new volunteer role; a Costumed Demonstrator Role. This role aims to increase engagement in the Great Hall of the museum by using authentically costumed volunteers who will be demonstrating authentic 17th Century crafts and games. This role came about after it was realised that costumed outreach sessions were much more popular with audiences and stakeholders alike. The new role has thus far proved to be popular with current volunteers and staff as well.

2. What do you see as the greatest challenges in the future?

During this role the thing I have struggled with most is engaging community groups to simply visit the museum. I have attempted to engage these groups by offering free outreach sessions in their own environments as well as inviting them to create material for temporary exhibitions and for free tours around the museum. Whilst this has happened to some extent (see above) it has been challenging to reach the set targets. We therefore think the funding for the 'Guided tours for hard-to-reach audiences' section would be best used to create large text booklets of the permanent exhibitions for each room for people with visual impairments.

The greatest challenges I can see for the future without this role in place will be continuing to get the name of the museum into the community through outreach sessions. The role of Volunteer Costumed Demonstrator could therefore be very important in the future as these volunteers could attend outreach sessions and community fairs etc. in order to attract attention to the museum.

Senior Events Officer

1. What do you feel are the most important achievements for you and your role during the HLF funded period (since 2016)?

I feel our most important achievements are hitting our income and number target every year, but also reaching our head count for community events

2. What do you see as the greatest challenges in the future? **Our greatest challenge i feel for the future will be running our community events on little income targets and trying to achieve an amazing event for the community to come together.**

Cultural Development Manager

1. The most important achievements from my perspective are the complete transformation of the site – ensuring that the historic buildings and collections are properly cared for, conserved and accessible to the public to enjoy – plus the diverse programming that has been introduced particularly our family workshops etc as Harrow has such a large population of families with children under the age of 11.

2. The greatest challenge moving forward is ensuring that the museum is financially self-sustaining – cuts to local authority funding over recent years means there is a real risk that we may lose our current subsidy so we need to ensure that our commercial activities adequately support the museum so that we can continue with the excellent progress the funding has enabled us to make.

Charging visitors is actually the last resort that we would want to do as our vision is to keep the museum as accessible to everyone as possible. We are continuing to grow our commercial arm of the museum (events, café and retail) in order to support the longer-term operation and also establishing commissioning with the Adult & Community Learning Team where we run heritage led courses and workshops that also support their targets for English, Maths and Cohesion. We would be pursuing sponsorship and grants for project led activity and also further capital improvements. The council agreed and published their Cultural Strategy last year which I have attached for your information.

Senior Events Manager

So, we had an income target of £302,000 and exceeded this by 6%.

We also had a target of 50 events and hit 68 this financial year

If you want to take anything off the website please do!

Appendix 8 COLLECTIONS AND DIGITISATION

Curator and Digitisation Project Officer Feedback

What do you feel are the most important achievements for you and your role during the HLF funded period (since 2016)?

I can't speak for my predecessor who was in post until May 2019. Looking at the products of her work, however, I can say the following: Lucy did undertake amount of work in respect to the tablets and touch screens within the museum itself to make the collection digitally available to visitors. She also established a group of volunteers to begin working on inventorying and scanning the photographic collection in the archive, which was highlighted as an area of interest by a consulting qualified archivist in 2017. As for myself (in post since August 5, 2019), my most important achievements are in relation to the Local History Collection Archive, which was not originally included in the activity plan but is a large and important collection that has been held by the museum since 2013. With guidance from other local authority archives, I developed a 12 month plan to physically restructure, inventory, and catalogue the archive, whilst at the same time continuing with the digitisation goals. The council accepted our petition to close the archive temporarily during this period, in order that it becomes more accessible to public enquiry afterwards.

On the digitisation front, I have identified new equipment and preservation materials needed to continue the programme, notably scanners, cameras, and computing software. I have created a structure for our Collection Management Software (location trees, accession information, record trees) which will enable the digital cataloguing of both the archive and museum collections. The collection management software itself (CALM) was purchased during the HLF period by my predecessor and her manager (Alison), but was of limited use whilst they had other priority projects. During the next 10 months, a large goal is to make at least 3000 records (objects) available to find in the online catalogue including both catalogue information and photographs or scans.

What do you see as the greatest challenges in the future?

The largest challenge is the volume of work compared to the number of staff. Priorities include improving storage for the objects and cataloguing to bring the museum and archive into line with national standards, this requires an entire inventory of the collections (over 15000 in museum and 50-75000 in archive) which is a long-term project. Digitisation can run con-currently but issues with copyright and GDPR may prevent the public use of images and information in some cases (especially the archive). Volunteers will help with some aspects where discreet projects can be identified, but many of the decisions will have to be made by members of staff who have had proper training in conservation, collections care, digitisation, and rights management.

Has there been any press or publicity;

We have joined other archives and museums in tweeting monthly under the hashtag #GreaterHeritage on a specific theme. We announced the closure of the Local History Collection in all libraries and on our website. New brochures for 2020 will include information on the digitisation project and Local History Collection closure. Information regarding collecting roadshows taking place at local libraries in Feb 2020 has gone out; these events will collect material, oral histories, photographs, and other material for our May exhibition. Starting in November, the collections will tweet each week with links to other social media, with #MuseumMonday and #ThrowbackThursday alternating between the museum and archive collections, respectively.

Budget spent;

Again, I cannot speak to my predecessor or her manager, but I have spent around £200 to purchase new digitisation equipment and preservation materials. Moving forward we will be spending around another £1000 on digitisation equipment, and then a not-yet-determined amount on preservation equipment and storage solutions for the archive.

Numbers and demographics of staff and volunteers;

Currently 6 volunteers, mostly local 50+ but we are currently recruiting via Leicester Jobs Desk in order to attract volunteers of other ages.

Volunteer activity and hours given - and any training;

6 volunteers who work between 2 to 4 hours per week. Some training in manual handling and archive cataloguing, further training to take place. Oral history training planned for new year to accompany roadshows.

Any training undertaken by you in the last year;

Training in digitisation, GDPR, digital policy, SPECTRUM Inventory, and various informal training at other Local Authority archives.

Progress on digital catalogue of museum and archive for public access online;

The catalogue is currently being set up for location, donors, and category hierarchies which will help to organise the individual object records (these are linked) and to facilitate locating each object by members of staff. Over 1200 new authority records (location, etc.) created in the last two weeks. The online platform needs to be revised to show more information on each object. Goal by the end of Sept 2020 to have over 3000 unique object records with images available to the public.

Summary Key Collection Outcomes

Collections volunteers	Recruit increased collections volunteer team to 10 to reduce backlog in cataloguing	Six new volunteers & previous volunteers working on new projects in line with current priorities.
Local History / Stores Open Day (Nov)	Deliver annual event with community partners, initially free, charged from 2019 100 visitors in total	Plans underway to schedule the day on 13th September 2020 alongside the Museum store.
International Archives Day (June)	Deliver annual event, free and cost neutral	Plans underway to schedule the day on 13th September 2020 alongside the Museum.
Collections Digitisation	Digitisation of collection Catalogue records and images of museum and local history objects available on CALM (CMS)	Digitisation of material has already begun. Images of museum and local history objects stored in at least 2 places (CALM, hard drive), digitisation of 3000 individual objects records by September 2020.
Collections Digitisation	Procure digital collections catalogue/ equip and train relevant staff and volunteers	Plans are underway on building the CMS including new location trees and object trees. An additional of 3,000 new records by Summer 2020.
Collections Digitisation	Develop Digital Strategy for the Museum in line with other museums	Digital Strategy will be revised by December 2019.
Collections Digitisation		New fees and charges have been developed since September 2019, due to be published in February 2020 to generate income. Selection of material for new Education packs representing areas of Harrow borough. Digitise material of which we hold copyright will be available on our online catalogue starting Spring 2020. Digital material will be consistently selected for all upcoming exhibitions in 2020.
Collections Digitisation Market online material	Market online catalogue	Data on visits will be monitored after catalogue is marketed, due early 2020 including on our new website. 3000 unique visits should be revised as currently have no way to monitor visits from PCs in local history room. Plans are underway on building the CMS including new

		location trees and object trees. An additional of 3,000 new records by Summer 2020.
Collections Conservation	Professional conservation services	Suffragette tablecloth conserved (to be installed into permanent exhibition space in early 2020). Designs and quotes already obtained in November 2019.
Collections Conservation	In-house staff conservation	Conservation undertaken of a scout's hat for mould using manual dry cleaning - hat was used for uniformed groups evening on 6 June 2019; plans to conserve up to 80 books which are suffering from mould and red rot via freezing and proper housing in archival boxes in late 2019/early 2020.
Local History Collection	Temporary closure of collection	Petition for closure started in September 2019, closure granted from October 5, 2019 - October 1, 2020.
Local History Collection	Restructure of storerooms	Planning redesign of storerooms began in September 2019, and the first phase will be executed on November 11, 2019. Cleaning of storeroom and workroom, as well as inventory of objects in the spaces began in August 2019 and is ongoing. Re-evaluation of location designations in museum and local history stores occurred in September 2019 and physical re-labelling over 3 days in October 2019.
Local History Collection Inventory and cataloguing of collections		A rudimentary inventory has taken place of the rolling racks in the Local History store from August-October 2019. A full inventory/audit of maps is also occurring (Oct 2019-onward). Full inventory of filing cabinets underway with volunteers (started October 2019). Other projects planned for the duration of the closure. Information will be going on CALM and then online starting December 2019.
Local History Collection	Collecting	Despite closure, continue to collect, including voluntary donations and those obtained through roadshows in February 2020.
Oral history collection	Continue oral history collection, archiving & publication	Roadshows have been planned for February 2020 to collect WWII oral histories in relation to the VE Day exhibition in May 2020.
Oral history collection	Staff & volunteer training in Oral History collection (costs covered above)	Oral History training of 10 staff volunteers took place in 2016/7. Future training planned in early 2020.

Exhibition content creation	Recruit volunteers to work with the collection	Six new volunteers & previous volunteers working on new projects in line with current priorities.
Contemporary Harrow collection	Public adverts for items we are seeking	General public advertising already exists on our website but new marketing is due in 2020.
Contemporary Harrow collection	Agree loans/donations/acquisitions	(2) pictures loaned by Trinity Bar in Harrow in relation to Music Harrow! Windsor and Newton materials from WRAP (1). Young Curators family loans (1). Whitefriars Artists paintings (10). Kodak (1). <i>Whitefriars</i> glass swans donated by local resident (3). Variety of documents and booklets donated to the Local History Archive (10 deposits) including Kodak photographs and service medal.
Expand collections - contemporary Harrow	Work with AT to develop partnerships with relevant organisations locally	Plans underway to develop an exhibition with the Harrow Natural History Society including possible donations in 2020.
Contemporary Harrow collection	Work with AT in securing loans/donations/acquisitions through Community Curators	Plans to continue in 2020 as relevant to upcoming exhibitions including Jane McAdam's exhibition due to open in January 2020, a local artist.
Contemporary Harrow collection	Collection Roadshow at HMM and external community events to engage local people in determining acquisitions	Roadshows have been planned for February 2020 to collect WWII objects, memories and photographs in relation to the VE Day exhibition in May 2020.
Expand collections - railways and agricultural	Develop partnerships with relevant Museums	Not yet accomplished for 2019 but achievable in 2020.
Railway & agriculture collection	Develop partnerships with relevant Societies	Contact with the local Harrow Railway Society has been established in September 2019 to form new partnerships in 2020.
Railway & agriculture collection	Public adverts for items we are seeking	General public advertising already exists on our website but new marketing is due in 2020.
Railway & agriculture collection	Agree loans/donations/acquisitions	Donation given by Peter Scott.
Training	Develop Tours of the Stores	AT went on training on how to run a safe tour of the stores. Concerns were raised about public safety and object safety in relation to the current state of our stores. Future tours may be

		developed but only once concerns have been addressed and training redone. Two contractors have been sought out in September 2019 to give quotes on possible solutions for the large object store but in 2020. Plans are currently underway (November 2019) to renovate the Local Studies Archive Store & the workroom for safer access and possible tours in the future.
Museum of London Training Bank	Collections Care training with MOL	Stacey attended Agile Project Management Course for free from MOL Sept 2019. Kelly attended free Spectrum 5.0 training at MOL Sept 2019. Stacey attended MA conference exhibition in Oct 2019 for free supported by the Museums Association. Kelly attended Digital Archives Learning Exchange at National Archives in Oct 19. Future training schedule including further digitalisation through the National Archives and the Museum of London.
Local Archives training	Archive engagement training	Kelly and Stacey visited Brent, Barnet & Enfield Local Studies Archives. Brent, Hillingdon & Enfield made site visits to us. Attended training led by the National Archives.
Basic remedial conservation	Staff & volunteer conservation training	Planned conservation training with the Museum of London due in early 2020.
Paper conservation training	Staff & volunteer conservation training	Planned conservation training with the Museum of London due in early 2020.
Refresher collections care training	Staff & volunteer conservation training	Planned conservation training with the Museum of London due in early 2020.
Refresher collections care training	Staff & volunteer conservation training	Planned conservation training with the Museum of London due in early 2020.
Exhibition maintenance training	Exhibition maintenance training	Planned conservation training with the Museum of London due in early 2020.

Appendix 9 OUTDOOR LEARNING OUTCOMES

The post was filled quite late in the programming and thus the activity is not yet complete. Progress is reported below.

Headstone Manor & Museum - Outdoor Learning Summary	
Activity	Outputs (delivered)
Outdoor Wildlife Interpretation panel content writing	Completed by LAO
Nature Trail leaflet content writing	Completed by LAO
Training	
Co-ordinate training of volunteers to maintain landscape, and gardens	To date training for the volunteers has been informal i.e. on the job training of health and safety and key skills e.g. edging, pruning & deadheading. Following consultation and spending some time getting to know the garden volunteers I have now planned a programme of training which commences in mid-November with a 7 week course in basic horticulture. The 7 x 4 hour sessions will be spread over 5 months and aim to provide existing volunteers and new volunteers with the skills and knowledge to undertake their role. The course tutor is a very experienced horticulturalist who as well as working on a freelance basis, tutors at a horticultural college. She has put together a bespoke course for Headstone Manor Museum. As well as covering basic horticultural skills the course will also look at design, as some areas of the garden require changing, and it will produce a management plan for the garden as there is currently no plan to guide the maintenance of the garden. This plan will take into consideration the site's status as a Scheduled Ancient Monument. Further input on choice of plants relevant to the Medieval Tudor period will come from a training workshop with Dr Twigs Way, a garden historian. Other training planned for 2020 includes the use of power tools, composting, building willow structures and gardening for wildlife.
Co-ordinate training of volunteers to maintain the orchard	This training is to be programmed for early 2020 in with the planting dates
Book training with Marie Fleetwood to	Completed

cover volunteer induction procedures	
Book meeting with Emily Thomas to be trained on our volunteer database	DONE
In conjunction with Alison trained the gardening volunteers in the updated management plan taking into account English Heritage regulations for Scheduled Ancient Monuments	The garden management plan will take into consideration the regulations stipulated by Historic England. This will be worked into the forthcoming training course with, if necessary, input from the Museum Curator in interpreting the regulations.
Attend all museum training sessions	OLO attended a conference/ training event - Beyond the Classroom where there was an opportunity to share best practice and attend workshops such as brining history alive outdoors and innovative fieldwork.
Recruitment	
Formalise the remit of the gardening volunteers in conjunction with Historic England management plan	Ongoing as above - however volunteer role description has been updated already.
Talk to Matthew Wright about producing gardening volunteers' recruitment posters and how these will be distributed	Worked with Matt to produce new recruitment poster and distribute this as widely as possible.
Promote the gardening volunteer role across social media and volunteer platforms	Used museum twitter & Facebook accounts to celebrate garden volunteers and promote new opportunities including training course.
Recruit new gardening volunteers	Active - 2 new people in last 3 months & 2 new enquiries
Work Experience Placements. Discuss with Hailey Baxter how Outdoor Learning can support our programme. Book	Work experience student assisted in the gardening activities & preparation of resources for the Teddy Bears picnic activities.

days when OLO will lead into your diary.	
Volunteer Management	
Manage the gardening volunteers, including rotas and day to day activities	Liaising with the Garden Group co-ordinator to plan and agree activities.
Create a plan for how the different outdoor spaces on the museum site are maintained and by whom	An audit of the grounds has been partially completed and will be completed as part of the preparation of the management plan.
Attend and support all garden volunteer meetings	OLO attends or works with co-ordinator to ensure sessions run smoothly
Plan and Risk Assess all activities, for example working with tools, gardening in the car park.	OLO has worked with Operations manager to revise risk assessment and provided information to volunteers about H&S including advising that all have a tetanus injection and providing guidance on safe tool use.
Equipment	
Create an asset list of gardening materials.	Completed
Source and Purchase materials brought by us, decide how this will be marked so show it belongs to Headstone Manor.	Ongoing all existing tools and new tools to be colour coded.
Remove any equipment that is broken, does not belong to Headstone Manor, or is not safe to use (e.g. any petrol equipment, and non-PAT tested equipment)	Old/ broken tools identified and to be given to a repair charity which will, if possible, repair, can be 'bought' back if required or sold by charity.
Decide how kit will be stored and used by different groups, ensuring garden	N/A as all garden activities will be co-ordinated by 2 or 3 people so all will come under the same group which will run on different days.

volunteer materials are separate.	
Buy gardening kit/uniforms, including PPE	Completed polo shirts & fleeces purchased & new gloves.
Community	
Contact the Community Payback Team and explore ways they can help at Headstone Manor & Museum	To be undertaken in Spring 2020 - invited to come and undertake a day or 2 of action.
Community Gardening Club. Start twice monthly, weekend drop in sessions	Plan to extend existing community gardening club and offer some weekend sessions at the weekend commencing in May once training course completed & more skilled volunteers able to lead.
In conjunction with Emily assist the planning and delivery of the Glorious Garden Party (volunteer recruitment, plus one talk / tour)	Completed & delivered a tree talk/ walk around grounds.
Formal Learning	
Develop and deliver museum outdoor learning sessions for schools	In discussion with LAO target amended as it was established that targets unachievable & unrealistic for the OLO with other work. Agreed to develop a stand-alone natural history resource which will fit in with Museum's existing sessions and the Parks project education pack and allow schools visiting the site to incorporate the outdoor environment into their day.
Create Saxon Herbs & Home Life session	To be developed in 2020
Develop session to go alongside Owl local history story	Completed and successfully tested with schools in July.
Families	

<p>Develop and deliver a series of wildlife workshops for families - dates given by Hailey, and Headstone Village Show</p>	<p>OLO organised 5 of the family Sunday workshops in 2019 and linked these to the Parks works & Natural environment as far as possible. Sessions included: Making cotton bunting with natural plant colours during Love Parks Week; Making a Fish on a string from recycled materials during London River Week; Making a paper butterfly plant label and sowing seeds of pollinators to take home in Big Butterfly Count month; Crafting a bat out of recycled/ donated materials from the Waste Resource Centre (WRAP) and in November making lanterns out of papier mâché and autumn leaves to celebrate the colours of nature. All sessions use recycled and/ or biodegradable materials as much as possible. And information was provided to attendees such as Butterfly ID charts/ Wildlife gardening leaflets. Agreed with Y&Co to run 6 next year from May - September.</p>
<p>Development of wildlife themed activities for the museum art cart, one outdoor, discuss with Hailey</p>	<p>Provided Woodland Trust <i>Spooter</i> sheets for families to take away which went down well. In discussion with YFO about supply of seasonal Nature focused Spotter ID sheets for families to take away - first batch to be printed for Winter by end of Nov; then in Feb for Spring; May for Summer & August for September. In addition to do exhibition linked resources in art cart.</p>
<p>Teddy Bears Picnic - attendance wouldn't be part of Museum offer but would work as a parks target</p>	<p>Done & developed den building & trained volunteer to run this again in the future.</p>
<p>Delivery of bat & bird box building workshop for families (can include duck houses)</p>	<p>Programmed in to run in Feb half term 2020 and Easter 2020 - bird box making and insect home making; These sessions will be limited in numbers as adults will need to work with children to use tools, the sessions will be free and approx. 8-10 families will be able to attend each of the 3 sessions (3 sessions in Feb and 3 at Easter)</p>
<p>Adults</p>	
<p>Development and delivery of nature walks/ bat walks for adults. (one to be on the Glorious Garden Party)</p>	<p>OLO has been offering a monthly nature walk as part of Parks role and these walks take in the Museum grounds. A Tree walk was delivered as part of the Garden party. A signs of spring walk is programmed for March - on International Day of Happiness to encourage people to get out into nature to relax and de-stress. " other walks to be programmed in May & June 2020</p>

Delivery of talks on local wildlife for adults. Plan with Emily into Tuesday Talks and programme 1 interactive talk at Museum Late (5th July)	Worked with CEO to plan Tuesday Talks; 1x Tuesday talk - with Dr Lucy Shaker Thames 21 October - Re-naturalising Yeading Brook; and planned for November talk - the History of British Parks with Paul Rabbits; and in January - the Medieval Tudor Garden with Dr Twigs Way.
Development and delivery of wildlife workshops for adults with learning disabilities.	Completed with a group of ladies from Harrow Mencap - delivered an eco-art activity with the group. Group has re-visited and OLO delivered another session as part of Parks role.
Museum activity	
Attend all museum main events - May Day, Headstone Village Show & Halloween	Done - at Headstone Village Show - prepared a display of info on Park landscape plans and info on pollution to show how the works will improve the aquatic environment in the Moat and Yeading Brook; and provided info on water saving and misconnections i.e. ways in which householders may inadvertently polluting waterways through their drains going into the wrong sewer.
Attend all team meetings	Done
Marketing	
Plan with Matt marketing of Outdoor events and sessions	Done - provided text & images
Evaluation	
Plan with Kate and Learning Team session evaluations	Used existing sessions evaluation procedures, data collated by YEO & LAO

Appendix 10 Events and Marketing

Events/Wedding Feedback

Wedding feedback (from Website)

“We had a great wedding day. Thanks so much to you and your team. You guys did a brilliant job and the barn was so beautiful” *Chris and Louise, Wedding, July 2019*

“We also wanted to say a massive thank you to our event co-ordinator... they were amazing throughout the whole wedding, before and during! Thank you so much for helping to make it perfect” *Tina and Stefan, Wedding, July 2019*

“We had such a wonderful day. So many of our guest complimented the venue and we were really pleased with how it all went. Thank you for all your hard work.” *Chris and Tania, Wedding, May 2019*

“We could not have picked a better venue to have our engagement party in. The Barn is beautiful and the staff are faultless. The whole evening ran extremely smoothly and we had a brilliant night! All of the guests were commenting on how stunning the venue is.” *Chloe, Engagement Party, Dec 2018*

“As soon as I saw this Venue, I knew it was perfect for my Indian wedding. The location was ideal for all of our friends and family and no one could believe that such a beautiful venue was available in Harrow – all of our guests loved it! The Barn and the grounds were stunning, therefore in regards to decor, it was very easy. Our day ran as smoothly as possible, thanks our event manager. Her organisation made everything so easy for me and she made sure all of my suppliers were as organised as they could be on the day of the wedding.” *Nisha, Wedding, Sept 2018*

“Who knew that there was such a stunning venue 10 minutes from our home in Hatch End? We invited about 150 people to a reception and lunch to celebrate our wedding. The reception was outside in the sunshine and when our guests walked into the barn for lunch, there were lots of “oohs and aaaahs”! It was a very special day, celebrated at a very special venue with help from a great team.” *Judith and Geoffrey, Wedding, Sept 2018*

“The great barn was the most stunning venue we had visited. We had the most magical ceremony with our closest family and friends. The team were beyond phenomenal, helping organise every aspect of the wedding ensuring the day ran as smooth as possible. The staff on the day were so supportive and accommodating to our friends and family. We will forever be grateful to the team, no words can justify how amazing they were.” *Thamilini, Wedding, July 2018*

“I recently got married here and I had the most amazing time, the location was very local but I didn’t feel like I was in harrow at all. The barn itself was beautiful which made the décor very easy, all my guests loved the barn and claimed it wasn’t the kind of ‘barn’ they were expecting. It also has the most amazing staff working behind the scenes; they were so

accommodating throughout the planning process and on the day. I'd definitely recommend this place!" *Sarah, Wedding, July 2018*

"Had the most amazing wedding here on Friday – all of the guests commented on what a stunning venue it is. Thanks to the staff for making it perfect." *Carly, Wedding, May 2018*

"It's really a hidden gem, a combination of rustic and chic, and has beautiful grounds. Myself and family want to say a huge thank you for all that the team did to help ensure that our wedding day was just perfect. The support provided throughout was consistently incredible, backed with a very friendly and efficient approach. I really cannot recommend the venue enough." *Payal, Wedding, May 2018*

Marketing

Marketing – Senior Marketing Officer

Marketing HLF Report 2019-2020

In Numbers

- 51,666 Visitors
- 7,827 took part in family activities
- 4,780 visits from local school children
- 7,653 people attended our special events (including May Day, Outdoor Theatre & Museum Lates)
- 42,451 café visits with 14,093 hot drinks served & 1,800 retail gifts bought

Key Marketing Activity/Achievements

- A new mailing list and e-newsletter has been established, with currently 211 subscribers
- 2 interactive tablets are now in position to collect visitor data and encourage mailing list sign up
- Redevelopment work on the current website www.headstonemanor.org has been confirmed and will be completed in Jan 2020
- 2 sell out performances of our first ever family Halloween Pantomime
- Successful promotion of 2 large community events, May Day at the Manor & Headstone Village Show
- Production of 3 seasonal brochures to promote all museum activity
- Signage plan executed to improve visitor experience and promote visits to Visitor Centre and Café
- Investment in a Social Media Scheduling tool allowing for the execution of a Social Media marketing plan.
- Successful promotion of 2 outdoor theatre productions, Alice in Wonderland and A Midsummer Night's Dream. A total of 723 audience members attended
- Successful promotion of a Museum Late event. A total of 70 audience members

Visitor Comments

"Fantastic museum with lots for all ages. Great cafe too" – Adrian Hieatt – Visited Nov 19

"Fabulous local museum, you can learn about the full History of Harrow and the surrounding area. A must for children. There's always a treasure trail for kids and more." – Omar Ramroop – Visited Oct 19

"Perfect afternoon out with the family - including an excited toddler - even in the rain. Very friendly and impressive presentation. We'll be back!" – Kate Shockley – Visited Sep 19

"Love this place. Amazing place for a visit. So much information and history. Amazing experience and its FREE" – Thomas Morin – Visited July 19

"Beautifully restored but still retains all its buildings of interest and local history is kept alive for future generations. Knowledgeable staff in museum." – Freda Nolan – Visited May 19

"Fascinating history is well explained, following renovation." – Tim Brown – Visited April 19

Marketing Challenges

The introduction of a comprehensive marketing strategy has had a noticeably positive effect here at Headstone Manor & Museum. Executions of key areas of the strategy throughout 19-20 have allowed us to lay a solid foundation for the continued promotion of our offering. These key aspects include the introduction of a customer list, the ability to collect key visitor information using remote devices and delivery of dynamic marketing campaigns covering both print and digital.

Now that the foundations have been set, the key challenges I identify as facing the marketing and promotion of HMM are as follows:

1. To continue to collect key visitor data and effectively interoperating the information collected to inform company-wide marketing strategy.
2. To maintain and promote the visitor/customer database and ensure a dialogue is maintained using dynamic content.
3. To develop frequent, creative and dynamic digital content to be used across new and emerging digital marketing platforms (e-campaigns, social media and web). To include the production of photographs, video and other interactive content.
4. To keep up to date with current marketing strategies, techniques and trends identified within the heritage and cultural sector.

To raise brand and business awareness through digital and print advertising with relevant local and national channels (normally coming.

Appendix 11 OTHER DATA

GEM Case Study article

Case Study Title	Whitefriars: Behind the Glass – HLF Young Roots Project
Author(s)	Hailey Baxter, Youth & Families Engagement Officer Headstone Manor & Museum
“Red Dot” (Suggested category)	Young People
Section 1 – 250 words	
Summary (Brief outline of the project)	Headstone Manor & Museum, supported by the Heritage Lottery Fund’s Young Roots programme, aimed to engage over 100 young people (16-24) from the local area, in a heritage project to uncover the history of the Whitefriars Glass Factory, from when it arrived in Harrow to its closure, and the legacy it left behind.
Background (Information on the learning audience, institution etc. which provides a context for the project)	Whitefriars Glass was a significant local industry in the history of the borough and a world- renowned leader in glass manufacture and craftsmanship. Since the factory’s closure in 1980 the memories of the impact it had in the local area have faded. As the local history museum for the borough, there was a need to tell the story of Whitefriars and pass it on to the next generation.
Challenge (The problem being addressed by the project)	<ul style="list-style-type: none"> • A Young Roots project is intended to be led by young people and a key challenge of this is helping participants to become confident and engaged enough to take ownership and make decisions. • As our participants weren’t born when the factory closed the ex-Whitefriars employees are significantly older than them. Bridging this generational gap was a challenge. • The making of glass as a subject that young people won’t have had any prior knowledge of so learning has to start from the very basics.
Approach (A description of how the project sought to address the challenge)	<p>We recruited a Young Consultant to be involved in the planning of the project and would be involved throughout the duration. The Young Consultant helped to select candidates for the project and developed peer leadership skills as they acted as mentors to the other young volunteers.</p> <p>The young volunteers from local schools and colleges were trained in museum and oral history skills to improve confidence. They researched the Whitefriars items we had in the collection and then did further research on glass making so they had this knowledge when conducting the oral history interviews. The young people worked together in a group at the beginning of the</p>

	<p>project, learning new skills together and then eventually were able to be more independent as the project when on.</p> <p>Before each oral history, the interviewee would come in for an informal chat with the young people. This gave the young volunteers a chance to share what they have learnt and made them more comfortable conducting the interview at a later date.</p>
<p>Intended outcomes (The aim/s of the project)</p>	<p>Young people will</p> <ul style="list-style-type: none"> • engage with and learn about local heritage • be trained in a wide range of heritage skills • actively share their knowledge and creativity <p>Young people with learning and/or other disabilities learn about their heritage and make a significant contribution to the museum</p>
<p>Intended outputs (The products to be delivered by the project)</p>	<ul style="list-style-type: none"> • Oral history of 6 ex-Whitefriars employees taken and transcribed by Young People after training. • Young people to make a stained-glass window with ex-chief designer at Whitefriars to be on permanent display at the museum. • Educational sessions based on the traditional skills of glass making to be delivered to students with Special Educational Needs from Harrow College, to enable them to create their own unique interpretations of the heritage of Whitefriars for a film to go in the museum.
<p>Section 2 – 300 words</p>	
<p>Obstacles and issues (The difficulties encountered through the delivery of the project)</p>	<p>Some of our young people are more used to a classroom session and that this kind of personal learning and skill sharing from an older generation was unusual for some of the participants. There was an existing bad relationship with some of the ex-Whitefriars employees and the previous museum staff.</p>
<p>Actual outcomes (Those original or additional aims met by the project)</p>	<p>Young people have returned to the museum with friends and family. They are comfortable talking about the project and sharing the Whitefriars story.</p> <p>Young people have a connection with the museum and objects. <i>“I have learnt more about how objects are stored and cared for and how the Museum relates to the history of the local area.”</i></p> <p>Fixed previous poor relationship with ex-Whitefriars employees and have established the museum an authority on Whitefriars glass.</p>
<p>Actual outputs (Those products – planned or additional - delivered by the project)</p>	<ul style="list-style-type: none"> • 103 young participants • 27 oral histories recorded • Young people have made a significant contribution to the museum by creating a window for display, a video and a project exhibition. • Improved relationship with local schools and college

Section 3 – 200 words	
Lessons learned (List of key learning points from the project)	<ul style="list-style-type: none"> • The importance of making the project flexible. This made it possible to be responsive to the needs of the partner college and to allow the team to be adaptable when working with the young people themselves and open to their creativity and interests. • Focusing local history on the human aspect of the story can help capture the imagination of young people. • Our project is not an add-on project, but is an externally-funded piece of work that fits within the bigger picture, informing the direction of the Museum’s heritage engagement work and giving it momentum.
Next steps (Brief description of the future of the project or related initiatives)	Continue relationships and links with schools and ex-Whitefriars employees whilst our glass collection grows. Sharing outputs with local organisations looking to learn more and run projects about the area. Looking to do another project with young people!

Headstone Manor and Museum Temporary exhibitions 2019

January to April 2019

More Than Brushstrokes

This exhibition worked with local artists from the Whitefriars Studios (based in the old Winsor and Newton Factory building), who exhibited their work alongside Winsor and Newton artefacts from the museum's collection. Some of the artists had worked solely with Winsor and Newton paints to create their works, some had depicted Headstone Manor and Museum itself and one had even produced a stained-glass window in the style of a Whitefriars window.

Colourful Stories

This exhibition ran alongside the More than Brushstrokes exhibition and focused on displaying stories from people who had worked at the Harrow Winsor and Newton Factory. In order to find these, we used details people had left on the museum's 'Add Your Stories' cards, and social media posts on local group platforms such as the 'Harrow Old Views' Facebook page. We collected three stories from this outreach work, one from a receptionist at the factory, one from a Sales Director, and finally one from the Technical Director from 1993 – 2009.

A Snap Shot of Harrow

This Visitor Centre exhibition case was focused on the story of the father of one of the museum's volunteers who worked in the Harrow Kodak factory and had many objects and ephemera from his time there.

May to August 2019

A Place to Call Home

This exhibition looked at homes and houses in Harrow, displaying numerous objects from homes throughout time now in the museum's collection. It focused on 'iconic buildings, infrastructure, job opportunities and major re-developments'. It also engaged with the local community in a small outreach project in order to collect photos of the insides and outsides of people's homes. Again, this was achieved through the use of the 'Add Your Stories' cards and multiple social media posts. We collected 5 photographs that were then displayed in the exhibition.

Thoughts of Home

This community exhibition was a display of artworks created during an open drop-in workshop at which people from the community came and created their homes, whether those were past, present, or future dream ones. The workshop was facilitated by the museum and an artist from the Watford Recycling Arts Project (WRAP) who use only recycled materials. For this workshop, the materials they brought were only those that would have been found around a house e.g. wallpaper, buttons, ice-lolly sticks etc.

My Home

This Visitor Centre exhibition focused in on a specific house from Harrow; an old Victorian building that was built on the site of a medieval farm. An oral history was collected from this, speaking to the current owners of the house. Photos were taken and displayed

alongside the photos people had sent in for the main temporary exhibitions accompanied by various questions engaging the visitors in order to get them to think about their own homes.

September to December 2019

Young Curators Exhibition – MusicHarrow!

This exhibition was curated by a group of Young Curators who researched the history of music in Harrow, did outreach with various groups around the local area, and produced text and interactive games and videos for this temporary exhibition. This exhibition also included loaned objects from the Foundling Museum in order to display the history of Handel in Harrow. Other objects were borrowed from various groups in the local area.

Painting to Music

This community cupboard exhibition displayed work from the members of the museums under 5s group, Mini Museums, who painted whilst listening to music from the likes of Handel and Elton John, all musicians from Harrow.

Harrow: A Music Hub

Email interviews with Rick Wakeman, a local musician to Harrow, answered our various questions about his childhood in Harrow and how it has affected his musical career. This panel included some of his answers accompanied by various musical

