



Celebrating our past, looking forward with pride

A Heritage Strategy for
Barking and Dagenham

2013 – 2016

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Foreword

Barking and Dagenham has a unique and rich heritage which continues to shape the borough today.

There is much to be proud of in Barking and Dagenham: our rich and varied industrial heritage; the medieval abbey and manor house; old Dagenham village; the world famous Becontree estate; and our many sporting heroes to name but a few.

An understanding of our heritage helps to give people a sense of place and increases pride in the Borough. This is why the Council and the Heritage Lottery Fund has provided significant investment at Eastbury Manor House and Valence House Museum to improve the way that people can reach across generations and learn about the past.



These unique buildings and the collections, exhibitions and events that we hold in them play an important part in promoting education, well being and community cohesion. However, there is a lot more to the heritage of the Borough than just these two buildings and a lot of effort is going into actively promoting and raising awareness of other important sites in the Borough.

This strategy is intended to provide a framework around which we will focus our efforts over the next three years to use our heritage to improve the quality of life of local people.

Councillor Liam Smith
Leader of Barking and Dagenham Council



Ford Blast Furnace c.1950

Introduction

This new Strategy aims to build on the success of its first heritage strategy and recognise that Heritage Services has not yet reached its full potential. There is scope for Heritage Services to better contribute to the priorities of the council and increase awareness of the rich Heritage of the Borough to both local people and visitors through better promotion.

The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham: *Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents*¹.

Our vision and aspiration is for our Heritage to be at the heart of the community, inspiring, creative, acknowledging and promoting the contribution of residents past and present in shaping the borough and making a recognised positive contribution to improving the borough and the lives of the people who live, work and visit it.

Our mission is to collect, preserve and interpret for local people and visitors the evidence of Barking and Dagenham's past for enjoyment, learning and inspiration.



**“Sir Richard Fanshawe 1608 – 66, 1st Bt”
by William Dobson**

Building on success

The last Heritage Strategy 2000 – 10² was based on the development of eight major heritage themes:

- the Barking Abbey site
- Eastbury Manor House
- Valence House and its collections
- the maritime and fishing heritage
- the industrial heritage
- the Becontree Housing Estate
- oral, family and social history
- Old Dagenham Village and its church

Over the 10 year life of the strategy there has been significant progress and development of these themes, notably the successful capital projects with support from the Heritage Lottery Fund for the development of Eastbury Manor House and Valence House.

These projects have increased not only physical access to the historic properties but also to the heritage of the borough through exhibitions, education programmes and events and activities. The new exhibitions in Valence House Museum feature the maritime and fishing heritage of the Borough, the industrial heritage of the Borough and Becontree Housing Estate. New signs at Barking Abbey help to interpret the ruins and raise awareness of the national importance of the site.

The new Archives and Local Studies Centre at Valence House has improved access to oral, family and social history collections and projects such as Working Lives has recorded the oral histories of those who worked in the industries of the Borough and are made accessible through the Archives and Local Studies Centre. A history and literacy education project based on Dagenham Village in the 1920s created a book and interactive intranet site used by all schools in the borough.

This success is evidenced by the increased use of Heritage Services. Since reopening fully in 2010, total usage has increased from 34,610 in 2010/11 to 67,396 in 2011/12 and there has been further strong usage in 2012/13.



Octagonal Turret, Eastbury Manor House

The purpose of the Heritage Strategy is to provide a shared vision and a framework for the delivery and promotion of Heritage Services over the next three years.

The key service outcomes from the delivery of this strategy in 2016 (what Heritage Services will directly achieve) will be:

- ✓ More people engage with the history of Barking and Dagenham to provoke thought and emotions and develop their pride and understanding of the heritage of the area.
- ✓ More people of all ages from all parts of the community visiting Valence House and Eastbury Manor House regularly and have a fun, welcoming and safe experience.
- ✓ More people come together to socialise.
- ✓ More people make a positive contribution to society through volunteering.
- ✓ People have easy access to information about Barking and Dagenham.
- ✓ The physical and intellectual history of Barking and Dagenham is preserved.
- ✓ Reduced negative environmental impact from the facilities and operations.
- ✓ Sustainable financial position will be achieved.
- ✓ Good quality sustainable jobs for people with the opportunity to develop high professional standards.

In collaboration with partners and other providers of cultural services, Heritage services will achieve:

- ✓ Increased self-confidence, self-awareness and community spirit amongst local people.
- ✓ Shared identity, sense of place and community and pride.
- ✓ Improve access to the Council's documents.
- ✓ Reduced social isolation.
- ✓ Thriving voluntary sector.
- ✓ Relaxing, pleasant and safe green spaces.
- ✓ Healthier more active minds.
- ✓ People learn more and share this learning.
- ✓ Increased opportunities and increased inward investment and business activity.

These outcomes link directly to the Council's priorities:

- **Ensure every child is valued so that they can succeed;**
- **Reduce crime and the fear of crime;**
- **Improve the health and wellbeing through all stages of life;**
- **Maximise growth opportunities and increase the household income of Borough residents.**

What is heritage?

We define ‘heritage’, to mean “those things inherited from the past that people wish to pass on to the future. This is not just the best or most attractive but includes all memories, which can sometimes be uncomfortable, that people do not want forgotten”¹.

It includes:

- Material culture, handed down from the past and including pre-historic remains and visual culture
- Intangible heritage that is shared identity: whatever people like to think about themselves²

Heritage is now widely understood as being all around us, defining local places as well as Our National Identity³.

In the context of this strategy ‘heritage’ is used in this broad sense, inclusive, rather than exclusive, and encompassing both material culture and the intangible. History is an interpretation of the evidence of the past and Heritage Services interpret and facilitate the community to interpret the evidence of their past.



School session on healthy eating during World War II

The Importance of Heritage

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It is nationally recognised that heritage has an important role in local areas and has a positive impact on the lives of people.

Place making

The historic environment is a vital part of place making. It provides character, distinctiveness and a sense of place. It helps people be proud of where they live.¹

Over 90% of adults living in England think that when improving places it is worth saving their historic features.²

Economic Value

Our heritage is a major factor in attracting tourists from both home and expanding markets abroad. Heritage tourism contributes £20 billion to UK GDP, more than the advertising or car industry.³

Museums, libraries and archives support lifelong learning and this can be a vital part of the skills necessary for sustaining an area's economy and communities' participation in it. Across the country, and particularly in places like London, museums are significant visitor attractions that help to underpin local and regional economies. Over the life of the strategy we will be working to raise the profile of our heritage sites to attract more visitors to the area.

Learning

Museums can have a positive impact on learning and attainment. 60% of pupils achieved a higher mark for their assessed piece of work after a museum (or archive) visit when compared to previous assignment marks.⁴

Popular

An increasingly broad range of people engage with the historic environment. Enjoying England's heritage is popular, not an elitist activity.⁵

Inclusive

Around 48% of adults from black and minority ethnic backgrounds, 58% of adults with a limiting disability or illness, and 56% of adults from lower socio-economic groups visited at least one type of designated historic environment site during the last year.⁶

Volunteers

Volunteering in a museum, library or archive helps people take an active part in their community. Many older people are involved in developing community archives and family history activities. Such activity helps older people remain connected to their communities, and there is huge potential to develop this further, linking it to reminiscence and intergenerational work.⁷

Changing lives and communities

Collecting and sharing history of a place can have a huge impact on the lives of its people, helping them to come together to make sense of where they live and work.⁸

Links to other strategies and plans

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There are a number of key national, regional and local strategies and policies that have both influenced and had an impact on the development of the London Borough of Barking and Dagenham's Heritage Strategy, these are identified as follows:

Drivers	National and Regional Policy, Strategy Documents and Plans	Local Policy, Strategies and Plans
<p>Cultural Education in England: An independent review by Darren Henley for the Department for Culture, Media and Sport and the Department for Education, 2012</p> <p>Archive Accreditation scheme: new standard for 2012 (in-line with Museum Accreditation)</p> <p>FOI Act 2000 (implemented 2005) particular reference to Section 46</p> <p>Data Protection 1998: code of practice for archivist and record managers under section 51(4) of the data protection act</p> <p>Environmental Information Regulations, 2005</p> <p>Local Government (Records) Act 1962, amended 2003</p> <p>Local Government Act 1972</p>	<p>Arts Council: Culture, Knowledge and understanding: great museums and Libraries for everyone – a framework for future cooperation</p> <p>National Trust Strategy document 'Going Local' Fresh tracks down old roads our strategy for the next decade</p> <p><i>Government policy: Archives for the 21st Century policy – Action plan currently under review (2012)</i></p> <p>Cultural Metropolis: The Mayor's Cultural Strategy</p> <p>National Planning Policy Framework (2012)</p> <p>London Plan (2011)</p> <p>The National Heritage List for England</p> <p>English Heritage – Heritage at Risk Register</p>	<p>Barking and Dagenham Council's Corporate Plan 2013/14 (LBBD)</p> <p>A call for Change, a Plan of action: Children and Young People's Plan 2011-2016 (Barking and Dagenham Partnership)</p> <p>Helping You live the Life You Want; Older People's Strategy 2010-2013 (LBBD)</p> <p>Health and well Being Strategy 2010 -13 (Barking and Dagenham Partnership)</p> <p>Regeneration Strategy 2008 – 2013 (London Borough of Barking and Dagenham)</p> <p>Barking and Dagenham Arts Strategy 2012 -2015 (Draft)</p> <p>Borough Wide Development Policies DPD (2011)</p> <p>Barking Town Centre Area Action Plan (2011)</p> <p>Abbey and Barking Town Centre Conservation Area</p> <p>Abbey Road Riverside Conservation Area</p> <p>Chadwell Heath Anti-aircraft Gun Site Conservation Area</p> <p>Dagenham Village Conservation Area</p> <p>Barking and Dagenham Local Heritage List</p>

The population of Barking and Dagenham is changing

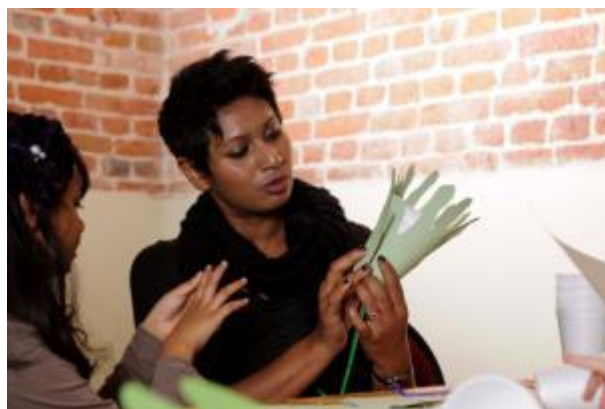
- The borough is expected to see one of the highest growths in population in the country, with a high proportion of the growth being accounted for by pre-school and school age children.
- The population of the borough has increased by 22,000 between the 2001 and 2011 Census which is a 13.4% increase in the borough's population.
- There has been almost a 50% growth in 0-4 year olds. This is the highest growth for this age group of any local authority in England and Wales.
- The borough has the highest population percentage of those aged 0 to 19 at 31% in England and Wales.
- The over 60 population accounts for one of the smallest percentages of population in England and Wales.
- There has been a 20% decrease in the 65+ age group in the borough, which is the biggest decrease in London. However, growth in the over 85's will be within the top 10 highest in London by 2021.

Population Projections

- The borough's population is projected to rise to 206,600 by 2016 and 224,900 by 2021, the third highest population increase among London Boroughs. (ONS Sub National Projections 2010).

The Ethnic Diversity of the borough's population is also changing

- In 2001 the percentage of the White British/Irish population in the borough was 82.5%. This has dropped to 50.4% in 2011.
- Most other ethnic groups have risen in both number and percentage between 2001 and 2011. This is particular significant for Black: African, Asian and White: Other Groups.



Craft Workshop at Eastbury Manor House
Grant Smith/LBBD

Barking and Dagenham is also among the most deprived boroughs in the country based on the Index of Multiple Deprivation

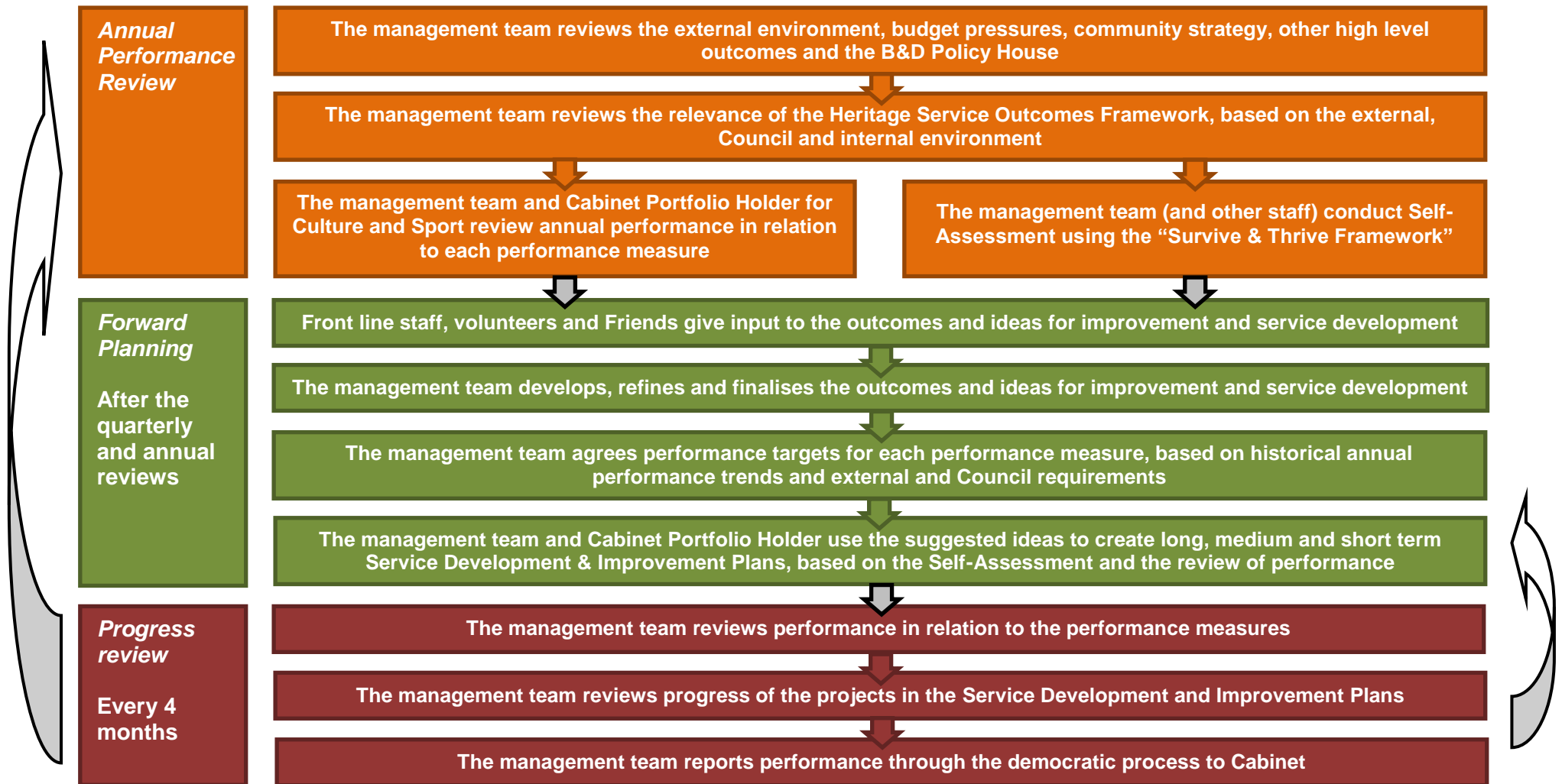
- The borough is ranked 7th within London out of 33 (where 1st is the most deprived).
- Life expectancy in the borough is two years below that of the London average for men and women, with average life expectancy for men in Barking and Dagenham 77 years and for women 81 years. (ONS 2011)

Overall Barking and Dagenham's population has a low level of skills when compared to other London boroughs

- 13.8% of working age residents in Barking and Dagenham have no qualifications. This is higher than the London average of 9.3%. (Annual population survey Jan - December 2011).
- 27% of the borough's population has a degree level qualification or equivalent, which is much lower than the London average of 45%. (Annual Population Survey Jan-Dec 2011)
- Levels of adult basic skills are very low but are improving.

Monitoring, Evaluation & Review

Like all strategies, success very much depends on regular and robust monitoring and review to ensure that the intended outcomes are being achieved. The process we will follow is set out below and will be aligned to the Council’s annual business planning cycle:



Equality and Diversity

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The intention of this strategy is to make Heritage accessible to all sections of the community. It is a key thread running through the service outcomes and action plan.

An Equality Impact Assessment has been produced alongside this strategy, outlining how the needs of the Borough's diverse communities as well as people of all ages, different genders and people with disabilities have been considered and taken into account in the development of Heritage services, the strategy and action plan.

Resourcing the strategy

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As well as driving improvements in the quality and effectiveness of heritage provision, the strategy will inform the budget setting process of the Council and its partners. It will also help to provide a compelling strategic rationale to support external funding bids for new projects, programmes and facilities.

However, it must be recognised that these are very difficult times for local government and that Council revenue spending on heritage will reduce over the life of the strategy. This stark reality has directly shaped the development of the strategy and the improvement action plan that will follow.

It also means that some tough decisions are being made about the level of service the Council can afford to provide. Whilst every effort is being made to try to ensure that price doesn't become a barrier to participation, one of the ways the Council is seeking to bridge its funding shortfall is by raising more income from its facilities and services.

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure. There will also be a continued focus over the life of the strategy and beyond to secure funding from other sources working in partnership with local, sub-regional and national agencies.

To deliver the programme of activities that will be set out in the strategy, existing funding streams will need to be directed toward the priorities identified. This will be supplemented by external funding sources. Bidding for, and securing external funding, will be a key strand of delivering this strategy if all of the improvement actions are to be achieved.

There also needs to be consideration of a range of management models including asset transfer of heritage properties from the Council to the voluntary, private or trust sectors. These could provide a more effective way of maximising available resources in order to release funds for the continued development of heritage provision in these financially constrained times.

The purpose of this Strategy

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Outcome

The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham as set out in the Council's Corporate Plan 2013/14:
Ensure every child is valued so that they can succeed; Reduce crime and the fear of crime; Improve health and wellbeing through all stages of life; Maximise growth opportunities and increase the household income of Borough residents

Vision

For our Heritage to be at the heart of the community, inspiring, creative, acknowledging and promoting the contribution of residents past and present in shaping the borough and making a recognised positive contribution to improving the borough and the lives of the people who live, work and visit it.



Anderson Shelter,
Valence House Gardens



Volunteer cleaning silverware for display,
Valence House Museum



Herb garden,
Eastbury Manor House

Success measures (by March 2016 except where indicated)		Source
1.	85% of people surveyed would recommend Valence House & Eastbury Manor House to a friend	Heritage Survey
2.	85% of people surveyed found their visit to Valence House & Eastbury Manor House welcoming	Heritage Survey
3.	66,000 visits a year to Valence House & Eastbury Manor House (43% increase from 2011/12)	Heritage Services
4.	20% of visitors surveyed self identify as being from BAME communities	Heritage Survey
5.	18% of visitors surveyed self identify as being disabled	Heritage Survey
6.	85% of visitors surveyed are more proud of Barking and Dagenham after visiting Valence House or Eastbury Manor House	Heritage Survey
7.	Increase in the number of school children visiting Valence House & Eastbury Manor House to 8,000 a year (75% increase from 2011/12) by March 2015 dependent on Arts Council funding	Heritage Services
8.	85% of teachers surveyed think that the education sessions help to develop the children's understanding of the local area	Heritage Services
9.	6000 volunteer hours (increase of 25% from 2011/12)	Heritage Services
10.	85% of volunteers surveyed are satisfied that they learn, develop, socialise and contribute to society through volunteering	Heritage Services
11.	15% increase to 300 a year of original documents request from store in Archive and Local Studies Centre	Heritage Services / CIPFA
12.	Six exhibitions mounted a year	Heritage Services
13.	Museum accreditation retained	ACE
14.	Retain VAQAS (Visitor Attraction Quality Assurance Service) accreditation for Valence House	VAQAS

Examples of best practice we would like to build on:

Valence House Museum is an accredited museum in the national scheme administered by the Arts Council, meeting required standards for collections management and care.

Family history helpdesks run by the Barking and Dagenham branch of the East of London Family History Society take place regularly at the Archives and Local Studies Centre. These sessions help people to get started in researching their family history.

Heritage services took part in *Working Lives of the Thames Gateway*, a three year project funded by the Heritage lottery fund and delivered by Eastside Community Heritage in partnership with The London Boroughs of Barking and Dagenham, Newham, Havering, Greenwich, Bexley and the London Metropolitan Archives.

This was the largest project of its kind in the country, interviewing people who worked in a range of industries, and creating a public archive of sound recordings, travelling exhibition was produced.



The Dagenham Idol



R. Whites soda siphon bottle

Priority One: Collections

Museums and archives have a key role in preserving the physical and intellectual history of the area and providing people with access to information. People want to leave and make their mark. We will work with the community and partners to capture and preserve key occasions in the life of the Borough. We will put measures in place to ensure that the collections in our care are looked after effectively so that future generations can enjoy, appreciate and learn from them.

People enjoy using archive collections to discover their family tree, for academic research, legal searches as well as formal and informal learning. Our Archives and Local Studies team will support residents and people with a connection to the area to reach across generations and learn about their past.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
1.1	Achieve Arts Council designation of the Fanshawe collection	<ul style="list-style-type: none"> Designation achieved recognising it as a pre-eminent collection of national importance 	December 2013	Curator
1.2	Conservation of the Fanshawe Portrait collection	<ul style="list-style-type: none"> 5 Fanshawe paintings conserved from the collection and available for display in the Museum and loan to other accredited museums. 	March 2016	Curator Friends of Valence House Museum
1.3	Establish a programme to increase access and income from photo and film collections	<ul style="list-style-type: none"> 5,000 images accessible online, with 100,000 hits. Increased income to £2,000 	March 2016	Borough Archivist
1.4	Package of archive policies to support internal transfer and management of digital archives records	<ul style="list-style-type: none"> Corporate sign-off of policy documents and procedure 5% of council records transferred to archive in line with The National Archives recommendations 	March 2014	Borough Archivist Corporate Policy
1.5	Achieve Archive accreditation	<ul style="list-style-type: none"> Archives are managed, the collections preserved and made accessible for current and future generations to international standards. 	December 2014	Borough Archivist
1.6	Collect relevant artefacts, archives and memories of the history of the Borough	<ul style="list-style-type: none"> Increase oral histories collected to a minimum of 5 a year. 	March 2016	Curator Borough Archivist

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
1.7	Industrial heritage collections	<ul style="list-style-type: none"> Completion of HLF funded Collecting Cultures project to research industrial heritage of the borough, identify gaps in the collection and acquire relevant artefacts 	September 2013	Heritage Properties Manager
1.8	Maintain Museum accreditation	<ul style="list-style-type: none"> Museum managed and collections preserved and made accessible to best practice standards (Accreditation secured) 	December 2014	Curator
1.9	Acquisition of the Dagenham Idol	<ul style="list-style-type: none"> Dagenham Idol permanently transferred from Colchester Museum 	December 2016	Curator
1.10	Capture the changing face of the Borough by documenting the estate renewal programme	<ul style="list-style-type: none"> Oral, photographic and film recordings undertaken for all major estate renewal programmes (dependent on funding being secured) 	March 2016	Curator, Borough Archivist, Housing & Neighbourhoods

Priority Two: Pride and Promotion of the Borough 13

Examples of best practice we would like to build on:

In the summer of 2011, Valence House Museum took part in the Story of London Festival of Britain 60th anniversary celebrations with the Dagenham Girl pipers recreating their 1951 performance at Valence House and at the Festival Hall and Southbank.

Staff and volunteers at the Archives and Local Studies Centre wrote, researched and provided photographs for the Council's commemorative book; *Sporting Heroes: A celebration of Barking & Dagenham's Olympic and Paralympics heritage*, which was distributed as a gift to all school children. The brochure celebrates the borough's many Olympic successes, highlighting the commitment of local sports men and women as well as coaches and volunteers that run local clubs.

One of the Museum's Fanshawe collection portraits, Sir Richard Fanshawe by William Dobson, featured in the BBC documentary 'The lost Genius of British Art: William Dobson'. The painting and others from the Museum's collection are also included in the BBC website Your Paintings.



Dagenham Girl Pipers, Valence House Museum

Priority Two: Pride and Promotion of the Borough

Valence House Museum has been recognised by the Museums Journal as one of the best local history museums in London. Our Museum, Archives and Local Studies centre are the envy of our neighbours and something to be truly proud of. We will use our heritage assets to promote the Borough and encourage people to visit.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
2.1	Improve internal communications between all professional staff, volunteers and friends	<ul style="list-style-type: none"> Quarterly newsletter produced At least 2 joint meetings with staff, volunteers and Friends a year Annual survey of staff, volunteers and friends says 9 out of 10 feel: <ul style="list-style-type: none"> well informed about what's going on better able to communicate with each other and to the public they understand decisions and the reasons for them 	October 2013 October 2014 / 2015 / 2016 October 2014 / 2015 / 2016	Heritage Management Team
2.2	Improve promotions and marketing of the Borough's heritage through collaboration with council departments and outside groups and organisations	<ul style="list-style-type: none"> Increased awareness of service from 33% to 50% of people surveyed 500 column inches in print media 	March 2016 March 2016	Group Manager, Heritage Services Marketing and Communications
2.3	Promote the industrial and trade union heritage of the Borough	<ul style="list-style-type: none"> 1 exhibition and 3 talks presented 	March 2016	Heritage Properties Manager Marketing and Communications
2.4	Develop a visitor development plan	<ul style="list-style-type: none"> Visitor Development Plan developed Annual targets achieved 	March 2014 March 2015/2016	Group Manager, Heritage Services
2.5	Improve the way in which we use customers' experience & ideas to develop and improve the service.	<ul style="list-style-type: none"> Collect at least 250 evaluation forms each year Review monthly Customer's experiences & ideas are being used to inform the service Development Plan and improvement Plan. 	March 2015 March 2016 March 2014	Heritage Services

Examples of best practice we would like to build on:

The Heritage Education & Outreach team at Valence House Museum were awarded the prestigious Sandford Award for Heritage Education in 2012.

This award not only recognises the high quality of education delivered, but commemorates how the engagement with local and national heritage inspires the young to contribute to a better future.



Baking bread, Roman Day for schools

Priority Three: Inspirational Learning

Museums, archives and historic houses can bring history to life with a fun experience that provides serious learning. Heritage can have a positive impact on learning attainment and we will expand our work with schools to support the delivery of the school curriculum.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
3.1	Achieve Sandford Award for Heritage Education at Eastbury Manor House	<ul style="list-style-type: none"> Award achieved and retained (reviewed after 5 years) 	August 2013	Heritage Interpretation and Outreach Officer
3.2	Partner Museum for ACE Museums and schools programme	<ul style="list-style-type: none"> Project delivered 200 school visits to Valence House by March 2015 	March 2015	Heritage Interpretation and Outreach Officer ACE
3.3	Partner Museum for English Heritage schools programme	<ul style="list-style-type: none"> Project delivered 2 schools visit Valence House each year 	March 2015	Heritage Interpretation and Outreach Officer English Heritage
3.4	Develop KS3 programme (linked to WW1 projects)	<ul style="list-style-type: none"> 2 secondary schools visit with 1 year group a year 	March 2015	Heritage Interpretation and Outreach Officer
3.5	Family/community learning	<ul style="list-style-type: none"> 30 family/community learning activities a year. 	December 2015	Heritage Interpretation and Outreach Officer

‘Since it’s been refurbished it’s an interactive place. I’ve brought groups everyday this week and they’ve all got something from it’

Teacher from Trinity special school

Examples of best practice we would like to build on:

Valence House reopened in June 2010 following redevelopment of the museum with new exhibitions, a new visitor centre with café, education and function rooms and an Archive and Local Studies Centre. Visitor numbers doubled between 2010/11 and 2011/12.

Valence House has achieved Visitor Attraction Quality Assurance Service accreditation from Enjoy England.



Volunteer-led guided tour, Eastbury Manor House

Priority Four: More People Visit

More people of all ages from all parts of the community visiting Valence House and Eastbury Manor House regularly and have a fun welcoming and safe experience.

No	FOCUS AREAS	SUCCESS MEASURES	By when	By who
4.1	Increase events delivered in partnership, that remain engaging but affordable for local residents to enjoy	<ul style="list-style-type: none"> 66,000 visits a year to Valence House & Eastbury Manor House (43% increase from 2011/12) Increase use by community groups to 300 Increase business users to 8,000 	March 2016 March 2016 March 2016	Heritage Properties Manager Partners
4.2	Target non users to increase visits: <ul style="list-style-type: none"> Market research Community engagement Deliver relevant/targeted events including first language tours 	<ul style="list-style-type: none"> Increase first time users to our heritage sites 20 % of visitors surveyed self identify as being from BAME 	March 2015 March 2016	Heritage Properties Manager
4.3	Targeted marketing and promotion strategy <ul style="list-style-type: none"> Market research Utilise promotion methods Facebook for EMH Twitter for both venues 	<ul style="list-style-type: none"> 66,000 visits a year to Valence House & Eastbury Manor House (43% increase from 2011/12) 	March 2014	Heritage Management Team Marketing and communications
4.4	Produce new leaflets with programme of events for Valence House and Eastbury Manor House	<ul style="list-style-type: none"> 66,000 visits a year to Valence House & Eastbury Manor House (43% increase from 2011/12) 	March 2014	Heritage Properties Manager Marketing and Communications

It is a fantastic place, full of fun, packed with information that everyone will enjoy. Good job guys.

Visitor to Valence House,
April 2012



'An unexpected oasis in East London – quite magnificent'

E Franklin,
Visitor to Eastbury Manor House

Examples of best practice we would like to build on:

Valence House Museum has been described by the Museums Journal as “One of the best local history museums in London”.

There was public consultation on the content and themes of the new exhibitions at Valence House Museum. Suggestions from local schools for a famous people section was included in the people and communities exhibition.

Themed family days at Eastbury Manor House are popular and bring to life the heritage of the Borough through range of activities for the whole family. For Tudor Day there was Tudor food to sample, costume to try on and learn about, music and children’s workshops. Visitors liked “Learning about the clothing Tudor people wore and the differences between rich and poor”... “it was a lovely day to sit in the garden whilst the children were entertained and creative”.



O’Leary Gallery: People and Communities, Valence House Museum

Priority Five: More People Engage

More people engage with the history of Barking and Dagenham to develop their pride and understanding of the heritage of the area.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
5.1	Dagenham Village Heritage trail	<ul style="list-style-type: none"> Trail developed Leaflet produced and distributed 	December 2013 December 2013	Local Studies Librarian
5.2	Barking Abbey Interpretation and promotion	<ul style="list-style-type: none"> Promotion of the Abbey site Increase visitors to the site and to Valence house museum exhibition Green Heritage Award 	December 2013 March 2015 March 2014	Heritage Services Parks
5.3	Barking Park interpretation	<ul style="list-style-type: none"> Oral history project completed Interpretation panels installed 	December 2013 December 2014	Borough Archivist Barking Park Manager
5.4	Marks Gate – A Mirror in Marks Gate history project to bring the community together and create a sense of pride and place by focusing on the estates history.	<ul style="list-style-type: none"> 20 sessions take place at Valence House with 3 schools Oral histories collected by volunteers History walk established Exhibition 	December 2014 December 2014 December 2014 December 2014	Heritage Education Team Agenda 21 Police
5.5	Elizabeth Fry and Quaker Burial Ground	<ul style="list-style-type: none"> Interpretation sign at Quaker Burial Ground Events and activities to promote the site 	December 2014 March 2015	Group Manager, Heritage Services Parks Development Officer
5.6	Community engagement project on Role of Borough residents in the First World War and its impact	<ul style="list-style-type: none"> Successful grant application for project delivery Producing an exhibition for 2018 	December 2014 December 2018	Borough Archivist
5.7	English Heritage Blue Plaque scheme	<ul style="list-style-type: none"> Notable residents accepted for an English Heritage Blue Plaque Plaque installed Greater recognition of the heritage of the borough through promotion of scheme (blue plaque guidebook) 	December 2014 December 2017 December 2018	Group Manager, Heritage Services English Heritage
5.8	Making collections relevant to local communities	<ul style="list-style-type: none"> Annual event to promote contemporary collecting 	December 2016	Curator

Priority Five: More People Engage

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
5.9	Develop partnerships with schools / youth groups to create youth volunteers (community service part of Duke of Edinburgh Award)	<ul style="list-style-type: none"> Relationships built with at least 2 schools Programme implemented 10 volunteers involved in research, tours and activities by 2016 	December 2015 December 2016 December 2016	Heritage Interpretation and Outreach Officer
5.10	Improve web presence: <ul style="list-style-type: none"> Online exhibitions Develop use of social media 	<ul style="list-style-type: none"> 2 online exhibitions a year Increase in web hits from 28,000 to 56,000 Increase social media views to 50,000 a month 	December 2014 March 2016 March 2016	Heritage Services Marketing and Communications
5.11	Set up a Heritage Forum to explore the views and role of local people, voluntary and private sector organisation in expanding access to and engaging more people in their heritage.	<ul style="list-style-type: none"> Forum set up, meeting twice a year 	October 2014	Borough Archivist
5.12	Participate in the Cultural Education Partnership pilot project	<ul style="list-style-type: none"> Heritage Service playing a key role in the development and delivery of a 'cultural passport' for every child in the Borough (To be confirmed in the CEP Business Plan) 	March 2015	Group Manager, Heritage Services
5.13	Participate in the Creative People and Places project	<ul style="list-style-type: none"> Heritage sites being used as key venues for one off and ongoing cultural events and activities linked to the programme (to be confirmed as part of CP&P business plan) 	March 2016	Borough Archivist
5.14	Help promote and engage people in the protection and conservation of the natural heritage of Barking and Dagenham	<ul style="list-style-type: none"> At least 6 events a year in partnership with the Ranger service, part of the Environment Division who are responsible for the Parks & Open Spaces Strategy 	March 2016	Heritage Properties Manager
5.15	Engage more people and groups in heritage regeneration – regeneration of historic houses, parks, cemeteries and conservation areas.	<ul style="list-style-type: none"> 10 Heritage Lottery Fund supported projects 	December 2016	Group Manager, Heritage Services

Examples of best practice we would like to build on:

Volunteers are actively involved in the events at Eastbury Manor House from research to tour guides, and children's workshops. Valence House volunteers have initiated and delivered an exhibition and events on 'a Century of Local Brides' by involving and engaging the community.

"In my retirement years...I have become a volunteer and enjoy my time there [Valence House] with a really friendly and interesting team of people" – Olive Goodman.

"Sadly, my wife died two years ago but my ever thoughtful daughter told me of the need for volunteers at Valence House. It was just what I needed and among a very friendly group of like minded people I've been learning 'New Tricks' in the archives section ever since. My knowledge of local history has increased many fold" – Frank Beale.

Heritage Education volunteers were runners up in the Best Team Contribution category for 2012 London Volunteers in Museums Award for their involvement in the education programme and consistently good feedback received about school visits.



Volunteers at the Anderson Shelter, Valence House Gardens

Priority Six: Volunteering

Volunteering in museums, archive or historic house helps people to take an active part in the community. We will develop more opportunities for people to come together to socialise and contribute to society through volunteering.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
6.1	Promote volunteering opportunities to wider community, working with other council departments and community groups to ensure the volunteers reflect Barking and Dagenham communities	<ul style="list-style-type: none"> Increase number of volunteer hours from 6,000 to 10,000 	March 2016	Heritage Properties Manager Volunteering Manager
6.2	Develop a Friends group to support advocacy and fundraising for Eastbury Manor House	<ul style="list-style-type: none"> Friends group established with constitution and board Quarterly meetings of the Group Membership of at least 40 by March 2014 At least 4 events a year to bring people together and contribute to the development of Eastbury Manor House 	March 2014 March 2014 March 2014 March 2015	Heritage Properties Manager
6.3	Develop a graduate development programme for museum/archive development	<ul style="list-style-type: none"> Successfully recruit at least one local graduate each year to support their career and aspiration development. 	December 2016	Heritage Management Team
6.4	Provide work experience and apprentice opportunities	<ul style="list-style-type: none"> At least 6 work experience placements each year by 2016 At least 1 apprentice opportunity per year 	December 2016 December 2016	Heritage Management Team

“It is only about 8 months since I started to volunteer at Valence but I felt at home from the first day and have made a whole new group of friends of all ages and senses of humour...there has been good news on the job front too! I have recently been accepted as a heritage warden at Eastbury Manor on a paid casual basis, so volunteering has made a big difference to me...”

Colin Green

Examples of best practice we would like to build on:

In spring 2012 Valence House Museum conducted a series of 10 reminiscence sessions with a group of volunteers over the age of 60. An initial discussion using a shopping basket sparked the enthusiasm of the group.

Within a short period of time the group became self sufficient with members choosing subjects for discussion and bringing in personal items that related to the subjects.

By the end of the sessions new friendships had been created and several of the group had asked to become active in museum education sessions talking to children.



Reminiscence Session

Priority Seven: Improving health and wellbeing

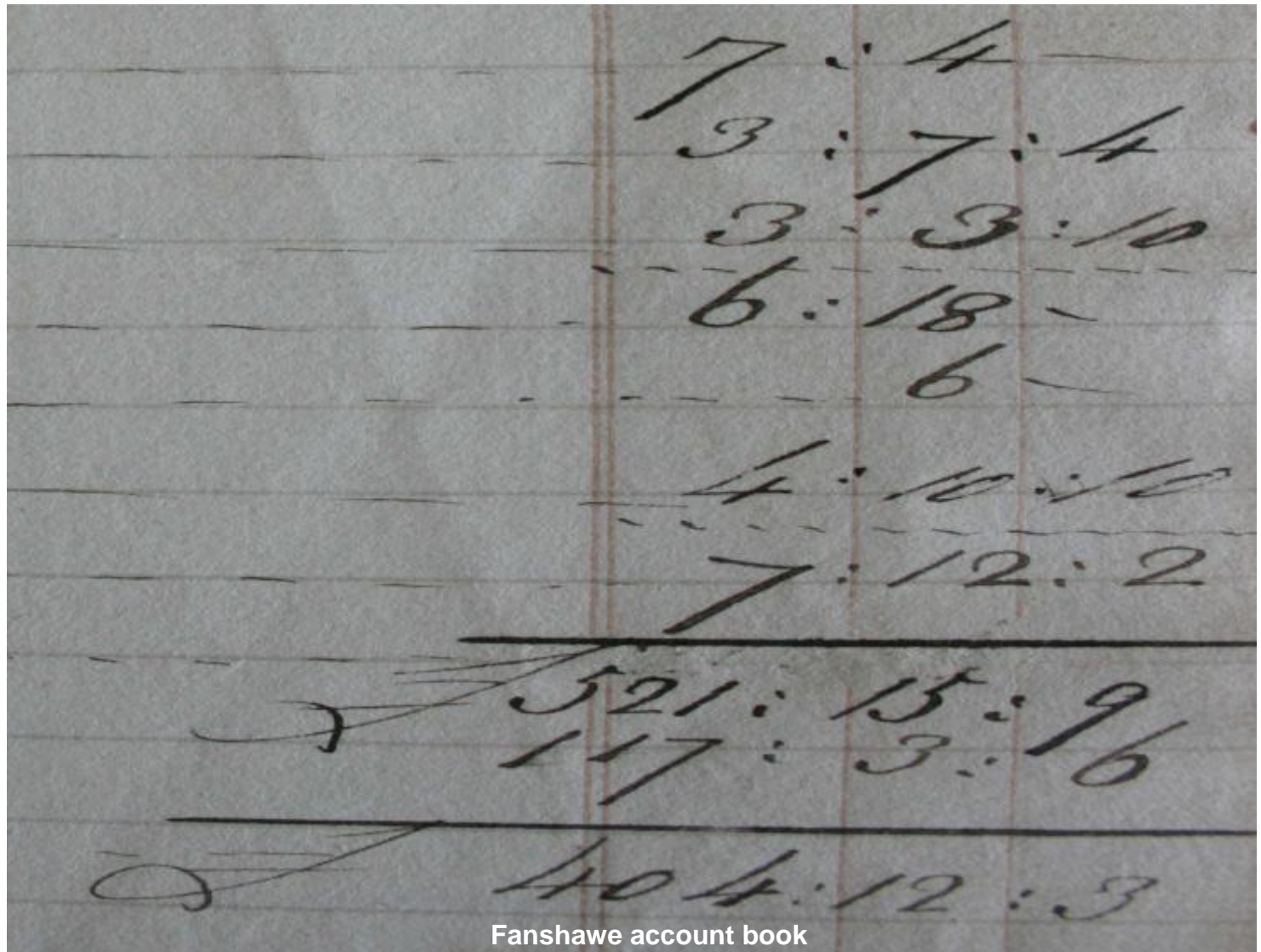
Our museums and archives have unique and as yet untapped potential to improve the health and well being of local people. We will develop health and wellbeing pilot projects in consultation with GPs and Council colleagues, for people with dementia and those suffering from depression.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
7.1	Establish Public Health funded programme to support residents with mental health GP referrals through creative care packages	<ul style="list-style-type: none"> Funding from Public Health Grant secured for Creative for Life pilot Packages developed 160 people take part across all providers 	May 2013 October 2013 March 2014	Borough Archivist Group Manager, Community, Sport and Arts, Group Manager, Libraries
7.2	Promote Heritage properties and gardens as places of tranquillity providing opportunities for reflections, exercise and stimulation.	<ul style="list-style-type: none"> 6 heritage garden events each year by March 2014 	March 2014	Heritage Properties Manager
7.3	Volunteer programme promoted	<ul style="list-style-type: none"> 10,000 volunteer hours by March 2016 	March 2014	Heritage Properties Manager

Examples of best practice we would like to build on:

The evening events programme including candlelit tours, quizzes and Murder Mystery nights at Eastbury Manor House are popular, value for money and bring in income to the services. These events are often fully booked with many repeat visitors.

The Heritage Education Team have secured over £140,000 over three years as part of the Arts Council Museum and Schools programme. The funding will provide additional staff to deliver increased school visits to Valence House Museum.



Fanshawe account book

Priority Eight: Financial Sustainability

As with the rest of the public sector, the Council is in constrained financial circumstances. Going forward it is essential that the heritage provision is managed in a cost effective way, delivering better for less.

No.	FOCUS AREAS	SUCCESS MEASURES	By when	By who
8.1	Develop the Café at Eastbury Manor House	<ul style="list-style-type: none"> Improved offer and extended opening hours Increase in customers Increase café income to £30,000 by 2016 	March 2014 March 2014 March 2016	Heritage Properties Manager
8.2	Commercial and wedding hire at Eastbury Manor House	<ul style="list-style-type: none"> Increase income from commercial hire to £30,000 by March 2016 Increase income from weddings by £10,000 by March 2014 	March 2014 March 2014	Heritage Properties Manager
8.3	Improving the retail provision at Valence house and Eastbury Manor House	<ul style="list-style-type: none"> Improved product range and display Increase in number of customers Increase income from shop/sales points to £10,000 by March 2016 	March 2013 March 2014 March 2016	Heritage Properties Manager
8.4	Undertake an options appraisal for the future management and delivery of the service	<ul style="list-style-type: none"> Options appraisal completed and reported 	June 2014	Culture and Sport
8.5	Internal recharges for Archive services	<ul style="list-style-type: none"> Income stream developed to offset costs 	March 2015	Borough Archivist
8.6	Investigate use of solar panels to reduce energy bills	<ul style="list-style-type: none"> Solar panel able to be installed Reduced cost of electricity Reduced carbon footprint 	March 2014 March 2015 March 2015	Group Manager, Heritage Services
8.7	Increase income from publication licenses from photographic/film collection	<ul style="list-style-type: none"> Increase income to £2,000 a year by March 2015 	March 2015	Borough Archivist

Introduction – Section 2

¹ London Borough of Barking and Dagenham Council Statement of Priorities 2012/13

² People, Time and Place LBBD Heritage Strategy 2000

What is heritage? – Section 4

¹ Review of Policies Relating to the Historic Environment: English Heritage June 2000

² Opening Doors; Learning in the Historic Environment, The Attingham Trust 2010 <http://www.openingdoorsreport.org.uk/l2.php?L1ID=2&L2ID=1>

³ Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007

The importance of heritage – Section 5

¹ Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007

² Taking Part Survey, Department of Culture, Media and Sport

³ Cultural capital: A Manifesto for the Future, Arts Council England, 2010

⁴ Engage, Learn, Achieve: The impact of museum visits on the attainment of secondary pupils in the East of England 2006-2007

⁵ Valuing our heritage; the case for the future investment in the historic environment. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007

⁶ Taking Part Survey, Department of Culture, Media and Sport

⁷ Communities need Museum, Libraries and Archives <http://www.idea.gov.uk/idk/aio/983051>

⁸ Our past Your future Local Government Archives, The Local Government Association/The National council on Archives 2009

**Produced by Culture & Sport Division,
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Celebrating our past, looking forward with pride

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