



Headstone Manor Heart of Regeneration

Management and Maintenance Plan

Rev D 22 July 2014

Buttress



Management & Maintenance Plan

Headstone Manor Heart of Regeneration

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Adoption of the Management & Maintenance Plan

This Management & Maintenance Plan is for Headstone Manor, Harrow. The boundaries are the scheduled monument, which is set out in the introduction to this plan.

After consultation, drafting, and further circulation, the main stakeholders formally adopted the Policies in this document in The main stakeholder signatories are as follows:

On behalf of Harrow Museum Trust:

Signature.....

Print Name.....

Position.....

Date.....

On behalf of Harrow Council:

Signature.....

Print Name.....

Position.....

Date.....



On behalf of Harrow Conservation Officer:

Signature.....

Print Name.....

Position.....

Date.....

On behalf of English Heritage:

Signature.....

Print Name.....

Position.....

Date.....



Introduction

This Plan has been prepared to support the HLF Project for Harrow Museum at Headstone Manor and to prevent a reoccurrence of the issues generated through ad-hoc maintenance of the site in past regimes. Harrow Council has acknowledged the problems associated with addressing the heritage assets in isolation from each other and identified that an integrated, site wide Plan was essential for the successful long-term management, maintenance and sustainable operation of the historic site.

The Plan should be read in conjunction with the Conservation Plan and Gazetteer for Headstone Manor, which are separate documents and available from the following parties:

Heritage Lottery Fund	Record information
Public Archive at the Museum	Permanently available copy for Public
Institutional Archive	Museum Staff reference copy
Harrow Borough Council	Marianne Locke
Museum Manager	Jo Saunders
Harrow Museum Trust	John Pennells

Authorship & Acknowledgments

Buttress are the conservation architects appointed by Harrow Council to produce this Plan. Since its inauguration in 1988, the practice has gained extensive experience working on projects involving listed buildings and scheduled monument sites across the country. The practice has three conservation accredited (AABC) senior staff within the heritage team who oversee the projects involving listed buildings.

Authorship of this Management & Maintenance Plan is part of a wider commission for Harrow Council that included the production of the Conservation Plan for the Headstone Manor site and development of proposals for a Heritage Lottery Fund application for Harrow Museum. The knowledge gained through the development of the Conservation Plan and Conservation Policies has directed and informed the content of this Plan.

This Management & Maintenance Plan (M&MP) has been prepared by *Frances Woodgate MA(Hons) MArch RIBA*, Architect with Buttress. Further input was given by *Neal Charlton Ba(Hons) DipArch MArch RIBA AABC*, Associate and conservation accredited architect.



A number of other individuals and organisations have contributed to this report, including:

- Jo Saunders, Museum Manager, Harrow Museum
- Laura Coughlin, Learning & Access Officer, Harrow Museum
- Alison Torbitt, Collections & Exhibition Officer, Harrow Museum
- George Monger, Collections Adviser, George Monger Conservation
- Appleyard & Trew, Quantity Surveyors
- Anna McPherson, HLF Mentor and Conservation Architect, Drury McPherson Partnership

Consultation

Consultation on this Plan has been undertaken with the following individuals and organisations comprising the key stakeholder group:

Harrow Museum Staff

Harrow Council:

Grounds Maintenance (Mick Wynne)

Highways (Mick Bradshaw)

Property (Belinda Prichard)

Facilities Management (Brenda Beazley)

English Heritage

Heritage Lottery Fund

Volunteers

Harrow Museum Trust

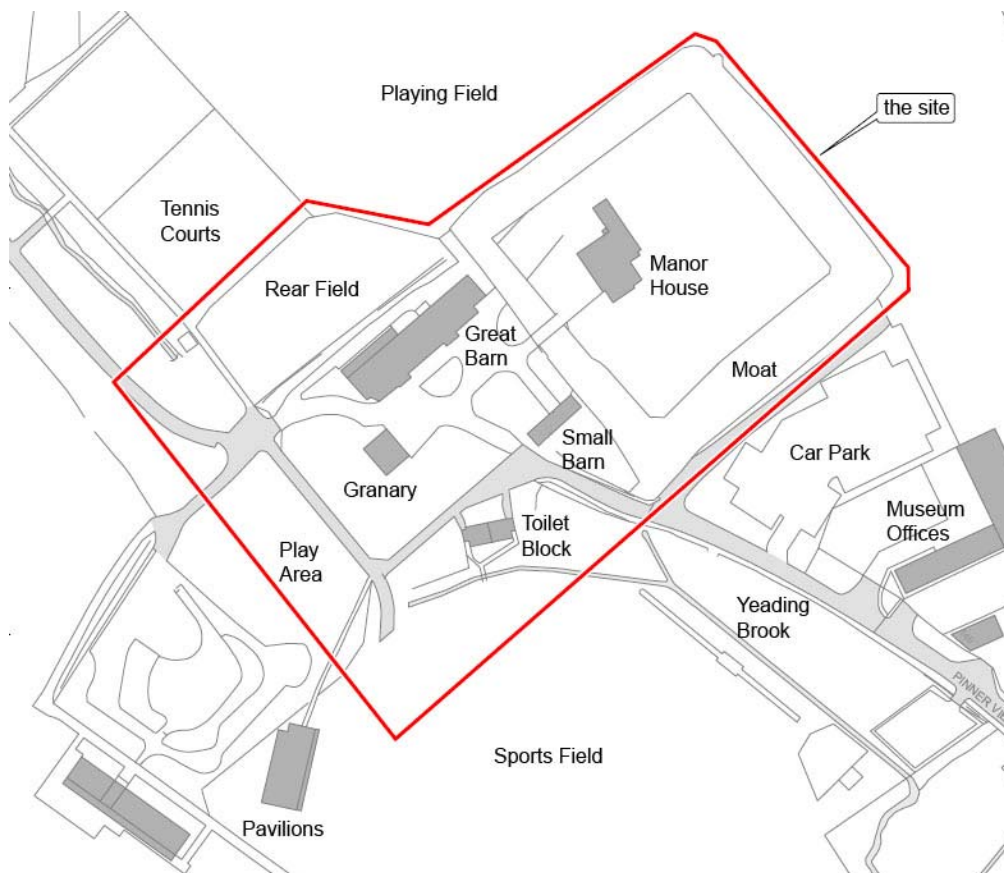


Scope

The Plan covers the Headstone Manor Scheduled Monument in its entirety, covering all the individual buildings (listed and unlisted) as well as their immediate setting, and the wider context in terms of use and significance. It also includes the Museum Office and Stores, which are located outside the Monument Site but are essential to the operation and management of the Headstone Manor Site.

The Plan covers the following structures used by the Museum, shown on the plan below:

- | | |
|----------------------------------|--------------------------|
| Headstone Manor, Moat and Island | Museum Offices and Store |
| Great Barn | Toilet Block |
| Small Barn | Car Park |
| Granary | Rear Field |



This Plan has been informed by Harrow Council's Management Plan: Headstone Manor Recreation Ground, Local Wildlife Site dated April 2011 – March 2016. The 2003 Habitat Survey by the Greater London Authority identified five compartments of land within the park as a Site of Interest for Nature Conservation Borough Grade 2. A further two compartments were added following the habitat survey in 2010. Therefore, the



landscape areas referred to in this Plan follow the same 'compartment' zoning as used in Harrow Council's Local Wildlife Management Plan for ease of cross reference.

It should be noted, however, that this Plan relates only to those elements of the Park that fall within the Museum Site Boundary:

- Compartments 1 and 2 are within the Museum Site Boundary and the maintenance of these areas are the responsibility of the Museum.
- Compartments 3 – 7 inclusive are outside the Museum Site Boundary and the maintenance of these areas is therefore the responsibility of Harrow Council. The maintenance of Compartments 3 – 7 inclusive is therefore outside the remit of this Plan.



Plan of the landscape compartments at Headstone Manor, Figure 2 from Harrow Council's Local Wildlife Management Plan

The seven landscape compartments are listed as follows and are located shown as the numbered on the plan above:

- | | |
|--|--|
| 1 Moat (0.41 ha) – water filled moat and banks | 5 Path side east (0.37 ha) – scrub |
| 2 Handle (0.33 ha) – open wooded area | 6 Path side west (0.43 ha) – amenity grass |
| 3 The Wood (0.8 ha) – woodland | 7 Old Parkland (0.49 ha) – old oaks |
| 4 Yeading Brook (0.21 ha) – banks of the Brook | |



The following compartment is located within the boundary of the scheduled ancient monument:
Compartment 1 – The Moat

The following compartments are partially located within the boundary of the scheduled ancient monument:
Compartments 2, 5 and 6 – the Handle, Paths side east and Path side west respectively.

Within the area bounded by the Headstone Manor Estate and Recreation Ground are a number of important features as identified within pages 6-7 of Harrow's Local Wildlife Management Plan. These are summarized as:

- Ancient Woodland, established naturally and present at 1600 AD
- Secondary Woodland, native and imported species of trees and shrubs
- Old and Veteran Trees, some trees within compartments 3 and 7 are greater than 200yrs old
- Dead Wood, an important habitat for fauna and wildlife
- Ivy-clad trees, important late season source of nectar for insects and shelter for birds
- Standing and running water, important habitats supporting biodiversity
- Birds, a wide variety of bird species including waterfowl
- Moated site, nationally significant archaeological feature



Overlay of the site with the OS Map of 1864-1894, Figure 3 from Harrow Council's Management Plan

The plan above helps to identify the compartments of the site containing old and veteran trees. The current location of trees is relatively consistent with the historic map, indicating that the site still has much of its historic landscape character.

Principal differences include the removal of the orchard that was once located to the Rear Field, and the Car Park has replaced the field labelled plot '451' on the OS Map.



Links to other planning work

ACTIVITY PLAN:

May Day Event – this is the largest public event in the Headstone Manor Museum programme. The week before, the grass will need to be cut but any major works to the landscape or buildings would be planned to avoid this key time in the calendar.

WEDDINGS – on these special occasions, the site should be presented to its very best effect, as the opportunity for photographs in the Great Barn and the site environs are an important part of the unique selling point of Headstone Manor as a wedding venue. It may be necessary to have additional mowing and landscape works in the busiest times in the season, and also some re-seeding and remedial work may be required to the grass in the rear field following use of marquees.

LEARNING ACTIVITIES – most of the learning activities have their own low-tech equipment, and these carry little or no maintenance requirement. However it will be important that interactive displays are inspected as part of the regular Duty Manager's inspections to pick up any wear and tear or maintenance issues promptly.

LINKS TO REED BED SCHEME – the large development 'Pinner View' on the adjoining Kodak site involves installation of a reed bed system that will filter the water before it enters the moat. There will be a maintenance liability relating to the reed bed for the Kodak site owners and also for the Museum, and coordination and cooperation between both parties will be required long-term.

HLF Project Synopsis

Harrow Council are proud to be the custodians of the special piece of English history that is Headstone Manor. As such we have created a plan to enable a sustainable future for Headstone Manor and the Harrow Museum Collection.

Harrow Council has received initial support for a £3.6m bid from the Heritage Lottery Fund (HLF) for the 'Headstone Manor at the Heart of our Regeneration' project. The project aims to completely restore the medieval building of Headstone Manor, and its associated 16th century Small Barn and 18th century Granary. From March 2017, the Manor house will operate as a museum telling the history of Harrow through the story of this site and the 6,000 piece museum collection. Harrow Council is directly funding the restoration of the 16th century Great Barn retaining some public access to this building, whilst realizing its potential to generate a sustainable income for the site through function hire.



The project aims to create a complete visitor experience that will engage people of all ages and backgrounds in this wonderful and historically fascinating site. The museum will include a wide range of interpretation and will host special events and tours. The Granary will be transformed into a dedicated Learning Centre, providing facilities for families, groups and schools to discover history in Harrow. The Small Barn will become an introductory exhibition, and a new build will provide a visitor reception complete with shop and café.

Gaps in the Plan

Whilst every effort has been to create a comprehensive document, this Plan is based on the information currently available and as there are gaps in the documentation in the site archive, there may be gaps in the information contained in this Plan.

The following gaps have been identified:

- Record information for the 2005 repair works to the Manor House
- Record information from the refurbishment works to the Great Barn in the 1970s

HLF Project and Wider Site

As identified in the Conservation Plan, the heritage assets at the Headstone Manor Site have suffered as a result of their being considered in isolation from each other in the past. For this reason, the primary aim of Harrow Council is to achieve a holistic and fully integrated conservation framework for the whole site. This means that the Management & Maintenance Plan should cover the site as a whole and not just those elements included within the scope of the HLF Project.

This Plan therefore provides management and maintenance objectives on an asset by asset basis within a site-wide strategy so that generic issues can be addressed as one for the whole site. This structure ensures that the particular management and maintenance requirements specific to individual heritage assets are understood, but are presented in relation to the other assets and the site as a whole. In this way, the same standard of care is applied across the site and the operation of the whole site is fully integrated.



The conservation requirements of the heritage assets and scheduled monument are the priority, and following the HLF Project, planned preventative maintenance will mitigate against the reoccurrence of condition issues resulting from lack of maintenance before the Project.

Although the management and maintenance of the new elements may be considered less important, their functionality and presentation are essential in supporting the public access necessary to support regular income generation that can be invested back into the conservation and maintenance of the heritage assets and the wider site. This reinforces the need for the site to be managed on a holistic basis, and for the symbiotic relationship between the assets to be strengthened.



Section 1 - Understanding the Heritage

Description of the Heritage

Headstone Manor is located within the modern Borough of Harrow, Greater London, approximately 1.4 miles northwest of Harrow town centre. The site is situated on a residential road, Pinner View, which is accessed off Headstone Gardens, a local main road.

The site is a scheduled ancient monument owing to the survival of its deep wet moat, varying in width from 7m-14m, which surrounds an interior platform measuring some 65m square. In the SW quarter of the rectangular island is situated the Grade I listed Manor House, to which the moat belongs. Further archaeological potential exists across the site, as buried remains relating to various structures identifiable on historic OS Maps, long demolished, could be present.

Headstone Manor House is the oldest and most significant building in the complex. It is the only surviving example of a medieval aisled (or more correctly, quasi-aisled) hall in Middlesex. It was purpose-built as a large farmstead house in 1310 by the Ramseye family on the manorial lands of Harrow, which belonged to the Archbishop of Canterbury. In 1344, the Manor House was purchased from the current tenant by John Stratford, Archbishop of Canterbury and he used the site as his main episcopal residence in Middlesex.

In addition to the Manor House (surviving parts of which date back to the 14th century) and its 14th century square moat, the site includes a 45m long barn, a small stabling barn and a granary.

The Great Barn was built in 1506 for Archbishop William Warham and was originally used as a threshing barn and grain store, with adjoining stabling. It is a ten bay, single storey barn, approximately 43 metres long and nine metres high. The principal frame of the barn is constructed entirely of English oak; the main roof is pitched with queen post trusses and half hips to each end, and is covered predominantly with handmade clay tiles; the walls are clad in waney-edged elm weatherboarding and to the south east elevation there are two gabled wagon porches with large double doors.

The Small Barn is a smaller five bay version of the Great Barn and stands opposite to it. It was built in 1550 as a livestock house and was latterly used a stable. It is thought to have originally been two separate structures, one of two bays to the northern end and one of three bays, which have been subsequently roofed over as one. The two chambers have different floor levels, lending weight to their being independent spaces subsequently linked together. The principal frame is in English oak; the roof is pitched and covered in



handmade clay tiles and the walls are clad in elm weatherboarding. In the mid-1970s and early 1980s, the Small Barn was almost destroyed in two fires and was not restored fully until 1996 when it opened as part of the museum.

The Granary was originally built in the early 19th century at Pinner Park Farm, about 1 mile away from Headstone, and was relocated to Headstone Manor Estate in 1991-1992 following extensive conservation repairs by McCurdy and Company. It is a three story timber-framed structure and was originally used for processing and storing cattle feed in a move to intensify dairy farming. The main roof is pitched and of natural Welsh slate; the ground floor walls are constructed in red brick and the upper elevations are of softwood weatherboarding applied to a softwood timber frame, incorporating a large number of windows. The windows were originally open to the elements, glazing was added internally in 2014. The windows have external timber hoods and internal wooden shutters hinged at the top. Metal bars externally provided security to the open windows and have been retained to maintain the character of the elevations.

Major changes to each Building and the Site

Since its construction in the early 14th Century the Manor House has undergone a great deal of alteration at the hands of successive owners. The present building is probably only about half the size of the original medieval house complex, the hall range having been truncated at its midpoint and all the private domestic and ancillary ranges beyond it demolished in (probably) the late 17th Century.

The Great Barn is an impressive early 16th century timber framed barn and was built for Archbishop Warham in 1506. The original oak frame is mostly intact, with minor repairs, and many ancient handmade tiles are present on the expansive roof. The Great Barn formed the northern boundary of the courtyard of the farm and was the focus of much activity in the daily running of the farm.

The Small Barn is a modest farm building that dates from the mid-16th century and retains some of its original oak frame internally and roof tiles, although the exterior timber boarding was badly damaged by fire and fully restored. Whilst small, it forms a strong group with the Great Barn, both in its spatial position and relationship, and visually through the use of similar materials.

Prior to its rebuilding on the Headstone Manor site in 1991, it was in a dilapidated state at Pinner Park Farm, where it was Grade II listed. The Granary sits in the location of older barns that were demolished in the 1930s and restores part of the south west boundary of the courtyard. The heritage values of this asset are more strongly associated with its agricultural use at Pinner Park Farm, and the disassociation of the building



from its original context does reduce its significance at Headstone. However, it makes a positive contribution to the site and is not out of keeping in the setting of the farmyard.

For more detailed information, please refer to the Conservation Plan.

Why it is important

The high archaeological value and national importance of Headstone Manor Estate is reflected in its statutory designation as a Scheduled Monument (List Entry 1005558), the protection of which covers the moat, island platform and the full extent of the farm complex as recorded on the historic ordnance survey maps.

The site's location within manorial lands dating back to 825AD provides a context of more than 1200 years of history and association with the lord of the manor of Harrow. The site itself has yielded evidence of human activity from the 13th century onwards and there may be significant archaeology yet to be uncovered.

As a substantial medieval farmstead with continual occupation spanning eight centuries, the evidential and historical value of the site as a whole is exceptional. The successive developments and changes in the use of the land and buildings tell the story of the development of farming and building technologies, revealing social history. It therefore has high communal value, and it is also of high aesthetic value owing to the attractive landscaped setting and water-filled moat.

The site is unique in that it is one of only a few remaining similar heritage sites in close proximity to London. Bearing this in mind, it could be considered that the Headstone Manor Site is one of the most important sites of any type within Middlesex, and therefore carries high local and regional significance.

As the earliest standing timber framed house in existence in Middlesex, and surrounded by the county's only complete surviving water filled moat, the Manor House is of important local and regional interest. The House provides us with a valuable insight into its development as each successive generation has left their own mark upon it (architecturally and socially) providing us with a valuable timeline for better understanding the House and ultimately Harrow's rich heritage. The passage of time has given the building further value because it is constructed using materials and craft skills no longer easily available.

Headstone Manor House is of exceptional evidential and historical value, owing to the survival of part of the ancient house and its timber frame, which merits its statutory designation of Grade I. It has high aesthetic and communal value owing to the quality of its construction and association with numerous notable



individuals who have owned and resided in the House. These exceptional and high significance ratings reflect the building's recognition as a nationally important heritage asset.

Headstone Manor is also of interest because some of the buildings associated with the Manor House remain. Later additions in the Estate also demonstrate a unique and complementary combination of styles over a period of more than six centuries and recent modern interventions continue to develop language of the site today. This continuity on the site means it is an outstanding complex of buildings, which are also recognised through their individual statutory listing designations.

The Great Barn has high evidential, aesthetic and communal significance, and exceptional historical significance. This building is listed Grade II* as a fine example of its type and this designation reflects its high significance.

The Small Barn has medium evidential, historical, aesthetic and communal significance, which is reflected in its Grade II listed status.

The Granary has medium aesthetic significance and low evidential, historical and communal significance.

The use of the site as the local Museum and local history archive gives Headstone Manor a particular importance to the local community as it is the local history museum for the borough, and holds the local history collection. As such, it is an important heritage resource for the history of Harrow and offers a range of learning opportunities for the community.

Overall, the significance of the site as a whole is considered **Exceptional**, reflected by the scheduled monument designation, Grade I listing of the Manor House and complex of associated listed buildings of national importance.

Further detail on the history and significance of the site can be found in the Conservation Plan, which should be read in conjunction with this document.



Who values the heritage at Headstone Manor – JS to provide alternative text for this section

Since becoming a Museum, Headstone Manor has become increasingly important to the local community who attend the events and exhibitions, and participate in the programme of learning activities held at the site. Harrow Museum is primarily telling the story of Harrow and local people, although the Collections have wider appeal and draw in visitors from across the region.

The use of the site by local schools is recognition of the value of learning opportunities for pupils in the local community. There is a shortage of venues offering 'out of school' learning opportunities locally, particularly inside historic buildings and within a parkland setting. Users of the site who value its heritage for supporting learning outcomes include:

- Primary Schools
- Special Needs Schools
- Families with young children

A number of community groups are key stakeholders at the site and their involvement demonstrates that they value the heritage now and Harrow Council are keen to maintain their involvement in the future. These groups include:

- Garden Club
- Special Interest Groups



Section 2 - Current Situation

Current Maintenance Regime

In recent years, the maintenance of the Headstone Manor Estate has been mostly reactive, which has been detrimental to the heritage assets and the scheduled monument. Harrow Council carries the responsibility for the maintenance of the site.

Some tasks, such as the mowing of the lawn behind the Manor House and grounds maintenance, are being carried out on a regular basis. However, whilst this maintains the aesthetic appearance of the setting to the Manor House and ease of movement around the gardens, it is a lower priority than maintenance work that directly prevents deterioration of the historic fabric. Building fabric maintenance has been lacking since the 2005 refurbishment project.

The Council currently has contracts in place for the following cyclical maintenance activities:

<u>Activity</u>	<u>Frequency</u>	<u>Last implemented</u>	<u>Contract</u>
Grounds Maintenance:			
Mowing – Summer	Every 2wks		Council
Mowing – Winter	Every 3wks		Council
Hedge pruning	Twice yearly	April 2014 / due Sept.	Council
Security Alarm Checks	Twice yearly	November 2013/ April 2014	PEL
EH Moat Bank Vegetation	Twice yearly	March 2014*	EH
Portable Appliance Testing	Annually		Council
Fire Extinguisher Testing	Annually	September 2013	Council
Legionellosis	Quarterly		Council
Pest Control (rat traps)	Quarterly	February 2014	Council
Waste Removal (Bins)		Contract expires July 2014	

* End of Contract Term reached - extension of this contract is being explored.

The following ad-hoc and reactive maintenance activities have been recorded:

<u>Activity</u>	<u>Date</u>	<u>Last implemented</u>	<u>Comments</u>
Manor House:			
Wood Beetle		2005	Beetle activity noted 23 April 2014
Gutters		2005	Water ingress due to blocked gutters
Site drain jetting	2014	2008	Drains were fully silted up
Water pipe/meter	2013	NA	Reaction to burst pipe
Canadian Water Weed		2013	Moat maintenance
8 Replacement lights		2014	Museum Stores 22 March 2014
Insulation added	2014	NA	Granary FF ceiling insulated in April
Vegetation Clearance	2014		Toilet Block cleared 20 May 2014



There is no written plan for maintenance activities and no coordinated schedule for programming cyclical maintenance, so even simple and essential activities, such as gutter clearance, are not being addressed regularly. Lack of basic cyclical maintenance activities leads to acute condition issues to the historic fabric, such as water ingress caused by blocked gutters.

Following the substantial conservation repairs and refurbishment of the Manor House in 2005, there has been a complete lack of basic maintenance to the building. The maintenance backlog spans almost a decade, which is wholly unacceptable for a heritage asset of national exceptional significance and national importance.

Condition

Acute condition issues relating to water ingress have been identified, and some of these relate to blocked gutters. A simple task that should be implemented at least twice a year has not been carried out once since project completion in 2005.

In addition, where wood beetle activity has been identified and treated, it is recommended to follow up on a regular basis to ensure the infestation has been fully eradicated. Wood beetle treatment was last implemented as part of the 2005 works. However, recent activity has been identified and the Manor House requires a new treatment by an appropriately certified specialist. Going forwards, there should be a planned programme of timber survey on a cyclical basis to ensure any reoccurrence is picked up promptly before further damage is caused to the ancient timber frame.

Timber windows not repaired in the works of 2005 are in very poor condition sections of rotten timber as a result of lack of maintenance and cyclical redecoration. Almost all the timber windows not within the ancient parts of the house require replacement in full.

A variety of condition issues relating to the roof have been identified:

- Water ingress as a result of open joints to the ridge tiles
- Water ingress as a result of slipped or lifted roof tiles
- Weathered flashings to the chimney roof abutment require replacement

Deep cracks are present to some sections of the render to external elevations, exposing the timber framed structure behind to water ingress.



Damp to the floors and walls in the basement, and the sub-floor of the ground floor rooms is a long-standing condition problem. Water monitoring works are underway to analyse the extent and movement of ground water within the island environs in order to determine whether remedial drainage works are required to mitigate the damp within the building.

Current maintenance mechanism

The current mechanism for procuring maintenance work is as follows:

- 1) Museum Staff notice a problem on site
- 2) Museum Staff report the problem to Harrow Council's Building Services Department
- 3) The Building Services Department contacts an appropriate maintenance Contractor from the Council's framework
- 4) The maintenance Contractor attends site to carry out the maintenance work

The HLF Project will rectify the current condition issues, but it is essential that regular maintenance is implemented going forwards to retain the heritage assets in good condition after the project.

A holistic and fully integrated maintenance regime would cover the full spectrum of maintenance activities to all the building, rather than the basic grounds maintenance that exists at present. A robust maintenance regime should identify all the tasks necessary for maintaining the buildings, archaeology, landscape elements and Collections in good condition. In addition, there may be a need to include maintenance requirements to support the Activity Plan, such as maintaining the functionality of teaching aids and learning equipment, and also maintaining digital infrastructure.

As there is no existing regime in place, this Plan will set out a new, detailed forward programme of management and maintenance activities, identifying the time periods for cyclical activities and highlighting the importance of proactive, preventative maintenance.

The Council will need to commit to this Management & Maintenance Plan and formally adopt it to demonstrate that commitment to the future care of the site.

Maintenance Standards

The Council does not have a grading system for maintenance standards to its various different assets. However, it is acknowledged within the Conservation Plan Policies that the site is sensitive to change and requires a higher standard of maintenance and some works by specialists to ensure its unique character and significance is conserved.



To ensure maintenance activities are delivered to a high standard and implemented within the appropriate timescales, the Conservation Plan Policies identify the requirement for Conservation Accredited consultants to provide the Council with advice and to oversee repairs or maintenance of a sensitive nature.

Where specialised skills or input from conservation consultants are required for maintenance activities, these have been identified within the Maintenance Schedule incorporated within this Management & Maintenance Plan. Heritage sensitive activities have been identified and will be addressed independently of the main service level agreements for general routine maintenance activities to ensure that they are implemented by appropriately skilled operatives and to the standard identified by the conservation consultants.

Each asset has been looked at individually to ensure specific needs are addressed over and above the generic maintenance requirements common to all the assets.

The Project

Within the Heart of Regeneration project, all of the current condition issues in the Manor House will be addressed. Repairs will also be undertaken to the Small Barn and the Toilet Block will be repaired and refurbished in full. In a separate phase of works to the Heart of Regeneration Project, repairs will be undertaken to the Great Barn to enable it to be brought into full use. Where condition issues relating to lack of maintenance or inappropriate maintenance works have taken place in the past, Policies have been prepared to prevent this reoccurring in the future. Where inappropriate works can be reversed without harm to the historic fabric or significance of the place, this should be considered.

Following the project, all maintenance activities and a programme for implementing those activities have been identified and included in this Plan. Implementation of the Maintenance Schedule Activities in accordance with the Plan will ensure that the newly repaired assets are maintained in good condition for the long term conservation of the site as whole.



Section 3 - Risks

There are a number of risks that pose a threat to the heritage assets and scheduled monument. Some of these risks already exist and the Plan identifies how these need to be managed going forwards. Other risks are more variable and include potential future influences, such as climate change.

Risks relating to Site Conditions

1) High Water Table

The site has clay soil and a high water table. These natural characteristics are intrinsic to the site and cannot be changed. The moisture held in the ground surrounding the buildings leads to dampness in the historic walls and foundations of the buildings, leading to condition issues and deterioration of the historic fabric.

▪ Mitigation through site investigation

A programme of ground investigation commenced in 2014 and ground water monitoring data was compiled from 12 locations scattered across the site. This was compared to local weather events, recorded using a weather station. As a result of the findings, the following steps were taken to reduce the impact of the high water table:

- Consideration of additional land drainage
- Consideration of French drain installations

2) Flooding

The site is located within Harrow Floodzone 3b, relating to Yeading Brook, presenting an ongoing risk to the standing buildings and buried archaeology.

Following heavy rainfall, the ground floor of the Granary is susceptible to flooding. Flooding has also on rare occasions affected the Great Barn. Unfortunately, the risk of flooding on the site is an ongoing risk as there is a climatic trend towards higher levels of rainfall. This is exacerbated by the clay soil and high water table on the site which slow the infiltration of rainwater into the ground.

▪ Mitigation through site investigation

As a result of the ground investigations mentioned above, the following steps are being taken to reduce the impact of flooding:

- Consideration of additional land drainage
- Consideration of French drain installations



3) Clay substrate

Clay substrates can be prone to heave or shrinkage resulting from changes in the ground water conditions. Subsidence is therefore an ever-present risk to buildings on clay substrates, and historically, re-building works took place at Headstone to repair the Manor House following subsidence. The characteristics of the clay ground across the monument cannot be changed, they are intrinsic to the site.

- Regular inspection of the building would mean any signs of structural movement can be identified early and mitigated.
- Ongoing water monitoring and ground investigations are providing data to determine whether parts of the site require remedial land drainage to protect the standing buildings.
- The structural frame incorporated into the Manor House in 2005 provides the ancient parts with structural support that should prevent the impact of subsidence. However, the other parts of the Manor House remain susceptible to subsidence.

Risks to the Historic Buildings

1) Vacancy and lack of identified use

As demonstrated by the deterioration of the Manor House following the 2005 repairs, vacant historic buildings are vulnerable to rapid deterioration. Lack of heating and ventilation reduces the control of moisture, which accelerates decay and also creates the conditions that support harmful mould growth and encourage wood boring beetle infestations.

- All the buildings need to be kept in regular use to maintain the environmental conditions conducive to conservation of the building fabric and retention of significance.
- Periods of temporary vacancy during holiday periods need to be managed with background building services operating to ensure the temperature and humidity levels are controlled.

2) Neglect and/or poor maintenance

Lack of maintenance or inappropriate maintenance of listed buildings amounts can lead to significant harm to historic fabric as minor condition issues can relatively quickly become acute issues. The cost of regular maintenance is more than offset by the saving on expenditure for more costly repairs at a later date, and also the prevention of loss of significance.

- Regular cyclical maintenance to historic buildings dramatically reduces the occurrence of acute condition issues.



- The Maintenance Schedule in this Plan identifies the maintenance activities and programmes when they are required to ensure the assets are well maintained, with their special character and significance being preserved in the process.
- Inappropriate maintenance and poor quality repairs can lead to an acceleration in the deterioration of historic buildings, so this Plan recommends that repairs are specified by a suitably qualified conservation specialist.
- Deterioration of historic buildings often correlates to a lack of resources for cyclical maintenance. Budget allocation will ensure that the required monies are in place for maintenance activities to keep the buildings in good condition and prevent the requirement for more costly major works.

3) Fire Damage

Fire damage is a particularly high risk to timber framed buildings. Fire can be instigated in a wide variety of ways including:

- lightning strike
- electrical faults
- hot works relating to maintenance/construction activities
- arson
- dropped cigarettes

- Preventing Fire Damage

Wherever possible, steps will be taken to prevent the breakout of fire. The site is currently operated under the following rules:

- No smoking anywhere on the site
- All electrical equipment is PAT tested and regularly inspected
- No hot works are permitted without advanced notification to the Council and satisfactory permits and method statements

CCTV cameras are in use at the site and the perimeter gates are always locked at night to reduce the potential for arson. There is lightning protection to the Manor House.

4) Water Ingress

Damage from water ingress varies in severity from minor discolouration of surfaces to the deterioration and failure of building components resulting from prolonged exposure. In the case of historic buildings, loss of building fabric irreparably diminishes significance and harms character. The envelope of the buildings must be kept weather tight to prevent water ingress from damaging the historic fabric.

- Inspect and clear gutters on a regular basis as the schedule in this Plan



- Inspect external building envelope on a regular basis as the schedule in this Plan
- In the event of roof tiles slipping in gales or storms, implement roof repairs like for like as quickly as possible

5) Frost Damage

Frost and ice can be very damaging to historic buildings, particularly when the building fabric is damp and exposed to moist ground conditions. Freeze-thaw action can cause the fracturing of masonry and frost damage to water pipes can lead to flooding and acute water damage.

- Cracked pointing, masonry and render is to be repaired to prevent the potential for water to collect in the structure and freeze in sub-zero winter conditions.
- Pipes are to be frost protected, with appropriate lagging and installation to prevent pipes freezing.
- Rain water goods are to be cleared of debris and checked to be free draining to prevent them holding water and incurring damage / leaks due to formation of ice.

6) Structural Problems

Localised structural repairs have been specified as part of the conservation repairs to the Manor House.

- Areas that have exhibited structural cracking should be monitored regularly to ensure any further movement is identified and addressed.
- Structural Engineer to be suitably experienced, CARE registration advantageous.

7) Wood Beetle Attack

The last treatment for wood beetle infestation to the Manor House was in 2005. Humidity levels in the Manor House rose during the vacancy of the building and recent activity from wood boring beetles has been discovered in the ancient timber frame to several rooms. The incubation period for wood boring beetles varies and penetrating treatments are sometimes required to stave off re-infestation.

- Engage a timber specialist to inspect the timbers and specify remedial measures. Act on their recommendations.
- Seek their advice on the intervals for future survey and treatment to prevent re-infestation.
Use de-humidifiers to reduce the humidity inside the building and bring the moisture content of the timbers back to a level that discourages wood beetle attack; take care not to dry out the structure.
- Maintain stable humidity and temperature inside the building through appropriate use of ventilation and heating during use to reduce the likelihood of future beetle attack.



Risks relating to Public Use

1) Wear and Tear through Public Use

An increase in wear and tear is inevitable through public use, though operational measures can help to mitigate against damage caused by contact with historic fabric.

- Reducing contra-flow

By having a one-way flow around the building, instances of contra-flow are reduced, thus reducing the potential for brushing up against historic fabric when passing other visitors in narrow spaces.

- Holding doors open

When and where appropriate, holding doors open prevents wear and tear on both woodwork and ironmongery. This can also mitigate against doors being slammed through mis-use or a draught.

- Signage

In some situations, signage can be used to direct the public not to touch or use certain elements or items of furniture in the historic buildings.

2) Vandalism

There are no guarantees that vandalism will not be incurred, however there are positive steps that can and should be taken to limit the opportunity for vandals to damage the heritage asset.

- Staff presence

Staff Volunteers will be on site to help visitors and supervise visits to the Manor House, which is the most sensitive asset on the site. Their presence will act as a deterrent.

- CCTV Cameras

CCTV Cameras do act as a deterrent and monitoring of footage can allow for suspicious behaviour to be identified before it becomes a problem.

- Enhanced site security

Intruder alarms and enhanced security locks help to prevent unauthorized access to the buildings. Fencing and gates are generally effective in keeping out trespassers, providing they are kept locked out of opening times and are well maintained.

- Out of hours use

Site presence in the evenings increases the influence of site supervision and is a significant deterrent to vandals who may be tempted into the site after closing time and/or under the cover of darkness.



Risks relating to Resources

1) Resource Budget

Potential future cuts in government funding to Harrow Council's budget may affect the resources available for the operation of the Museum Site.

▪ Resource Mitigation

The increase in engagement with volunteers and the proposed development of an apprenticeship programme may help to counteract the potential future loss of paid staff.

2) Human error

Staff carry the responsibility for ensuring the site is locked up and fully secured at the end of each day, and that all taps etc. are turned off. We are all human and mistakes can inadvertently be made, which can lead to a security breach or accidental damage.

- All staff to be fully trained in the use of all equipment and use of security systems and keys.
- A simple 'end of day' sequence to be tabulated as a checklist to assist staff in completing inspections.
- Simple signage for staff as a reminder to check equipment is switched off etc.



Section 4 – Management and Maintenance Aims and Objectives

The current maintenance of the Buildings on the heritage site is almost entirely reactive and there is a lack of regular preventative maintenance. Management of the heritage site is mostly by the Museum Team staff, who obtain building maintenance support from Building Services Department at the Council. However, the scheduled monument landscape is maintained as part of the wider public parks and is managed by the Grounds Maintenance Team at Harrow Council. These different approaches on one monument lead to the site being physically split into two and unreadable as one site.

The ongoing maintenance of the moat with regular silting requiring clearance approximately every decade is a further concern on the site. This combined with the need to manage the vegetation around the moat to maintain the banks can have adverse effects on the ecosystem of the moat and makes maintenance a complex issue. In addition there is the risk that protected species of flora and fauna are damaged due to a lack of suitable records on the biodiversity of this area of the site.

There is also a need for a clear maintenance regime and appropriate budgets to be set aside to ensure that the site is appropriately maintained and any future funding and investment is protected by appropriate maintenance.

This Management & Maintenance Plan sets out planned maintenance activities to support the forward conservation of the heritage assets and scheduled site in line with the Policies within the Conservation Plan.

A The principle aims for managing and maintaining the scheduled monument are:

- to maintain the moat as a water-filled moat, preserving the historic character of the setting to the Manor House
- to protect the buried archaeology of the site
- to maintain the appearance and aesthetic quality of the moated site through appropriate landscape maintenance

Skills, Activities, Equipment and Facilities required:

- regular removal of Canadian water weed from the Moat by an appropriately skilled and trained person, to ensure water course is not contaminated. Hired operative is recommended.
- regular maintenance of trees and shrubs by Parks Team and Volunteers in accordance with policies, provision of a paid post of Apprentice Gardener with associated training to oversee this work



- as Policy LW10, Harrow Museum should engage with local wildlife experts who have the specialist skills to support survey and monitoring activities.
- as Policy LW9, litter-picking activities should be undertaken regularly. This requires basic equipment (litter picker, gloves, rubbish bags) and skills, so that volunteers and supervised members of the public could be engaged in this activity.

B The principle aims for managing and maintaining the buildings are:

- to maintain the historic fabric in good condition to prevent deterioration and harm to significance
- to keep the buildings in regular public use and retain a steady internal environment through occupation
- to undertake appropriate preventative maintenance to reduce the occurrence of acute condition issues harmful to building condition, reducing the reliance on reactive maintenance
- to ensure maintenance and repair works are appropriately specified – condition surveys should be undertaken by an Architect Accredited in Building Conservation (AABC) or an accredited RICS Historic Building Conservation Surveyor

Skills, Activities, Equipment and Facilities required:

- Harrow Museum will maintain the buildings in line with the policies for the site, engaging with conservation skilled consultants where required and identified in the policies
- Building maintenance activities have been identified and planned on the Maintenance Schedule, which Harrow Museum will use to manage the activities
- Harrow Museum to enter into appropriate maintenance contracts for activities beyond the scope of Staff and Volunteers, with the understanding specialists are required for some maintenance activities in parts of the historic site which are highly significant and sensitive to change

C The principle aims for managing and maintaining the collections are:

- to clear the backlog of remedial conservation work to the artefacts in the collections
- to house archives and collections in appropriate environmental conditions
- to stabilise the temperature and relative humidity in the Museum Depot Store through use of background heating and de-humidifiers
- to stabilise the temperature and relative humidity in the historic buildings or cases where the collections are to be displayed
- to implement a monitoring programme using sensors to ensure environmental conditions



are maintained at levels conducive to collection conservation

- to compile a complete catalogue of the collections identifying specific conservation requirements
- to develop training programme for staff and volunteers focusing on general collection care
- to comply with the criteria required by national museums for loan collections

Skills, Activities, Equipment and Facilities required:

- Harrow Museum will undertake annual training for Staff and Volunteers
- New conservation/archive standard storage boxes and other protective wrappings to be procured as required for the safe storage of the Collection items not on display
- Conservation Care is to be implemented by a Conservator with the appropriate skills for the particular task
- Harrow Museum requires Museum Accreditation, the Museum will therefore be operated in accordance with the Collection policies.
- Building improvements identified to enhance the conditions of the Museum Depot store:
 - Installation of insulation in the roof of the Museum Depot to improve stability of the environment.
 - Installation of inner doors or insulating blinds on the roller shutters in the Museum Depot to improve stability of the environment.
 - Plumb in the dehumidifiers so that they do not need to be emptied.

D The principle aims for managing and maintaining the exhibitions and interpretation are:

- to ensure that those exhibits requiring particular climatic conditions are displayed in cases with the appropriate environmental controls
- to ensure that there is no localised excessive heat, vibration or noise generated by display equipment that could be harmful to the historic fabric of the buildings
- that the displays and cases are secondary to the historic buildings, with fixings into the buildings avoided where possible and kept to minimum intervention elsewhere
- to ensure interactive displays are kept in good working order for the enjoyment of the public

Skills, Activities, Equipment and Facilities required:

- Harrow Museum to ensure that appropriate cleaning is undertaken to cases and interpretation displays



- External interpretation to be maintained by the Parks Team/Garden Club as appropriate
- Harrow Museum will need to engage a suitably certified electrician to assist with maintenance of electrical equipment and bulb replacements within the Museum
- Core Museum Staff will be offered training for the development, writing and preparation of Temporary Exhibitions for the forward Museum Exhibition programme
- Silica gel will be required for maintenance of the internal case environments and this equipment will need to be refreshed on a regular basis to maintain the environmental conditions

E The principle aims for managing and maintaining the landscape:

The following text is taken from *Management Plan: Headstone Manor Recreation Ground. Local Wildlife Site. April 2011 – March 2016* by Harrow Council pages 8-9:

Landscape Management should:

- reflect species and habitat targets set in the UK and local BAPs
- maintain and enhance the general qualities of existing habitats whilst re-establishing others, appropriate to the site
- promote appreciation of site's biodiversity by the public

The principal landscape management aims should be achieved via the following:

- Maintenance of woodland, particularly the understorey (i.e. shrub to ground layers) to:
 - a) Introduce structural and habitat diversity to selected areas of woodland
 - b) Maintain/increase floral (and with it faunal) diversity of woodland
- Maintaining health of old/veteran trees
- Ensuring an adequate quantity of dead wood microhabitats, both standing and fallen
- Encourage stag beetles to use ancient woodland area.
- Maintaining ivy-clad trees and banks wherever it is safe to do so
- Maintaining/improving standing and running water habitats associated with the Yeading Brook and Moat
- The control/eradication of invasive species (listed under Schedule 9 of the W&CA).
- Deterring littering on site and removal of rubbish as and when required
- Improving safety standards and interpretation, to encourage educational use and the biological recording on the site
- Establish type and distribution of bat populations using the site - pipistrelle bats were



recorded here during the 1980s¹ - and encourage greater numbers to use the site (if appropriate)

- Establish type and distribution of bird populations using the site – and encourage (where appropriate) BAP species which are breeding or have the potential to breed
- Protect and enhance the significance of Headstone Manor Moated Site, a nationally important scheduled ancient monument.

Skills, Activities, Equipment and Facilities required:

- Engage a trained and competent arboriculturalist to undertake tree inspection and conditioning works
- Engage an Ecology Consultant with appropriate skills to review and monitor the ecological issues of the site
- Obtain maintenance services from both the Parks Team and the Garden Club for implementation of landscape maintenance activities as identified in the Schedule and governed by the policies
- Ensure activities are undertaken in accordance with the policies for the site and that recommendations for time periods identified in the Maintenance Schedule are adhered to in order to protect the wildlife and habitats
- Watering cans, wheelbarrows, gardening gloves, hand trowels and forks, spades, secateurs, trolleys etc. will be required by the Garden Club to undertake their activities, a review of existing equipment to be undertaken, replacements and/or new equipment to be provided as required. The Parks Team have their own equipment, covered in the cost of their service contract.
- Bat and bird boxes are required to provide enhanced nesting habits for wildlife. This should be installed at an appropriate height above the ground (above the height cats can reach) by a team of two appropriately trained members of the garden volunteers, with one footing a ladder whilst the other fits the box. Basic tools – cordless drill, cordless screwdriver – and screws required to fit the boxes

¹ London Ecology Unit, 1989. Nature Conservation in Harrow – Ecology Handbook 13



Management & Maintenance Policies

The Policies below have been taken directly from the Conservation Plan for Headstone Manor and are relevant to the aims and objectives of this Management & Maintenance Plan. For ease of cross reference, the same headings have been used. At the end of this section there are policies that are over and above those within the Conservation Plan, which relate specifically to management and maintenance of the heritage assets.

Below is a summary providing the sub-headings under which the Conservation Plan policies are categorized:

Summary of Conservation Policies

The Conservation Policies have been compiled under the headings listed below to remove repetition and facilitate ease of reference. The special significance of Headstone Manor and its setting requires a holistic approach to conservation, so whilst a particular category of policies may be the logical starting part for reference, all of the categories carry equal weighting as they are inter-related and should be reviewed collectively, not in isolation.

Ownership & Use

Responsibility for the upkeep and maintenance of the buildings and landscape needs to be clearly defined within the property leases, whether for the owner, tenant or sub-tenant. These policies look to ensure any changes in the ownership or use of the buildings are managed to ensure the assets and site as a whole are appropriately cared for and preserved for the future.

Understanding & Research

These policies call for any gaps in knowledge and understanding of significance to be addressed to ensure the decision making process for the on-going conservation of the buildings and landscapes is fully informed.

Setting

These policies relate to the immediate setting of the buildings and structures, in addition to Scheduled Monument site as a whole.

Conservation of the Fabric

These policies relate to the manner in which the building fabric should be conserved.

Statutory Controls

These policies seek to highlight best practice considerations to balance the requirements of statutory compliance with conservation requirements, and recommend consultation with the statutory bodies pre-application to guide any proposals for change.

Collections

These policies relate to the conservation of the Museum Collections and their display within the heritage assets.



Archaeological Finds and Interpretation

These policies relate to the need for collections and interpretation to be considered in conjunction to the buildings and landscapes.

Fixtures, Fittings and Furniture

These policies relate to items belonging to building or fixed to the fabric of the buildings which are part of the character of the building.

Ecology

These policies relate to all the ecology of the site, from the trees and landscape to the wildlife and interaction between the ecology and the built assets.

New Work

These policies identify the manner in which new works should be approached, ensuring the significance of the heritage asset is preserved and enhanced.

Access

From a perspective of protecting significance, compliance with statutory controls for accessibility must be carefully balanced against the scheduled monument and listing designations of the site and its structures.

Management

Management Policies relate to how the buildings and site are used and services managed, requiring feedback from a strategic level as well as the users and public.

Managing Information

These Policies state the importance of information about the site being managed and disseminated appropriately to everyone in Harrow Museum's audience, and by a variety of means for accessibility.

Relevant Management & Maintenance Policies taken from the Conservation Plan

Ownership & Use

OU1 Any change of use to any part of the site must be carefully considered against the Policies of this Conservation Plan to ensure a compatible and appropriate use.

Reason: Inappropriate uses within historic buildings can rapidly degrade significance. It is fundamental that any use be economically viable to a degree which will facilitate appropriate maintenance of the historic fabric.

OU2 Should opportunities arise to bring entire site under a single use, these should be rigorously explored in conjunction with all key stakeholders.

Reason: The Scheduled monument currently has differing uses, although all under the ownership of Harrow Council. The public park elements of the site, with the play area and the disused



public toilets are clearly intrusive elements on the monument. If the opportunity arises, the opportunity to bring the whole of the monument into a single use as a cultural attraction would undoubtedly benefit the site. Single operative use of all buildings would allow maintenance to be dealt with effectively, rather than in a piecemeal fashion as today.

OU3 Develop a clear vision for the site that embraces its conservation.

Reason: To ensure that the site is considered holistically and all aspects of site activity contribute positively to the conservation of the scheduled monument.

OU4 Encourage partnership working across the scheduled monument and seek closer understanding of aspirations.

Objective OU4.1 The parks maintenance team and operating department must be made aware that parts of the scheduled monument are in their ownership and management and the legal responsibilities that this implies.

Reason: To improve communication and engagement for the benefit of all parties as well as for the benefit of the heritage assets (legal requirement).

OU5 Raise awareness of the significance of the site and promote an integrated approach to the long term conservation of its significance in all responsible for the whole of the scheduled site.

Reason: So that conservation of the scheduled monument and listed buildings is at the forefront of all decision-making processes and users understand their contribution to conserving the assets through considerate use, and understand the importance of acting on their responsibilities to ensure the assets are conserved.

Understanding & Research

UR1 Proposals for the future of Headstone Manor must be developed in the context of a full understanding and appreciation of the significance of the Place.

Reason: In line with conservation best practice, including that contained within English Heritage's most recent guidance².

UR2 Consider further detailed inspections of the building to establish a higher understanding of the constructional defects within the built fabric.

² English Heritage. *Conservation Principles, Policies and Guidance for the Sustainable Management of the Historic Environment*. (London, English Heritage, 2008)



Reason: Detailed Surveys can reveal insights into an historic place as well as being excellent base information for development proposals and other interventions. This will be essential, should the proposals contained within the condition survey progress.

Setting

SET1 Aspects of the setting of Headstone Manor that contribute to its significance should be preserved and enhanced where possible. In a hierarchy of interest to consider the views of the Manor House the most important, and the views of the adjoining listed buildings of less importance.

Reason: To ensure the setting of the place as a whole is protected and not eroded due to numerous small changes over time.

SET4 To ensure that, as part of Harrow's Public Realm Strategy, any new landscaping, new seating and paving materials proposed for use near all buildings are appropriate to the setting of Headstone Manor.

Reason: An inappropriate public realm/ landscape design would detract from the significance of the buildings. This includes the play park as part of the scheduled monument.

SET6 Ensure that historic structures are not overwhelmed with vegetation avoid the municipalisation of the landscape

Reason: Whilst vegetation makes a positive contribution to the landscape and setting, unmanaged vegetation can encroach on buildings, obscuring them and potentially also damaging the fabric through invasive root activity or movement from ground heave. Maintaining the vegetation keeps the setting of the scheduled monument clear of obstructions to pathways and presents the assets to the best effect. Unmanaged vegetation is also detrimental to the conservation of the moat and the maintaining of vistas to and from the Manor House. The significance and statutory designations of the site and setting require that the presentation of and care over the landscape is higher than that required for a basic municipal park landscape.

SET7 A programme of twice-yearly maintenance inspections will be introduced as part of the Management and Maintenance Plan, to include all boundary walls. These will include responsive and immediate action to remove graffiti, clean out gutters and gullies, remove vegetation and repair localised damage



Reason: To ensure the setting is maintained to a high standard and consistently across the site to conserve significance. Maintenance of the setting demonstrates the site is actively cared for and this serves as a deterrent to misuse by vandals.

SET8* Preserve and enhance the integrity of the scheduled monument and remove intrusive 20th century infrastructure that detracts from the appearance of the site, in particular:

Objectives: SET8.1 Modern incongruous hard landscape materials
SET8.2 Excessive and obtrusive lighting
SET8.3 Modern hoop topped railings
SET8.4 Overhead cables and other incongruous building services

Reason: To visually improve the setting and enhance the significance of the place.

SET9* Promote high quality and simple landscaping and signage that reinforces the historic character of the monument and setting along the approaches to the site from Pinner View, the Park and the 'Kodak' site.

Reason: To enhance the approach to the site and promote its status as a nationally significant site.

SET10* Discourage and remove wherever possible landscaping or development that would intrude on the setting of Headstone Manor and its approaches.

Reason: To ensure the setting and wider context of the monument is commensurate with its national significance.

SET11* Create additional car parking space and coach parking that will not damage the setting or archaeological deposits of the monument.

Reason: To ensure that visitors can come to site without detrimental impact on the place.

SET12* Design guidance shall be provided on the layout and materials of access roads, car parks, footpaths and amenity lighting to incorporate all land within the scheduled monument.

Reason: To ensure that hard landscaping on the site meets with current standards, and utilizes high quality appropriate materials compatible with the existing fabric and that elements required for safe public access conserved significance by not having a detrimental impact on the setting of the scheduled monument.

***NB/ Any removal, enhancement or landscaping works that involve ground disturbance will require Scheduled Monument Consent. Refer to Statutory Consents section on p192.**



Conservation of the Fabric

COF1 **To retain historic elements and materials of the exterior of all buildings at Headstone.**

- Objectives:
- COF1.1 To record areas of failure on the exterior on scaled elevation plans, in order to establish appropriate methodologies for conservation and to identify areas of stonework to be repaired or replaced.
 - COF1.2 To test to establish techniques for proposed intervention.
 - COF1.3 To undertake appropriate conservation treatment on exteriors, if necessary.
 - COF1.4 To re-point areas where the pointing is failing.
 - COF1.5 To retain all historic doors and windows where possible (noting that more recent windows and doors are of poor quality and condition).
 - COF1.6 To address defects to external walls – particularly defects in the timber frame.
 - COF1.7 To address water ingress to Basement and roof voids following the recommendations of the condition survey.

Reason: The views of the Headstone Manor site, from the wider public park are very important. The character of the exterior of the Manor is made up of many different elements, all of which contribute to the whole and much of the external fabric has been identified as of medium or high significance. The landscape, and in particular the moat is also of high significance. The retention of these historic elements will document the past uses of the building and will have a positive effect on the significance of the buildings. English Heritage supports the retention of historic buildings and re-use of traditional materials. Many traditional buildings and building materials are durable and perform well in terms of the energy needed to make and use them. Their removal and replacement would waste the embodied energy within them and require a major reinvestment of energy and resources. The re-use of sound materials derived from the place being repaired or altered is traditional practice and contributes to the sustainable use of energy and material resources. Recent research has showed that older buildings are more energy efficient than many mid-twentieth century buildings.³

³Jon Wallsgrove, 'The Justice Estate's Energy Use', *Context*, 103 (March 2008) 19-20 and Yates' evidence quoted in English Heritage, *Climate Change and the Historic Environment* (London: English Heritage, 2008).



- COF5** **Buildings and spaces within the site must be appropriately and regularly maintained.**
- Reason: All works should be in line with conservation best practice, including that contained within English Heritage’s most recent guidance.
-
- COF6** **Current periodic inspection regimes for Headstone Manor should be continued, and recommendations acted upon.**
- Reason: The historic buildings have had a condition surveys contemporaneous with the Conservation Plan but inspections of this type are most useful as periodic inspections on a four or five yearly inspection period. This allows the reports to be utilised to monitor any deterioration in the building fabric.
-
- COF7** **A programme of planned maintenance, based on the findings of the periodic inspections, should be implemented across the site.**
- Reason: To ensure that a high standard of appropriate maintenance is implemented in a manner which is preventative rather than simply reactive.
-
- COF8** **Make efforts to co-ordinate maintenance activities with other council departments on the site.**
- Reason: There is significant potential for economies of scale to be achieved through conducting maintenance works in cooperation with other council departments, as well as ensuring that the standards of maintenance on the site are consistent. This is particularly important to ensure the drainage of the site is kept clear.
-
- COF9** **Appropriate levels of maintenance funding, as indicated through the periodic inspection regime and the management and maintenance plan, should be set aside for planned maintenance activities within the inspection period.**
- Reason: Maintenance liabilities can be difficult to manage from a funding point of view. Periodic inspection assists this and can also act as a justification for appropriate funding for fabric repairs. Planned maintenance is generally understood to be a cost effective means of preventing major problems from occurring. Setting aside funding for facilitates maintenance works prevents larger and more costly problems from coming about.
-
- COF10** **All maintenance activities should be undertaken under the direction of a suitably qualified person (AABC Accredited or equivalent).**



Reason: Inappropriate maintenance can cause decay to accelerate, creating more costly problems in the long term. Individuals with appropriate qualification and experience in the historic environment are best equipped to avoid these issues. Accreditation schemes such as AABC – Architect Accredited in Building Conservation, are a recognised way of ensuring appropriate methods of repair are implemented.

COF11 Any development projects proposed for the site should include a programme of repairs to the fabric as part of the works.

Reason: Capital projects often create an ideal opportunity to undertake repairs, both from a funding and practicality point of view, with economies of scale particularly relevant to site setup and access issues.

COF12 Consider the impacts of Climate Change in future periodic inspections and planned maintenance, particularly those relating to intensified rainfall.

Reason: To deal with the most likely detrimental impacts of Climate Change at Headstone Manor.

COF13 Address defects to external facades – particularly failure of roofs and timber boarding.

Reason: To ensure that the buildings remains in good condition externally and there is no risk of falling roof tiles on this public site.

COF14 Address water ingress and sources of damp to the ground and basement floors of the Manor House, following the recommendations of the condition survey and hydrological analysis.

Reason: To ensure that the building continues to be well maintained.

COF15 Consider the extension of the aspirating fire detection system to the Manor House and the provision of a compliant L1 fire detection system.

Reason: To ensure that the building is appropriately protected from the spread of fire.

COF16 Regularly inspect and clear gutters to the buildings, at least twice a year.

Reason: To ensure that the buildings are kept weather tight and any water ingress is identified and addressed early.

COF17 Check and repair flashings and roof coverings to the buildings at least annually.



Reason: To ensure that the buildings are kept weather tight and any water ingress is identified and addressed early.

COF18 Maintenance provision will be regularly reviewed to ensure that the conservation needs of the site are met

Reason: To ensure the standards of maintenance provision are met site-wide and any requirements following changes in use or occupation are accounted for.

Statutory Controls

SC1 Consideration must be given, in planning any change, of the need to obtain statutory consents.

Reason: Legal Requirement

SC2 Early discussion should be sought with statutory bodies and their advisors on any proposals for change.

Reason: Best practice and to minimise risks associated with the Planning / Listed Building / Scheduled Monument Consent processes.

SC3 In advance of making any submission for statutory consent, consider appropriate consultation with stakeholders and the community in line with best practice and to inform decision making.

Reason: Consultation by applicants in advance of any application being submitted is enshrined within Planning Law and is a powerful tool in making informed decisions, as well as ensuring that proposals have the support of the community and key stakeholders. This principle should also apply for other statutory consents.

SC4 Make early reference to relevant guidance within National Planning Policy Framework, English Heritage's published documents and the Local Plan, in developing any proposals for change.

Reason: Planning guidance and policy.

SC5 Any proposals for change must take account of the Policies of this Plan.

Reason: Best practice.

SC6 Statutory controls relating to the design, construction, health and safety and operation of buildings must be carefully balanced with the heritage status and significance of the site.

Reason: Legislation, guidance and best practice that governs the operation of buildings can often be in conflict with the retention of significance required under heritage protection statute. Careful



interpretation of this legislation must be made to balance the disparate requirements. An example of this would be that under current Equality laws, it could be argued that those with mobility difficulties face discrimination through being unable to access some areas of the building. However, it is possible to manage this situation by finding appropriate use of these spaces, and alternative accommodation and therefore provide the service in an alternative way, a perfectly reasonable approach under the Equalities Act, which would then not require major intervention into the historic fabric for physical access.

SC7 **Review and update Conservation Plan Policies relating to statutory controls as and when legislation / guidance is updated.**

Reason: Statutory controls, guidance and policy changes regularly. For example the changes which were introduced under the new National Planning Policy Framework. These policies will require regular update to reflect these changes as and when they occur.

SC8 **Ensure adequate fire strategy is developed to avoid spread of fire damaging either the historic buildings or the collections.**

Reason: To protect the building, the collection and its users in case of fire.

The Collection

Management of the Collection

COLL1 **The Museum will operate the Collection on behalf of Harrow Museum Trust in line with the Museum Collection Policy.⁴**

Reason: To comply with the conditions set out in the Collection Management Agreement between Harrow Museum Trust and The London Borough of Harrow.

COLL2 **The Museum Collection shall be kept at Headstone Manor Museum, Pinner View, Harrow, Middlesex HA2 6PX (otherwise known as “The Museum”). The Collection must remain at the Museum, unless formally loaned out through the procedures set out in the Museum Collection Policy.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council.

⁴ The management of the Collection is the responsibility of the Collection-Operating Body, through the Heritage & Museum Service Staff, in line with the Museum Collection Policy.



COLL3 **The Public shall have access to such parts of the Collection as may be on display for a minimum of 16 hours per week, excluding periods of closure due to refurbishment or renovation and public holidays. The Collection-Owning Body must agree any variance to this provision in writing.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council.

COLL4 **The Collection-Operating Body shall effect and maintain adequate insurance policies to cover all Statutory and other legal liability in respect of all risks to the Collection.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council and requirement for Museum Accreditation.

COLL5 **Income from Sale of de-accessioned objects will be collected by the Collection-Operating Body on behalf of the Collection-Owning Body and be retained for the purpose of conservation, maintenance or acquisitions to the Collection.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council to ensure the ongoing conservation, care and development of the Collection.

COLL6 **Loan objects are not the property of the Collection-Owning Body; they are loaned to the Museum to be managed by the Collection-Operating Body, which is responsible for the object whilst it is in their care.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council.

COLL7 **The Collection-Operating Body shall ensure that any item loaned to any third party is adequately insured against all risks to the Collection.**

Reason: Stipulation in the agreement between Harrow Museum Trust and Harrow Council.

COLL8 **All items must be formally accessioned by a member of the Museum Service Staff.**

Reason: To comply with Museum Standards and agreement with the Collection-Owning Body



Collection Acquisitions and Disposals

COLL9 **The Museum will aim to only collect objects that are inextricably linked with the area as defined above.**

Reason: o maintain the Collection as a Local History Collection for Harrow

COLL10 **A significant portion of the current Collection dates from the 19th and 20th centuries. The aim is to strengthen the Collection by obtaining items from periods that have little or no representation in the current museum Collection. Such as the Medieval period, as this is a notable gap in the Collection.**

Reason: To enhance the Collection and to improve intellectual access to the history of Harrow for visitors.

COLL11 **Acquisitions should fall within the themes of domestic/personal life, working life and community life.**

Reason: In order for the Collection to represent Local Social History in areas of life that visitors can relate to or engage with.

COLL12 **The Museum should continue developing its post-1950s collection.**

Reason: To ensure the Collection represents the current diverse community of Harrow. This will facilitate the inclusion and integration of Harrow's diverse communities in the displays to ensure the overall development of the Collection better reflects the current community of Harrow.

COLL13 **The Museum will collect objects in order to preserve, safeguard and communicate evidence of Harrow's cultural, social, industrial and environmental history for the purposes of learning and enjoyment.**

Reason: To strengthen the scope of the existing Collection by building on the strengths of the current Collection, whilst also filling gaps to create a comprehensive collection that reflects the entire history of the local area.

COLL14 **As set out in the Museum Collection Policy, the Collection must be used to advance the education of the public about the area now defined as the London Borough of Harrow and the surrounding areas.**

Reason: To encourage the local community to develop a sense of pride and belonging.
To encourage an effective and targeted education service for schools, colleges, adults



outside the formal system with full access for people with disabilities.

To fulfil criteria of the agreement between Harrow Museum Trust and Harrow Council.

COLL15 **The Museum will only collect books if there is a strong Harrow connection and items are of relevance to display, research or educational needs.**

Reason: To prioritise acquisition of items that are not available in other public institutions, such as libraries.

COLL16 **The Museum will take account of the collecting policies of other Museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism.**

Reason: In order to avoid unnecessary duplication and waste of resources.

COLL17 **The Governing Body will not acquire any object or specimen unless it is satisfied that the Heritage and Museum Staff can acquire a valid title for it. In addition, the Museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).**

Reason: Due diligence.

COLL18 **In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the Museum will reject any items that have been illicitly traded. The Governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.**

Reason: Legal requirement.

COLL19 **So far as biological and geological material is concerned, the Governing Body will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise**



transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

Reason: Legal requirement.

COLL20 The Museum will not acquire archaeological antiquities (including excavated ceramics) in any case where the Governing Body has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

Reason: Due diligence.

In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure as defined by the Treasure Act 1996.

Any exceptions to the above Policies COLL17 – COLL20 inclusive will only be because the Museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin; or
- acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded; or
- acting with the permission of authorities with the requisite jurisdiction in the country of origin; or
- in possession of reliable documentary evidence that the item was exported from its country of origin before 1970.

In these cases the Governing Body will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority.

Documenting the Collection

COLL21 Documentation must meet the current national Museum SPECTRUM standards. (Refer to the Museum Collection Policy for details on the requirements)

Reason: To maintain Accreditation and ensure object information is securely kept and accessible, and ensure prevention of copyright infringement.

COLL22 The Museum's documentation will comply with the minimum standards required by SPECTRUM – the international collections management standard and with relevant laws such as the Data Protection Act and copyright laws.



Reason: To maintain accreditation, follow best practice and ensure prevention of copyright infringement.

COLL23 **The Governing Body will improve information about and access to its Collection through the introduction and maintenance of a digital catalogue. The content of the catalogue will be in the joint ownership of the Collection-Operating and Collection-Owning Bodies**

Reason: To ensure that the Collections records are widely accessible to the public. To ensure the Collection records will be maintained and accessible should either Body cease responsibility for the Museum.

Collection Procedures

COLL24 **The Museum recognises the requirements of the Accreditation Standard and will take into account when making decisions about new acquisitions such factors as staffing, storage and care of Collection arrangements.**

Reason: To ensure the Museum retains its accreditation and remains open to the public.

COLL25 **The Museum aims to meet the following minimum Primary Procedure SPECTRUM standards and aims to meet the Full SPECTRUM Standards as follows:**

Primary Procedures Standards:

- Objects entry
- Loans in
- Acquisition – an accession register
- Location and Movement control
- Cataloguing – provision of an appropriate indexing
- Object exit
- Loans in
- Loans out
- Retrospective documentation

Full SPECTRUM Standards:

- Pre-entry
- Inventory Control
- Transport
- Object condition checking and technical assessment
- Conservation and collection care



- Risk management
- Insurance and indemnity management
- Valuation control
- Audit
- Rights management
- De-accession and disposal (Refer to the Museum Collection Policy for more detail)

Reason: Attain and maintain recognized industry standard.

COLL26 As the Museum holds archives, including photographs and printed ephemera, the Collection-Operating body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (third edition, 2002).

Reason: Recognized industry standard and best practice.

COLL27 The Museum is to adhere to the priorities for rationalisation and disposal of the Collections set out in the Museum Collection Policy.

Reason: To maintain the quality and relevance of the Collection.

COLL28 Object entry forms must be completed and stored in line with the Museum Collection Policy

Reason: To ensure records are up to date and easily at hand for review.

COLL29 The Museum must maintain an accessions register which records the formal acceptance of items into the Museum's permanent Collection, allocates a unique identity number, and provides sufficient information for collections management purposes.

The Museum accessions register is the primary legal document proving the Governing Body's ownership of the Collection. It needs to be complete and unambiguous.

Reason Acquisition is a SPECTRUM Primary Procedure, and it is required to be in place for Museum Accreditation. It enables a museum to:

- Establish accountability for objects;
- Establish the identity of objects;
- Confirm ownership of objects.

Further detail of SPECTRUM requirements can be found in the Museum Collection Policy.

COLL30 The Collection-Owning Body should know at any time exactly which items it is legally responsible for. Subject to the completion of the Delivery Plan, the Collection-Operating Body



should have records and location information for these objects, and be able to produce this information for the Collection-Ownning Body.

Reason: As agreement between the Harrow Museum Trust and Harrow Council.

COLL31 The information to be provided in the Museum's accessions register shall include: donor's name and address, date of entry to the Museum, and date accessioned, simple name, and unique accession number for each item, description, association with people or place, condition on entry, permanent and current location, cross-references to signed entry forms as a record of legal title and to any other supplementary information (SPECTRUM minimum standards: Acquisition).

Reason: Every item in a Museum Collection must carry a unique identity number at all times, so that it can be linked to the information a Museum holds about the object.

COLL32 A second copy of the Museum's accession records must be kept off-site, in secure storage, accessible to the Harrow Museum Trust and when accession registers become fully computerised, a copy of key accession information must be produced in an alternative medium which meets proven archival standards (SPECTRUM minimum standards: Acquisition)

Reason: A second copy is required in case of accident or loss to the primary copy. It is stored off-site so that in case of fire, flood etc. at least one copy survives.

COLL33 Any data held on computer should be regularly backed up and the data kept off-site. Hard copies of all accession data should also be kept on-site for reference and any computerised accession register printed onto archival paper and kept off-site (SPECTRUM minimum standards: Acquisition).

Reason: To ensure data can be retrieved in the event the primary source is lost.

Collection Care and Conservation

COLL34 The Collection-Operating Body shall be responsible for the storage, display, security and environmental conditions of the Collection. The methods for this are stated in the Museum Collection Policy.

Reason: As agreement with the Harrow Museum Trust.



COLL35 **The Collection shall be kept in conditions suitable to the preservation of materials as detailed within the Museum Collections Policy.**

Reason: To conserve the Collection and maintain the objects in good condition.

COLL36 **Restoration/conservation/repair works may be carried out by a qualified conservator without the prior consent of the Collection-Owning Body. However, in the Collection-Operating body's annual report to the Collection-Owning body, details of any work that has been/ will be undertaken must be issued.**

Reason: Harrow Museum Trust confers the responsibility for conservation works to the Collection-Operating Body and the agreement stipulates that these activities be reported.

COLL37 **Handling of the Collection is restricted to individuals who have undertaken the relevant training. Labelling of Collection objects can only be undertaken by members of Museum Staff or Volunteers whom have been trained in object handling and labelling. Specific requirements on labelling are listed in the Museum Collection Policy.**

Reason: Requirement of the Harrow Museum Trust within the agreement with Harrow Council. To ensure objects are not damaged in the process of labelling and the labelling is effective.

COLL38 **There must be an emphasis on preventive conservation of artefacts as the most efficient method of care.**

Reason: To mitigate against deterioration of and harm/loss of significance to the objects in the Collection and reduce the requirement for reactive repair. As set out in the agreement with Harrow Museum Trust.

COLL39 **The Collection-Operating Body will seek advice from qualified conservators listed on the Institute of Conservation's Conservation Register, or by recommendation by the Museum Development Officer for West London. Remedial conservation of artefacts will be carried out where necessary by the Collection-Operating Body or by a professional conservator, and a budget allocated for this purpose.**



Reason: To ensure conservation work and methods are appropriate to the objects, and work is implemented by a suitably qualified and experienced conservator in order to achieve the required standard without harming the object.

COLL40 **Stability of temperature and Relative Humidity should be the goal within Museum displays at a temperature of around 16°C to 18°C with an RH of around 50% to 60%.**

Reason: For the protection of metals and to minimise the possibility of mould problems and some pest problems

COLL 41 **The Collection Operating Body shall ensure that all staff and volunteers are trained in Collection Care and Conservation appropriate to their personal level of contact with the Collection. Training areas should regularly be re-visited and planned on a five year and ten year programme, with new requirements added in as they occur. Training programmes should be open to all staff and volunteers – even if a subject area is not directly relevant to a particular person’s work, it is useful that they should be aware of the issues across the whole collection.**

Areas for training currently identified, in priority:

- Condition Assessments. How to inspect an object, what to look for, triage
- Simple conservation cleaning - guiding principles.
- Care of Paper
- Packing and Handling. Incl. textile storage; padded hangers etc.
- Documentation and marking.
- IPM and moulds.
- Care of photographs – identification of types of photographs, causes of deterioration and identification of deterioration.
- Environment Issues (RH, Temperature and light). Including monitoring why, how etc. and analysis of data.

Reason: To ensure the Collection is appropriately cared for and Staff training is kept up to date with current standards and changes in the requirements of the Collection as it develops.

Care and Conservation of the Collection:



COLL42 Regular monitoring of temperature, humidity and light level is an important part of preventing damage, and an aid to understanding potential problem areas. Information must be collected on either by continuous recording or regular spot checks, logged and analysed regularly, and remedies sought on the basis of information collected.

Reason: To prevent damage and degradation of the objects in the Collection in storage caused by poor environmental conditions eg. mould growth.

COLL43 Display conditions must be monitored regularly. Any new lighting system must be adaptable to suitable levels for items on display, and light-sensitive items such as textiles and paper will be either protected from both excess ultra-violet and visible light by case covers or by a time limit for objects on permanent display

Reason: To prevent damage and degradation of objects on display. To facilitate flexibility for display of new or loan objects without damage or degradation.

COLL44 Pest traps should be employed and regularly monitored within the Collection store.

Reason: To mitigate against the detrimental impacts of damage by moths.

Archaeological Remains and Interpretation of the Monument

ARCH3 **Ensure all archive material meets the appropriate standards of storage, curation and access - ensure that national standards of best practice are met with regards to environmental control conditions, access, collections management and risk management**

Reasons: To safely conserve all material for the enjoyment of future generations.

ARCH4 **Provide appropriate space for all collection, education, visitor and operational management needs. Explain the historical, architectural, cultural and ecological significance and development of the whole site to visitors through improved interpretation**

Reason: To aid the visitor in gaining a greater understanding of the site and its significance as a whole, not just the areas accessible to the public.



ARCH 8 **Design guidance shall be provided for the design of signage and fixed interpretation to address location and design.**

Reason: To ensure the interpretation for the site respects the scheduled monument status and is appropriate for all the users of the site.

Fixtures and Fittings

FFA1 **Carry out an inventory of all fixtures and fittings in the buildings, on public display and in storage.**

Reason: To ensure that there is a document which lists all of the items held in the Council's ownership, including their location, as a start point to preparing an updated catalogue.

Ecology

ECO1 **Regularly review the Biodiversity Plan for wildlife and habitat management to ensure it promotes the retention of freshwater habitats and is integrated into a site-wide management plan without being detrimental to the monument or the wider setting.**

Reason: To ensure the setting and significance of the scheduled monument is conserved in conjunction with maintaining the habitats of all wildlife, including the retention of freshwater habitats.

ECO2 **Seek specialist ecological advice when developing proposals that might impact on the wildlife.**

Reason: To ensure that all factors that may impact on wildlife are considered and any proposals will not harm the wildlife or habitats.

ECO3 **Enhance Headstone Manor wildlife, maintaining habitats and increasing biodiversity.**

Reason: To enhance the ecological value of the site and positively contribute to conservation of wildlife habitats and populations.



ECO4 Dispose of silt from dredging the moat in areas where there is minimal impact on archaeology and ecology.

Objective: ECO4.1 Introduce silt collection before discharging into the moat to reduce damage to the scheduled monument caused by dredging.

Reason: To improve the quality of the pond environment and habitat for aquatic wildlife whilst balancing the significance of the scheduled monument.

ECO5 Develop interpretation of ecology when the appropriate level of management safeguards and professional expertise have been put in place.

Reason: To enable visitors to learn about the ecology and wildlife of the site and its relationship with the monument.

ECO6 Obtain the appropriate licences from the relevant statutory bodies for any works or activities in the habitats of protected species and ensure that persons holding those licences are in attendance as and when required.

Reason: Legal requirement.

ECO7 With assistance from a suitably experienced animal handler, the resident terrapin in the moat should be captured and appropriately re-homed. Future introductions of wildlife into the moat habitat are not recommended without prior consultation with a wildlife consultant.

Reason: To remove a non-native and aggressive species from the wildlife habitat to enhance the overall survival chances of other wildlife within the moat habitat. To ensure any subsequent introductions are appropriate to the biodiversity of the moat and would not be detrimental to any of the existing resident species, and maintain the balance of the moat eco-system.



New Work

NW1 **To make any decisions on the repair, restoration and conversion of the fabric of the building and the setting with the advice of an appropriately trained professional [Architect Accredited in Building Conservation (AABC) or accredited RICS Historic Building Conservation Surveyor] and of the relevant Statutory Bodies (English Heritage, SPAB) and with the full understanding of the cultural significance of the building.**

Reason: The repair and alteration of historic buildings requires a high degree of knowledge of the history of the particular building and knowledge of traditional building materials and techniques. Poor standards of repair have damaged the buildings in the past and will do so in the future if repair and alterations are not planned and managed correctly. Maintaining demand for new traditional and local materials will also stimulate their continued or renewed production, and help to ensure a sustainable supply and the craft skills to utilise it. Interventions may not perform as expected and, as perceptions of significance evolve, future generations may not consider the effect on heritage values of today's alterations and interventions positive.

Objectives: NW1.1 To ensure that all management and staff are aware of this requirement.
NW1.2 To vet and only employ professionals and contractors with experience of working on historic buildings.
NW1.3 To encourage training in traditional construction skills, if appropriately skilled crafts people are in short supply.
NW1.4 To make reasonable efforts to ensure that alterations are capable of being reversed.

NW2 **To ensure sensitive and unobtrusive introduction of any new services, such as heating and ventilation, electricity supply and wiring, water supply, sanitation, & gas.**

Reason: Obtrusive or insensitive installation of services could have a negative effect on the historic buildings and the scheduled monument.



Objectives: NW2.1 To ensure that any replacement of wiring, wherever possible, uses internally concealed wiring which does not damage the significant historic elements and is not visually intrusive.

NW2.2 To ensure that new / replacement ventilation and drainage is not visually intrusive, whilst not impacting on the significance of the monument.

NW2.3 To ensure that new heating systems are not visually intrusive and are fitted without damaging historic fabric.

NW2.4 To ensure any new equipment for fire detection and management is not visually intrusive and does not damage historic fabric.

NW3 Any new works should include for a significant element of repair and maintenance to the historic fabric.

Reason: Capital projects often create an ideal opportunity to undertake repairs, both from a funding and practicality point of view, with economies of scale particularly relevant to site setup and access issues.

NW4 Any new works should be designed and constructed to a quality at least commensurate with that of the existing buildings.

Reason: In line with conservation best practice.

NW5 Any new works should be designed and constructed so as to complement the existing, being 'of its time' without being either a slavish facsimile or a jarring contrast.

Reason: In line with conservation best practice, to ensure legibility of modern interventions.

NW6 Any areas disturbed by new works must be subject to a programme of recording in advance of works taking place.

Reason: In line with conservation best practice and often a requirement of statutory approvals.



NW7 **To consider the effects of alterations of temperature and relative humidity on the components of the building when planning any alterations.**

Reason: Ensuring viable and sustainable use within all of the buildings is likely to require heating, even if only at a very low level, which might quickly alter the internal environment and cause damage to interior woodwork and plaster work.

NW8 **Permit the removal of modern and/or inappropriate installations to the building.**

Reason: To reveal concealed historic elements, enhance significance and allow the attributes of the historic building to be better legible to visitors.

NW9 **Commission a professional strategy for archaeological investigation prior to undertaking any excavation**

Reason: To ensure proposed archaeological investigations are planned appropriately to prevent harm to the site or remains, and that the archaeological information obtained is meaningful for the purpose of enhancing understanding of the site.

NW10 **All works to improve or upgrade drainage or underground services shall use existing systems wherever possible or follow existing alignments to avoid further disturbance to archaeology**

Reason: In line with conservation best practice.

NW11 **All works to excavate floors within the ground floor of any buildings on the site shall be subject to an archaeological evaluation, the precise detail to be agreed with the English Heritage inspector**

Reason: These works legally require Scheduled Monument consent, approved by the English Heritage inspector.

NW12 **Regularly review existing and proposed uses within the site to assess whether they make a positive contribution to the vision for the site**

Reason: In line with conservation best practice.



NW13 **Any services introduced as part of new works must be designed to have minimal physical and visual impacts upon the historic place.**

Reason: In line with conservation best practice.

Access

ACC1 **Develop an access plan on a site-wide and co-operative basis.**

Reason: Appropriate access is vital to the life of the site and planning for accessibility will allow this to be considered. Planning and Building Regulations both require access statements as part of submissions. An access plan will inform such documents.

ACC2 **To inform the access plan, consider drawing together existing access audits and commissioning new ones as necessary.**

Reason: It is possible that many elements of the site, such as the recently refurbished areas will be accessible. These will be based on a particular interpretation of the legislation and may not be conservative in nature, therefore taking these into an access plan on a site wide basis is an appropriate action and where they are not available, access audits are a useful means of understanding the accessibility issues associated with the site.

ACC3 **Implement the Policies of the access plan as and when possible as part of the wider works to the site.**

Reason: Many of the items noted in an access plan will be implementable with little effort or financial implications, although it is recognised that some physical interventions requiring significant funding may be required, therefore it is important to allocate some funding to such works as part of any major projects of works and to take the opportunity to smaller adjustments as part of the maintenance cycle.

ACC4 **Wear and tear will be monitored using a regular assessment of risk incorporated into the Management and Maintenance Plan**

Reason: To ensure that the degree of access does not compromise the conservation of the asset or harm significance.



ACC5 Introduce a clear, well-maintained and hierarchical circulation system. This must address the following:

- Objective:
- ACC5.1 Increase access without damage to archaeological or ecological interests
 - ACC5.2 Respect the historic semi-rural farm setting of the site
 - ACC5.3 Reduce conflicts between vehicles and pedestrians
 - ACC5.4 Reduce conflicts between commercial users and the general public
 - ACC5.5 Reduce erosion wherever possible
 - ACC5.6 Clearly identify where paths are inaccessible to all users

Reason: To ensure that visitors understand where public access is permitted and that all site users can use the site without conflict to each other or to the significance of the site.

ACC6 Develop disabled access as part of a series of wider access improvements within the site, making use of existing levels wherever possible.

Reason: Legal requirement.

ACC7 Improve accessibility for the mobility impaired to the Manor House and the other buildings on the site.

Reason: To enhance the inclusivity of the site and physical access to the heritage.

ACC8 Concentrate signs at entrances, car parks and visitor facilities, with orientation maps (if appropriate). Fingerpost signs should be avoided

Reason: To provide visitors with clear information at the right places to enable them to orientate themselves and navigate the site independently with ease.

ACC9 Wherever practicable, consolidate information and existing research in one fully accessible documentary archive

Reason: To facilitate easier access to information.



Climate Change

CC1 **To check the condition of all external historic fabric to reduce the impact of increased “storminess”, consequent damage and water ingress.**

Reason: Direct impacts of climate change on the historic environment may include: rising water levels and an increase in storminess that endangers historic landscapes, structures, buildings and archaeology; increased extremes of wetting and drying that heighten the risk of ground subsidence and accelerated decay of built fabric and thus pose a threat to many historic buildings; more frequent intense rainfall that causes damaging flooding on historic sites, the latter making historic buildings difficult to insure; possible increases in the frequency or geographical range of extreme weather that could pose an increased risk of damage to historic landscapes and buildings.

Objectives: CC1.1 To assess the condition of all the rainwater goods; to evaluate the age, significance and effectiveness of the existing system; to produce proposals for improvements and estimates of their longevity, while having regard to the need to retain the designed significance of exteriors and interiors.

CC1.2 To assess the condition of all roofs and produce proposals for improvements and estimates of their longevity, while having regard to the need to retain the designed significance of exteriors.

CC1.3 To assess the condition of all windows and doors and produce proposals for repair, while having regard to the need to retain the designed significance of windows.

Effects on the Environment

EE1 **To encourage visitors to use public transport to travel to Headstone Manor.**

Reason: Private cars are a major contributor to climate change both in the consumption of non-renewable fuel and in the emission of gases harmful to the environment. It has been noted that the site has excellent public transport links which should be promoted.



Objectives: EE1.1 To establish methods for achieving a proportion of visitors, staff, volunteers and contractors to come by public transport, walking or bicycle.

EE1.2 Additional car parking should be of natural materials such as stone or recycled aggregates or the use of 'green' overflow parking in keeping with comments on setting above. Sustainable urban drainage techniques should be incorporated wherever possible.

EE2 To maximise the opportunity to increase the energy efficiency of heating systems, fittings and any new buildings.

Reason: Designing, constructing and operating energy efficient buildings is the most important way that the UK's carbon dioxide emissions can be reduced. Significant improvements to energy efficiency can be made at little or no cost by specifying energy-efficient lighting and other fittings and improving insulation levels.

Objectives: EE2.1 To ensure that insulation is made from natural materials or at least from materials with low embodied energy and that have low emissions of potentially polluting substances wherever possible.

EE2.2 To ensure that sustainable, and low carbon options for heating the buildings are considered, noting that the buildings are currently heated using inefficient and dated electric heaters.

EE2.3 To ensure that energy-efficient fittings and equipment are installed as a matter of course.

EE3 To ensure that measures to reduce energy consumption and heat loss are not visually intrusive and do not conceal significant historic interiors.

Reason: Whereas action needs to be taken to improve energy efficiency for the needs of climate change, this should not harm the character of the building or increase the risk of long-term damage to fabric or fittings. The special interest of historic buildings can be compromised if their overall appearance is changed or significant features lost as a result of compliance with the requirements of the current Building Regulations Part L. Detailed guidance on improving energy efficiency without harming the special interest of historic buildings is provided in English Heritage's



publications *Building Regulations and Historic Buildings* and *Energy Conservation in Traditional Buildings*.

EE4 To ensure that water is used efficiently and that the discharge of waste water is minimised.

Reason: Water resources are increasingly under stress from climate change extremes, so it is good practice to ensure that water is used efficiently and waste water is minimised. Saving water also saves energy and carbon as it takes a lot of energy to clean water and put it back into the water system.

EE5 To consider the “whole life” environmental impact of building materials to minimised the environmental impact of the project whilst respecting the heritage values of the buildings.

Reason: The production, use and disposal of building materials have a major environmental impact and their embodied energy, waste involved in production, the impacts of the material whilst in use and the subsequent re-use or recycling should be considered. Generally, the most appropriate materials to use in conservation work will be those with which the building was originally constructed and will be traditional materials and those with low embodied energy, such as timber and lime mortar.

Objectives: EE5.1 Materials should be re-used wherever possible.
EE5.2 New materials should be sourced locally where possible.
EE5.3 Paints, varnishes and other finishes should be natural-oil or water-based where appropriate.
EE5.4 To ensure that all timber and timber products are from verifiable legal sources and are preferably from sustainably-managed forests

Managing Information

INF1 Consider developing enhanced internet based content.

Reason: To ensure that information about Headstone, and the Harrow Museum Collections can be used and enjoyed by as wide an audience as possible.



INF2 Consider how information on Headstone Manor could be developed and made accessible.

Reason: To ensure that information about Headstone Manor can be used and enjoyed by as wide an audience as possible and to fill gaps in the information as regards the buildings history.

INF4 As part of information management strategy, ensure insofar as is possible, numerous ways of sharing information publicly are established.

Reason: To ensure that information about Headstone Manor can be used and enjoyed by as wide an audience as possible and that artefacts are appropriately cared for, forming an intrinsic part of this.

INF5 “As built” drawings made following works of repair or alteration shall be added to the site archive

Reason: To ensure that site records are up to date and facilitate an understanding of works and current context for the future, in line with best practice.

INF6 Ensure all archive material meets the appropriate standards of storage, curation and access - ensure that national standards of best practice are met with regards to environmental control conditions, access, collections management and risk management

Reason: To ensure archive material is properly conserved for the enjoyment of future generations.

INF7 Wherever practicable, consolidate information and existing research in one fully accessible documentary archive

Reason: To facilitate comprehensive review of information and facilitate both intellectual and physical access to information.

Management

MAN1 Consider implementing regular strategic meetings with users on the site in order to co-ordinate and manage activities in a co-operative manner.

Reason: To enable possible advantages from shared activities.



MAN2 **To review this plan on a regular basis when significant changes occur and at least every five years.**

Reason: English Heritage recommends that the management of significant places should include regular monitoring and evaluation of the effects of change. This provides the basis for action to address ongoing change. If, despite prior investigation, the unexpected is revealed during implementation of proposals, those proposals should be amended to minimise harm, as far as is reasonably possible. Outcomes of decisions can be compared with expectations, often revealing unanticipated consequences and informing future policy and decisions.

MAN3 **Produce an integrated Management and Maintenance Plan**

Reason: In line with conservation best practice. To ensure that the standard of maintenance is consistent across the site and potential conflicts are avoided. This should follow Heritage Lottery Fund guidance on its creation to ensure future funding.

MAN4 **Integrate site management to remove or avoid conflicts between the needs of buildings, archaeology, ecology, staff, commercial users and visitors**

Reason: In line with conservation best practice, to ensure the site is safe for all users whilst protecting the heritage, setting, habitats and wildlife.

MAN5 **Policies will be developed as part of a Building Maintenance Plan for safe working practices on the site**

Reason: Compliance with Health and Safety legislation.

MAN6 **Develop a holistic and comprehensive management plan for the whole Scheduled Area and a mechanism for review. The management plan should cover all aspects of conservation (historic buildings, archaeology, and wildlife habitats), access and interpretation.**

Reason: To ensure the conservation of the site and its full range of unique significance for the enjoyment of future generations.



MAN7 **The management plan is to coordinate the requirements of the Conservation Plan and the Collections Plan. Copies of both Plans are to be kept together to ensure they jointly referred to, revised together and managed to the same high standards.**

Reason: To ensure the management of the site and collections is fully coordinated and site information is up to date. To prevent conflicts between building management and collections management.

MAN8 **Seek professional conservation expertise in all areas of site management.**

Reason: In line with conservation best practice.

MAN9 **Run regular consultation exercises with visitors and users to measure how the buildings, site and events are being managed.**

Reason: To ensure feedback is obtained and visitor expectations can be met through appropriate management of the buildings and services on offer.

MAN10 **Develop a fundraising strategy to enable capital development proposals to be carried out and regularly review what grant funding opportunities exist.**

Reason: To support financial efficacy and conservation activities for the long-term operation of the site, its on-going maintenance and community outreach.



Specific Management & Maintenance Policies further to those in the Conservation Plan

The following Management and Maintenance Policies are additional to those listed above and those contained within the Conservation Plan. Where policies relate to a specific area of the site, these are cross referenced using the Compartment nomenclature as given on page 7 of this Plan.

Fixtures & Fittings

FFA2 **Build on the already excellent Museum Archive and make it more publicly accessible.**

Reason: As noted within the Conservation Plan, the current archive at the museum is excellent, and is publicly accessible. However, in order to facilitate improved dissemination of information and to ensure that the archive is sustainable, it is ideal to consider offering further developed knowledge on the building and its artefacts to the public.

FFA3 **Consider the development of existing policies with regard to housekeeping routine in order to clean cases appropriately.**

Reason: Cleaning of the display cases is important in ensuring that collection material remains in good condition.

Ecology - Landscape & Wildlife

LW1 **Compartment 1* - Moat: Canadian waterweed must be controlled prior to any cutting-back of the Moat's flanking trees and shrubs. Mechanical control is recommended here e.g. raking out during spring and summer and composting off site. The Centre for Ecology and Hydrology (CEH) has produced an information sheet on this⁵. To help prevent the re-establishment of the waterweed and provide an alternative habitat for aquatic life, native rigid hornwort (*Ceratophyllum demersum*) should be introduced during the spring of the following year (assuming further mechanical control of the waterweed is not required).**

Reason: To maintain a healthy aquatic environment for Moat wildlife.

*** Any work planned to be undertaken to the Most is subject to prior approval by English Heritage.**

⁵ Newman, J.R. and Duenas, M.A. (2010) Information Sheet 7: *Elodea canadensis* (Canadian Waterweed). CEH



- LW2** As Canadian waterweed is listed under Schedule 9 of the Wildlife and Countryside Act 1981 (and amendments) care must be taken to avoid spreading the plant into other ponds and watercourses. Netting or similar should be placed over water outlets if any work is preceding which might dislodge the plant.
- Reason: To avoid spreading the Canadian waterweed into and contaminating other water courses.
- LW3** It is recommended that shrubs and small trees enclosing the Moat are cut-back and generally tidied up. Larger trees can remain *in situ* and the canopy lifted where applicable, alternatively younger trees within the current vegetation can be selected and excluded from hedge cutting and allowed to fill this niche; the overall aim should be to produce a dense hedge with a line of trees. Hedge cutting should take place January to February once every two years on a rotational basis.
- Reason: To maintain the setting of the monument and the listed buildings and a sight line to the Manor House. To provide and maintain an appropriate habitat for both birds and bats.
- LW 4** *Compartment 2: Generally, woodland and trees will be maintained via non-intervention over the period of the management plan except in the case of health and safety concerns.*
- Reason: To minimise intervention to the natural environment.
- LW5** Replanting of trees and shrubs can be undertaken as and when the need arises as old trees die and require replacement. Only native replacement trees appropriate to the locality should be planted. Permission from English Heritage must be sought if within or adjacent to Headstone Manor Moated Site, Scheduled Ancient Monument.
- Reason: To maintain the woodland and planting in good condition. To maintain the aesthetic quality of the listed and scheduled setting. Scheduled Monument Consent is a legal requirement for works of this nature on the monument.
- LW6** Dead wood should remain on site within wooded areas. Standing dead wood (e.g. monoliths) must be considered were safe to retain. Smaller logs should be chipped and taken off site whilst larger trunks and branches can remain *in situ* providing they do not compromise access or health and safety of site users.
- Reason: To support sustainable processes, maintain natural habitats and support biodiversity on the site.



LW7

Old and veteran trees currently do not require any surgery work. They appear in reasonable condition befitting their age. To ensure continuing health, the trees will need checking on a regular basis (yearly).

Reason:

To check for changes in condition and enable the trees to be maintained in reasonable condition.

LW8

Ivy should not be cut-back or cleared from banks or trees unless it is likely to cause instability during windy conditions which may lead to tree fall.

Reason:

Ivy is an important habitat for bees and the wider biodiversity of the site. To ensure that banks and trees are not made unstable by ivy growth.

LW8

Policy ECO3 in the Conservation Plan sets out to enhance the wildlife of the site through maintaining habitats and biodiversity. This policy recommends that opportunities to supplement bird nesting and bat roosting for BAP /local species be sought. Bird and bat boxes should be placed in suitable locations as indicated:

Birds:

- The height above ground is not critical to most species of bird, so long as the box is clear of inquisitive humans and prowling cats.
- It is best to mount a box facing somewhere between south-east and north, to avoid strong direct sunlight and the heaviest rain. The box should be tilted slightly forwards so that the roof may deflect the rain from the entrance.
- Ensure a direct flight-path to the entrance. Squirrels and woodpeckers are a serious threat if using wooden nestboxes; fix a metal plate around the entrance, so that it cannot be enlarged.
- Nails or wire may be used to secure boxes. Maintenance is easier if the box is wired and can thus be taken down easily for cleaning/repair.
- The number of nestboxes which can be used depends on the species you are catering for and how territorial it is. The RSPB Bird Guide⁶ gives an indication of how territorial a species is. It is recommended here that the type of nestboxes used corresponds to species list in the London and UK BAPs

Bats:

- Boxes need to be mounted high enough on trees to prevent unscheduled disturbance, vandalism and theft (3-5 m)

⁶ RSPB, Bird Guide. <http://www.rspb.org.uk/wildlife/birdguide/>



- They should be located so as to provide clear approach that is free of overhanging vegetation, but also dark (away from any direct street lighting for example)
- They should be mounted in clusters of two or three, facing various directions (one of which should point due south)
- Bats use boxes externally painted or stained black more frequently than untreated boxes
- Further information of the placement of bat boxes can be obtained from the Bat Conservation Trust (BCT)⁷. The use of Schwegler woodcrete bird and bat boxes is recommended here.

LW9 Compartments 1, 2: Litter should be cleared as and when required.

Reason: To maintain a clean and safe habitat for wildlife. To maintain a high standard of presentation for the monument and listed setting. To make the site appear cared for and less likely to be vandalised or littered in the future.

LW10 Local wildlife experts and groups should be encouraged to undertake regular biological survey and monitoring. This could be promoted at Greener Harrow and Harrow Heritage Trust meetings. Bats, reptiles, amphibians and breeding birds are of particular interest. Groups to be involved could include Harrow Natural History Society, Herts. & Middlesex Bat Group, members of the Harrow Nature Conservation Forum and local RSPB. Records should be passed on to Greenspace Information for Greater London (GiGL). Results of the monitoring and surveys should be used to inform future management of biodiversity.

Reason: Identification of some invertebrate groups can be particularly difficult; those invertebrates which are more readily identifiable (e.g. butterflies) can be recorded by staff/volunteers. Records should be passed on to ensure the ecological contribution of the site to the local area is understood. To ensure the future management of biodiversity is appropriate to the wildlife present.

⁷ BCT, <http://www.bats.org.uk/>



Section 5 – Action Plan and Costs

Within this section is a Management & Maintenance Schedule which identifies the management and maintenance activities for each asset and the site as a whole. The schedule has been prepared by Buttress with input from Jo Saunders and all members of the design team. Appleyard & Trew prepared the costs presented on the schedule.

Harrow Museum has prepared a dedicated Collection Action Delivery Plan for the Museum Collection, with priorities for the actions, which is also included in this section. The Collection Action Delivery Plan incorporates the recommendations from George Monger’s Collection Report.

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

SUMMARY	YEAR										TOTAL	
	1	2	3	4	5	6	7	8	9	10		
Built Assets												
Manor House	1,800	2,370	2,940	2,550	11,590	3,870	2,250	2,950	3,680	14,750	£ 48,750.00	
Bridge	1,300	1,850	2,400	1,990	1,500	3,260	1,620	2,300	5,500	2,480	£ 24,200.00	
Great Barn	3,250	3,980	4,130	4,300	9,480	4,660	4,110	5,030	4,440	11,530	£ 54,910.00	
Small Barn	1,550	2,710	1,670	2,920	1,810	3,160	2,950	3,410	2,110	3,680	£ 25,970.00	
Granary	1,450	2,600	1,550	2,780	3,660	3,000	2,780	3,220	1,910	5,900	£ 28,850.00	
Welcome Building	3,950	4,110	4,270	4,440	9,110	4,800	4,990	5,190	5,390	11,060	£ 57,310.00	
Toilet Block	1,800	1,880	1,960	2,040	5,120	2,200	2,280	2,370	2,460	6,190	£ 28,300.00	
Museum Offices and Stores	2,250	2,340	2,430	2,530	2,630	2,730	9,840	2,950	3,060	3,180	£ 33,940.00	
Biomass Boiler	-	-	-	-	-	-	-	-	-	-	£ -	
Car Park	400	-	440	-	480	2,000	520	-	560	-	£ 4,400.00	
Side Wide Management												
Buildings	19,600	20,600	21,820	23,790	22,950	24,760	24,790	27,740	27,460	28,060	£ 241,570.00	
Landscape Assets												
Soft & Hard Landscape	12,000	12,480	12,980	13,500	14,040	14,600	15,180	15,790	16,420	17,080	£ 144,070.00	
Ecology & Landscape	-	-	500	-	-	560	-	-	620	-	£ 1,680.00	
Exhibition and Interpretation Assets	1,700	1,760	1,820	1,890	1,960	2,030	2,100	2,170	2,250	2,340	£ 20,020.00	
Collections	1,500	1,560	-	-	1,750	-	-	1,970	-	-	£ 6,780.00	
Conservation	-	-	200	-	2,000	230	-	-	260	-	£ 2,690.00	
Digital and Media	1,350	1,400	1,450	1,500	1,550	1,610	1,670	1,730	1,790	1,850	£ 15,900.00	
Side Wide Management												
Routine Checks	-	-	-	-	-	-	-	-	-	-	£ -	
	53,900	59,640	60,560	64,230	89,630	73,470	75,080	76,820	77,910	108,100		
										TOTAL	£ 739,340.00	

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost
						1	2	3	4	5	6	7	8	9	10	
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total
BUILT ASSETS																
Manor House	Gutter Clearance	Twice/yr	Spring & Autumn	Harrow Council		450	470	490	510	530	550	570	590	610	630	5,400
	Lift Safety Check	Annually	Spring	Harrow Council	Certified lift company	350	360	370	380	400	420	440	460	480	500	4,160
	External redecoration	Every 5yrs		Harrow Council	Contractor					2500					3040	5,540
	Renewal of render	Every 10yrs		Harrow Museum	Specialist Contractor											-
	Roof repairs (slipped tiles etc)	Biennially	2x 1 day and scaffold 500	Harrow Museum	Specialist Roofing Contractor		500		540		580		620		670	2,910
	Window cleaning	Twice yearly		Harrow Museum	Specialist Window Cleaner	200	210	220	230	240	250	260	270	280	290	2,450
	Repairs to flooring (repointing etc)	Every 3yrs		Harrow Council	Contractor			1000			1120			1260		3,380
	Data loggers monitoring interior environment	Monthly		Harrow Museum	Curator	500	520	540	560	580	600	620	640	670	700	5,930
	Oiling of door/window ironmongery	Annually		Harrow Council	Maintenance Contractor	300	310	320	330	340	350	360	370	380	400	3,460
	Exhibition refresh (with redecoration)	Every 5yrs		Harrow Museum	Curator and Exhibition Designer					2000					2430	4,430
	Internal redecoration	Every 5yrs		Harrow Museum	Specialist Decorator					5000					6090	11,090
TOTALS						1800	2370	2940	2550	11590	3870	2250	2950	3680	14750	£ 48,750
Bridge	Structural Engineer Inspection	Every 2yrs		Structural Engineer	CARE or similar		500		540		580		620		670	2,910
	Repointing	~ Every 10yrs		Contractor									2500			2,500
	Maintenance of deck surface	Annually	Spring	Harrow Council		1000	1040	1080	1120	1160	1210	1260	1310	1360	1410	11,950
	Renew deck surface	Every 10yrs		Contractor												-
	Redecoration of balustrade	Every 3yrs		Harrow Council				1000			1120			1260		3,380
	Oil gate hinges and latches	Annually	Spring	Harrow Council		300	310	320	330	340	350	360	370	380	400	3,460
TOTALS						1300	1850	2400	1990	1500	3260	1620	2300	5500	2480	£ 24,200
Great Barn	Gutter Clearance (Byre)	Twice/yr	Spring & Autumn	Harrow Council		150	160	170	180	190	200	210	220	230	240	1,950
	Clean glass doors and screen	Fortnightly		Harrow Council	26 x £50	1300	1350	1400	1460	1520	1580	1640	1710	1780	1850	15,590
	Catering facilities/equipment review	Annually		Harrow Council		500	520	540	560	580	600	620	640	670	700	5,930
	Timber boarding repairs	Periodic		Contractor					0			0				-
	Maintenance to plumbing systems	Annually		Harrow Council	Approved Plumber	600	620	640	670	700	730	760	790	820	850	7,180
	Automatic door servicing	Annually	Spring	Harrow Council	Maintenance Contractor	400	420	440	460	480	500	520	540	560	580	4,900
	Ironmongery service (oil hinges etc)	Annually	Spring	Harrow Council	Maintenance Contractor	300	310	320	330	340	350	360	370	380	400	3,460
	Roof repairs (slipped tiles etc)	Biennially		Roofing Contractor			600	620	640	670	700		760		820	4,810
	Internal redecoration	Every 5yrs		Contractor						5000					6090	11,090
TOTALS						3250	3980	4130	4300	9480	4660	4110	5030	4440	11530	£ 54,910
Small Barn	Clean glass porch	Fortnightly		Harrow Council	26 x £50	1300	1350	1400	1460	1520	1580	1640	1710	1780	1850	15,590
	Roof repairs (slipped tiles etc)	Biennially		Roofing Contractor			500		540		580		620		670	2,910
	Timber boarding repairs	Periodic		Contractor								1000				1,000
	Ironmongery service (oil hinges etc)	Annually	Spring	Harrow Council		250	260	270	280	290	300	310	320	330	340	2,950
	Internal redecoration - timber floor	Biennially		Harrow Council			600		640		700		760		820	3,520
TOTALS						1550	2710	1670	2920	1810	3160	2950	3410	2110	3680	£ 25,970
Granary	Lift Safety Check	Annually	Spring	Lift Company	Certified	350	360	370	380	400	420	440	460	480	500	4,160
	Maintenance of plumbing systems	Annually		Plumber		500	520	540	560	580	600	620	640	670	700	5,930
	Roof repairs (slipped tiles etc)	Biennially		Roofing Contractor			600		640		700		760		820	3,520
	Window cleaning	Twice yearly		Harrow Council	Professional window cleaner	100	100	100	100	100	100	100	100	100	100	1,000
	Re-treat timber floor boards (1st Floor)	Biennially		Harrow Council			500		540		580		620		670	2,910
	Automatic door servicing	Annually		Supplier		250	260	270	280	290	300	310	320	330	340	2,950
	Timber boarding repairs	Periodic		Harrow Council	Maintenance Contractor							1000				1,000
	Ironmongery service (oil hinges etc)	Annually	Spring	Harrow Council		250	260	270	280	290	300	310	320	330	340	2,950
	Internal redecoration	Every 5yrs		Harrow Council						2000					2430	4,430
Renew floor boards (1st floor)	Every 15yrs		Harrow Council												-	
TOTALS						1450	2600	1550	2780	3660	3000	2780	3220	1910	5900	£ 28,850

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost	
						1	2	3	4	5	6	7	8	9	10		10yr Total
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total	
BUILT ASSETS																	
Welcome Building	Internal redecoration	Every 5yrs		Harrow Council						2000					2430	4,430	
	Window cleaning	Fortnightly		Harrow Council		1300	1350	1400	1460	1520	1580	1640	1710	1780	1850	15,590	
	Ironmongery service (oil hinges etc)	Annually	Spring	Harrow Council		250	260	270	280	290	300	310	320	330	340	2,950	
	Refresh shop displays	Biennially	Spring	Harrow Museum	Museum Manager	0	0	0	0	0	0	0	0	0	0	-	
	Replace shop display fittings and counter	7yrs	Winter	Harrow Museum	Shopfitter	1000	1040	1080	1120	1160	1210	1260	1310	1360	1410	11,950	
	Gutter clearance	Twice yearly		Harrow Council		200	210	220	230	240	250	260	270	280	290	2,450	
	Maintenance to outdoor café seating and picnic tables	Annually		Harrow Council	Maintenance Contractor	200	210	220	230	240	250	260	270	280	290	2,450	
	Replace internal café seating and tables	Every 5yrs		Harrow Museum						2500						3040	5,540
	Catering facilities/equipment review	Annually		Harrow Council / Franchisee		1000	1040	1080	1120	1160	1210	1260	1310	1360	1410	11,950	
	Renew floor covering	Every 10yrs		Harrow Council	Maintenance Contract											-	
TOTALS						3950	4110	4270	4440	9110	4800	4990	5190	5390	11060	£ 57,310	
Toilet Block	Maintenance to plumbing systems	Annually		Plumber		400	420	440	460	480	500	520	540	560	580	4,900	
	Ironmongery service (oil hinges etc)	Annually	Spring	Harrow Council		250	260	270	280	290	300	310	320	330	340	2,950	
	Renewal of render	Every 10yrs		Contractor											0	-	
	External redecoration	Every 5yrs		Harrow Council						1500					1820	3,320	
	Internal redecoration	Every 5yrs		Harrow Council						1500					1820	3,320	
	Deep clean throughout	Quarterly		Contract Cleaner		250	260	270	280	290	300	310	320	330	340	2,950	
	Roof repairs (slipped tiles etc)	Biennially		Roofing Contractor			0		0		0		0		0	-	
	Window cleaning	Monthly		Harrow Council	12 x £75	900	940	980	1020	1060	1100	1140	1190	1240	1290	10,860	
	TOTALS						1800	1880	1960	2040	5120	2200	2280	2370	2460	6190	£ 28,300
Museum Offices & Stores	Internal redecoration	Every 7yrs		Harrow Council								3000				3,000	
	Gutter clearance	Twice yearly		Harrow Council		450	470	490	510	530	550	570	590	610	630	5,400	
	Renew flat roof covering	Every 15yrs		Roofing Contractor												-	
	Maintenance and housekeeping to Collection stores	Twice yearly														-	
	Window cleaning	Monthly		Harrow Council	12 x £150	1800	1870	1940	2020	2100	2180	2270	2360	2450	2550	21,540	
	Renew floor coverings	Every 7yrs		Harrow Council							4000					4,000	
TOTALS						2250	2340	2430	2530	2630	2730	9840	2950	3060	3180	£ 33,940	
Biomass Boiler	Lease Agreement															-	
	Maintenance Agreement	As Agreement	Every 6 months	Biomass Supplier												-	
	Review and renew Lease			Harrow Council												-	
TOTALS						0	0	0	0	0	0	0	0	0	0	£ -	
Car Park	Repointing / rebedding of paviers	Periodic	As required	Harrow Council						2000						2,000	
	Jetting of paviers	Biennially				400		440		480		520		560		2,400	
	TOTALS						400		440		480	2000	520		560	£ 4,400	

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost
						1	2	3	4	5	6	7	8	9	10	
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total
SITE WIDE MANAGEMENT																
Buildings	Daily inspection of all public Toilets (part of Staff daily opening routine)	Daily	Year round when open	Duty Manager		0	0	0	0	0	0	0	0	0	0	-
	Daily cleaning	Daily	Year round when open	Harrow Council	Contract Cleaner	5000	5200	5410	5630	5860	6090	6330	6580	6840	7110	60,050
	Inspect and clean kitchen grease traps	Monthly		Harrow Council	Contract Cleaner	1200	1250	1300	1350	1400	1460	1520	1580	1640	1710	14,410
	Check fan switching, prove controls, check for vibration, current draw, clean	Twice yearly		Harrow Council	Maintenance Contractor	500	520	540	560	580	600	620	640	670	700	5,930
	Check all pumps and pressurisation units, prove control mechanism. Clean strainers	Twice yearly		Harrow Council	Maintenance Contractor	500	520	540	560	580	600	620	640	670	700	5,930
	Check all safety controls, thermostats, valves. Prove valves, test system water. Inspect and clean plate heat exchangers	Annually		Harrow Council	Maintenance Contractor	500	520	540	560	580	600	620	640	670	700	5,930
	Check sub-mains and DBs, check operation of socket mounted RCDs	Quarterly		Harrow Council	Maintenance Contractor	400	420	440	460	480	500	520	540	560	580	4,900
	Condition check, clean of sub-mains and DBs, check connections, settings and operation. RCD tester. Update schedules	Annually		Harrow Council	Maintenance Contractor	100	100	100	100	100	100	100	100	100	100	1,000
	Check operation of extract fans and clean, prove safety cut-offs/interlocks	Quarterly		Harrow Council	Maintenance Contractor	400	420	440	460	480	500	520	540	560	580	4,900
	General check, clean pipework, taps, sanitaryware, flush conrols etc. Check vent pipe terminals.	Twice yearly		Harrow Council	Maintenance Contractor	200	210	220	230	240	250	260	270	280	290	2,450
	Legionella water temperature checks	Monthly		Harrow Council	Public Health	1200	1250	1300	1350	1400	1460	1520	1580	1640	1710	14,410
	Check/clean/de-scale water heaters	Annual		Harrow Council	Maintenance Contractor	200	210	220	230	240	250	260	270	280	290	2,450
	Check air admittance valves (AAV)	Annual		Harrow Council	Maintenance Contractor	200	210	220	230	240	250	260	270	280	290	2,450
	Weekly cleaning to Toilet Block	Weekly	Year round	Harrow Council	Contract Cleaner	5200	5410	5630	5860	6090	6330	6580	6840	7110	7390	62,440
	Fire Alarm Test	Quarterly	Year round	Harrow Museum	Duty Manager	0	0	0	0	0	0	0	0	0	0	-
	Emergency Lighting Test	Monthly checks to BS5266	Year round	Harrow Museum	Duty Manager	0	0	0	0	0	0	0	0	0	0	-
	Call Alarms Test (Accessible WCs)	Annually		Harrow Council	Maintenance Contractor	200	210	220	230	240	250	260	270	280	290	2,450
	Changing of light bulbs	As required		Harrow Council	Building Maintenance Contract	0	0	0	0	0	0	0	0	0	0	-
	Lighting system cleaning, with any necessary relamping	Every 3yrs		Harrow Council	Maintenance Contractor			300			330			360		990
	Lighting inspection, check switching	Annually		Harrow Council	Maintenance Contractor			300			330			360		990
	Inspection of exterior lighting/ switching	Annually		Harrow Council	Maintenance Contractor	250	260	270	280	290	300	310	320	330	340	2,950
	Automatic controls and BMS	Biennially		Harrow Council	Maintenance Contractor		200		220		240		260		280	1,200
	Emergency Lighting Installation Test	Annually		Harrow Council	Certified Electrician	800	830	860	890	930	970	1010	1050	1090	1130	9,560
	Fire Alarm Installation Test	Annually		Harrow Council	Certified Electrician	800	830	860	890	930	970	1010	1050	1090	1130	9,560
	General M&E Inspection	Annually		Harrow Council	Maintenance Contractor	450	470	490	510	530	550	570	590	610	630	5,400
	Public Health/Legionella/L8 inspections	Annually		Harrow Council	Public Health	450	470	490	510	530	550	570	590	610	630	5,400
	Fire Safety Check	Annually	Spring	Fire Officer	Certified	0	0	0	0	0	0	0	0	0	0	-
	Five yearly Electrical Inspection	Every 5yrs		Harrow Council	Certified Electrician					0					0	-
	Portable Appliance Testing	Annually		Harrow Council	Certified Electrician	450	470	490	510	530	550	570	590	610	630	5,400
	CCTV & Security Alarm Test	Annually		Harrow Council		600	620	640	670	700	730	760	790	820	850	7,180
	Lightning protection inspection - roof terminations and earth test	Annually		Harrow Council	Certified Contractor	0	0	0	0	0	0	0	0	0	0	-
	Update risk assessments	Quarterly		Museum Manager		0	0	0	0	0	0	0	0	0	0	-
	Health & Safety Inspection	Quarterly		Museum Manager		0	0	0	0	0	0	0	0	0	0	-
	Accessibility Audit / Review	4yrs	Winter	Access Consultant					500				580			1,080
	Quadrennial Condition Survey	4yrs	Autumn	Architect	AABC Registered				1000				1160			2,160
TOTALS						19600	20600	21820	23790	22950	24760	24790	27740	27460	28060	£ 241,570

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost	
						1	2	3	4	5	6	7	8	9	10		10yr Total
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total	
LANDSCAPE ASSETS																	
Soft landscape	Grass mowing (including re-seeding, litter collection prior to mowing and edge treatment) (6800 m ²)	Approximately 20 times / year	March - October	Parks Team												-	
	Hay cut' wildflower meadow grass cut (1450 m ²)	Twice / year	Once in March and once in September	Parks Team												-	
	Broadleaved weed treatment to planting areas (combination of hand-weeding / herbicide treatment / mulch application) (1540 m ²)	Annual herbicide treatment / mulch application twice per year	During winter months	Parks Team													-
	Undertake formative pruning operations to young trees (54 No.)	Annually for first three years of establishment	During summer months	Parks Team													-
	A balanced granular fertiliser should be applied to new planting areas (1540 m ²)	Annually	Early Spring	Parks Team													-
	Irrigation of new planting and trees during periods of prolonged drought (1540 m ²)	Continuous monitoring	Ongoing	Parks Team / Volunteers													-
	Supplementation of any short lived shrub planting / gaps in hedge lines	Every 10 years	Year 10 and year 20	Volunteers													-
							12000	12480	12980	13500	14040	14600	15180	15790	16420	17080	144,070
	Undertake tree inspection / conditioning works - pruning, crown lifting etc	Annually	Avoid the bird nesting season (Feb-July)	Trained and competent arboriculturalist													-
	Branching that obstructs access through encroachment onto roads, signs and lighting luminaries to be removed	As required	As required	Parks Team													-
Undertake hedge cutting works (hedges to be managed to 2.0 m in height and 1.0 m wide) (205 lm)	Three times / year	Avoid the bird nesting season (Feb-July)	Parks Team													-	
All staking materials (including ties) to be removed from all trees, ensuring sufficient root establishment has enabled the tree to stand unsupported	N / A	End of year 3	Parks Team													-	
Moat & Moat Edge	Moat to be subject to programmed de-silting works	Approximately every 10 years	During winter months	Parks Team												-	
	Undertake scrub understorey clearance works	Annually	During winter months	Parks Team												-	
	Canadian waterweed to be cleared through mechanical control by raking out during spring and summer and composting off site	Annually.	Prior to cutting back and clearing scrub/thickets alongside the moat	Parks Team												-	

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost
						1	2	3	4	5	6	7	8	9	10	
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total
LANDSCAPE ASSETS																
Existing trees	Undertake tree works	Monitor for growth every 5 years.	During winter months (Not Feb - July)	Parks Team	As per previous page											-
	Install bat and bird boxes where appropriate	As appropriate	Autumn - winter	Parks Team												
Hard landscape	Undertake general maintenance and cleaning works to site furniture and external luminaires	Annually	As required.	Volunteers	As per previous page											-
	Inspect and jet rainwater drainage and foul drainage system	Annually		Harrow Council												
Apprentice Gardener staff post	New member of Museum Staff (paid volunteer) to oversee the Gardens and landscape of the site.	Weekly	Year round	Harrow Museum	Supervised by Grounds Maintenance Team											-
TOTALS						12000	12480	12980	13500	14040	14600	15180	15790	16420	17080	£ 144,070
Ecology & Landscape	Review / monitoring of ecological issues	3yrs		Ecology Consultant				500			560			620		144070
	Encourage local wildlife experts and groups to undertake regular biological survey / monitoring	As required.	See Natural England website for specific survey calendar.	Local wildlife experts / local groups.		0	0	0	0	0	0	0	0	0	0	-
TOTALS						0	0	500	0	0	560	0	0	620	0	£ 144,070

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost
						1	2	3	4	5	6	7	8	9	10	
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total
EXHIBITION & INTERPRETATION ASSETS																
Signage external	Cleaning	Quarterly	Quarterly	Garden Club		200	210	220	230	240	250	260	270	280	290	2,450
	Mowing grass around base	Monthly	Mar to Oct	Parks Team		600	620	640	670	700	730	760	790	820	850	7,180
Signage internal	Cleaning	Annually	Spring	Harrow Council		100	100	100	100	100	100	100	100	100	100	1,000
Cases	Cleaning outside of glass	Weekly	Year round	Harrow Museum	Museum Staff / Volunteers	0	0	0	0	0	0	0	0	0	0	-
	Cleaning inside of glass	Annually	Spring, or as objects are changed	Harrow Museum	Museum Staff / Volunteers	0	0	0	0	0	0	0	0	0	0	-
	Electrics, lighting and env controls	Annual service	Spring, or as objects are changed	Supplier		500	520	540	560	580	600	620	640	670	700	5,930
Temporary Exhibitions	Development and writing of temporary exhibitions	Quarterly		Harrow Museum	Core staff	0	0	0	0	0	0	0	0	0	0	-
Temporary Exhibition Displays	Preparation of display material and printing	Quarterly		Harrow Museum	Core staff	0	0	0	0	0	0	0	0	0	0	-
Low tech interactives	Cleaning	Weekly	Year round	Harrow Council	Contract Cleaner	300	310	320	330	340	350	360	370	380	400	3,460
Low tech interactives	Servicing	Annually	Spring	Harrow Council		0	0	0	0	0	0	0	0	0	0	-
High tech interactives	Service agreement	Annual service	as agreement	Supplier												-
AV assets	Service agreement	Annual service	as agreement	Supplier												-
Lighting and projectors	Bulb replacement	As required	As required	Electrician												-
Electrics	Annual check	Annually	Spring	Electrician												-
TOTALS						1700	1760	1820	1890	1960	2030	2100	2170	2250	2340	£ 20,020
COLLECTIONS																
Conservation Care	Clean artefacts	Biennially	As required	Conservator	Accredited											-
	Collections conservation works	Annually	As planned	Conservator	Accredited	1500	1560			1750			1970			6,780
	New boxes / packaging for collection items in storage	Annually	As required	Conservator	Accredited											-
	Training for Staff and Volunteers	Annually	As required	Harrow Museum												-
	Clean mounts / supports	Biennially	As required	Harrow Museum												-
Collection Valuation	Review of valuation for insurance	Annually		Harrow Museum												-
	Current valuation report to Collection-Owning Body	Every 5yrs	As required	Harrow Museum												-
Accreditation	Re-apply to Museum Libraries and Archives for Museum Accreditation	Every 5yrs	As renewal date	Harrow Museum												-
Collection Report	Annual Report to Collection-Owning Body	Annual		Harrow Museum												-
Collection Policy	Renew Collection Policy	Every 5yrs		Harrow Museum												-
Handling Collections	Refresh handling collections in schools loan boxes	Annually		Harrow Museum												-
Catalogue	Update Catalogue	Annually	As required	Harrow Museum												-
	Digitise Catalogue	Monthly?	As required	Harrow Museum	Volunteers											-
TOTALS						1500	1560	0	0	1750	0	0	1970	0	0	£ 6,780
Conservation					AABC Registered					0					0	-
	Review and update CP / Gazetteer	5yrs	Winter	Architect	AABC Registered			200			230			260		690
	Review and update M&MP	3yrs	Autumn	Architect	AABC Registered					2000						2,000
	Professional fees (repairs)	Periodic	Autumn	Architect				200		2000	230			260	0	£ 2,690
TOTALS								200		2000	230			260	0	£ 2,690

HEADSTONE MANOR - MANAGEMENT MAINTENANCE PLAN

MANAGEMENT & MAINTENANCE SCHEDULE						YEAR (note: the cost includes 4% inflation per annum)										Cost
						1	2	3	4	5	6	7	8	9	10	
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10yr Total
ASSET	ACTIVITY	FREQUENCY	WHEN	ACTION BY	SKILLS	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10yr Total
DIGITAL & MULTIMEDIA																
Website	Hosting contract	Annually		Webmaster		250	260	270	280	290	300	310	320	330	340	2,950
	Updating website content	Weekly	As required	Harrow Museum	Core staff											-
	Website maintenance over and above hosting contract	Allowance	As required	Webmaster		100	100	100	100	100	100	100	100	100	100	1,000
Site Literature	Update site literature - seasonal information produced annually	Annually		Harrow Museum		1000	1040	1080	1120	1160	1210	1260	1310	1360	1410	11,950
TOTALS						1350	1400	1450	1500	1550	1610	1670	1730	1790	1850	£ 15,900
SITE WIDE MANAGEMENT																
Routine checks						0	0	0	0	0	0	0	0	0	0	-
	Duty Manager's Checklist	Weekly		Museum Staff		0	0	0	0	0	0	0	0	0	0	-
	Health & Safety Inspections	Quarterly		Museum Manager	Duty Manager	0	0	0	0	0	0	0	0	0	0	-
	Pest traps (Collections)			Museum Staff	Pest Control	0	0	0	0	0	0	0	0	0	0	-
	Vermin traps - across the site			Harrow Council		0	0	0	0	0	0	0	0	0	0	-
	Museum Team review meeting - review of maintenance/monitoring suppliers	Quarterly		Museum Manager & Museum Staff		0	0	0	0	0	0	0	0	0	0	-
	Operational Review: Report to Council by Museum Manager - annual summary of quarterly meetings	Annual		Museum Manager				0			0			0		-
	Strategic Review - Changes in service level agreements, site wide issues etc	3yrs		Harrow Council & Museum Manager		0	0	0	0	0	0	0	0	0	0	£ -
TOTALS						0	0	0	0	0	0	0	0	0	0	£ -



Review

Quarterly Meetings

As there is a strong seasonal element to the site maintenance and the Activity Plan, it is logical for Harrow Museum Staff to meet on a quarterly basis to discuss and review the M&MP. The purpose of the Quarterly Meetings will be to evaluate how site management and maintenance activities are operating against the Plan. At these meetings, matters picked up in the Duty Manager's inspections will be tracked to check that planned activities are being carried out as scheduled and to the required standard.

These Quarterly Meetings will be especially important in the first few years following the completion of the project, as there is no existing bench mark for the Museum Staff to make comparative assessments.

The learnings of each successful quarter will allow Harrow Museum to monitor site operations and make adaptations where required in relation to the Activity Plan. Minor adjustments may need to be made to the planned maintenance to reflect the experiences encountered following the new Events and Activities being held on the site.

However, the planned building maintenance operations are set and must be adhered to.

Reporting

As Harrow Council provides a number of contracted maintenance services to the site, it will be important to review and assess the performance of those contractors on a regular basis. There is a need for an open dialogue between the Museum Manager and at the Council to ensure the level of maintenance service is retained at a consistently high standard.

The Museum Manager will submit a report to Harrow Council on a yearly basis to summarise the outcome of the Quarterly Meetings.

Every three years, the Museum Manager will meet with Harrow Council to hold a Strategic Review of the M&MP. The purpose of the strategic review will be to determine whether any changes are required in the procurement of maintenance services or supplies for the site. The Museum Manager will have the opportunity to report and provide feedback directly to the Council about the performance of contractors working for Harrow Council.



Copies of the M&MP

A printed copy of the M&MP will be held by the following individuals/at the following locations:

Museum Office	Jo Saunders, Museum Manager
Harrow Civic Centre	Marianne Locke, Harrow Borough Council
HLF London Office	Heritage Lottery Fund, Record information
Museum Archive Store	Permanently available copy for Public
Museum Office	Institutional Archive, Staff reference copy

In each case, the M&MP will be kept alongside the Conservation Plan (CP) and Gazetteer as these documents should be referred to jointly.



Glossary

This section includes words used in a specific or technical sense. The *Oxford English Dictionary* definition otherwise applies.

Access

All of the ways in which people can engage with our heritage and get the maximum benefit from their involvement with the heritage.

Activity Plan

HLF's term for the specific document in which you set out everything you want to do in your project that is not capital works or physical works to the heritage.

Aged or veteran tree

A tree which, because of its great age, size or condition is of exceptional value for wildlife, in the landscape, or culturally. [NPPF]

Alteration

Work intended to change the function or appearance of a place.

Ancient woodland

An area that has been wooded continuously since at least 1600 AD. [NPPF]

Archaeological interest

There will be archaeological interest in a heritage asset if it holds, or potentially may hold, evidence of past human activity worthy of expert investigation at some point. Heritage assets with archaeological interest are the primary source of evidence about the substance and evolution of places, and of the people and cultures that made them. These heritage assets are part of a record of the past that begins with traces of early humans and continues to be created and destroyed.

Architectural and Artistic Interest

These are interests in the design and general aesthetics of a place. They can arise from conscious design or fortuitously from the way the heritage asset has evolved. More specifically, architectural interest is an interest in the art or science of the design, construction, craftsmanship and decoration of buildings and structures of all types. Artistic interest is an interest in other human creative skill, like sculpture.

Authenticity

Those characteristics that most truthfully reflect and embody the cultural heritage values of a place.

Birds and Habitats Directives

European Directives to conserve natural habitats and wild fauna and flora. [NPPF]

Brief

A brief is used to commission work from a consultant such as a Conservation Plan. It should contain enough detail to allow the consultant to identify the scope and cost of the work and if possible it should identify the budget for the work.

Climate change adaptation

Adjustments to natural or human systems in response to actual or expected climatic factors or their effects, including from changes in rainfall and rising temperatures, which moderate harm or exploit beneficial



opportunities. Climate change mitigation: Action to reduce the impact of human activity on the climate system, primarily through reducing greenhouse gas emissions. [NPPF]

Condition: Very bad

A building where there has been structural failure or where there are clear signs of structural instability; where, for roofed buildings, there has been loss of significant areas of roof covering, leading to major deterioration of the interior; or where there has been a fire or other disaster affecting most of the building.

Condition: Poor

A building or structure with deteriorating masonry and / or, where roofed, leaking roof and / or defective rainwater goods, usually accompanied by dry rot outbreaks within and general deterioration of most elements of the building fabric, including external joinery; or where there has been a fire or other disaster which has affected part of the building.

Condition: Fair

A building or structure which is structurally sound, but in need of minor repair or showing signs of a lack of general maintenance.

Condition: Good

A building or structure which is structurally sound, weathertight and with no significant repairs needed.

Conservation

The process of managing change to a significant place in its setting in ways that will best sustain its heritage values, while recognising opportunities to reveal or reinforce those values and, where appropriate, enhance its significance, for present and future generations.

Conservation is all of the activities needed to care for the heritage, including work such as maintenance, repair and restoration. Conservation management can include other activities such as interpretation, creating new facilities, managing visitors, providing access, setting aside resources and involving people.

Conservation area

‘An area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance’, designated under what is now s69 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

Conservation Statement

This is an outline version of a Conservation Plan. It is not as detailed as a Conservation Plan and is often done on the basis of existing knowledge.

Conservation Plan

A document that sets out the significance of a heritage asset and the heritage values it inherently has. The Conservation Plan includes information about the site, why it is important, what is happening to it and what policies are in place to conserve and maintain it, and to ensure that new work is appropriate. Involves consultation with stakeholders.

Context

Any relationship between a place and other places, relevant to the values of that place.



Designated Heritage Asset

A World Heritage Site, Scheduled Monument, Listed Building, Protected Wreck Site, Registered Park and Garden, Registered Battlefield or Conservation Area designated as such under the relevant legislation. [NPPF]

Designation

The recognition of particular heritage value(s) of a significant place by giving it formal status under law or policy intended to sustain those values.

Economic development

Development, including those within the B Use Classes, public and community uses and main town centre uses (but excluding housing development). [NPPF]

Ecological networks

These link sites of biodiversity importance. [NPPF]

Ecosystem services: The benefits people obtain from ecosystems such as, food, water, flood and disease control and recreation. [NPPF]

Enabling Development

Development that would be unacceptable in planning terms but for the fact that it would bring heritage benefits sufficient to justify it being carried out, and which could not otherwise be achieved [NPPF]

Fabric

The material substance of which places are formed, including geology, archaeological deposits, structures and buildings, and flora.

(BS 7913:1998) Physical material of which a building or artefact is made.

NOTE. Its state at any time will be the product of the original design and of everything to which it has been subject in the course of its history, including deliberate alterations based on well considered secondary or subsequent designs, careless changes, the effects over time of weather and use, damage and decay.

Gazetteer

A database or list of the different elements that make up the heritage, such as the features in a landscape, the rooms in a building, or the main parts of a collection. It is a useful way to organise complicated information about the heritage in a way that a manager can use.

Geodiversity

The range of rocks, minerals, fossils, soils and landforms. [NPPF]

Harm

Change for the worse, here primarily referring to the effect of inappropriate interventions on the heritage values of a place.

Heritage Asset

A building, monument, site, place, area or landscape positively identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing). [NPPF]



Heritage assets are the valued components of the historic environment and their significance is defined through a range of heritage values – see definitions in Values below.

Heritage

All inherited resources which people value for reasons beyond mere utility. HLF defines heritage as what we have inherited from the past, value and want to hand on to the future.

Heritage, cultural

Inherited assets which people identify and value as a reflection and expression of their evolving knowledge, beliefs and traditions, and of their understanding of the beliefs and traditions of others.

Heritage, natural

Inherited habitats, species, ecosystems, geology and landforms, including those in and under water, to which people attach value.

Heritage Impact Assessment

This is simply a formal title for the common-sense process of thinking about how new work will affect heritage and how any potential problems can be avoided. It is a form of risk assessment.

Historic environment

All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible or buried, and deliberately planted or managed flora. [NPPF]

Historic Environment Record (HER)

A public, map-based data set, primarily intended to inform the management of the historic environment. Historic environment records are information services that seek to provide access to comprehensive and dynamic resources relating to the historic environment of a defined geographic area for public benefit and use. Typically, they comprise databases linked to a geographic information system (GIS), and associated reference material, together with a dedicated staffing resource.

Historic Interest

An interest in past lives and events (including pre-historic). Heritage assets can illustrate or be associated with them. Heritage assets with historic interest not only provide a material record of our nation's history, but can also provide an emotional meaning for communities derived from their collective experience of a place and can symbolise wider values such as faith and cultural identity.

Inclusive design

Designing the built environment, including buildings and their surrounding spaces, to ensure that they can be accessed and used by everyone. [NPPF]

Integrity

Wholeness, honesty.

International, national and locally designated sites of importance for biodiversity

All international sites (Special Areas of Conservation, Special Protection Areas, and Ramsar sites), national sites (Sites of Special Scientific Interest) and locally designated sites including Local Wildlife Sites.

Intervention

Any action which has a physical effect on the fabric of a place.



Local planning authority

The public authority whose duty it is to carry out specific planning functions for a particular area. All references to local planning authority apply to the district council, London borough council, county council, Broads Authority, National Park Authority and the Greater London Authority, to the extent appropriate to their responsibilities. [NPPF]

Local Plan

The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act. [NPPF]

Maintenance

The routine work need to care for the heritage including regular inspections and minor work. Routine work regularly necessary to keep the fabric of a place in good order.

Management

Management is all of the operational activities your organisation does, including business planning, setting priorities, working with partners, activities and caring for the heritage.

Management & Maintenance Plan

This is a strategic document that sets out a long-term plan of maintenance activities for the heritage asset and its setting. The management and maintenance activities are programmed and costed to ensure that appropriate action can be taken at the right time and that budget allocation is planned ahead.

Material

Relevant to and having a substantial effect on, demanding consideration.

National Trails: Long distance routes for walking, cycling and horse riding. [NPPF]

Natural change

Change which takes place in the historic environment without human intervention, which may require specific management responses (particularly maintenance or periodic renewal) in order to sustain the significance of a place

Nature Improvement Areas: Inter-connected networks of wildlife habitats intended to re-establish thriving wildlife populations and help species respond to the challenges of climate change. [NPPF]

Neighbourhood Development Order: An Order made by a local planning authority (under the Town and Country Planning Act 1990) through which Parish Councils and neighbourhood forums can grant planning permission for a specific development proposal or classes of development. [NPPF]

Neighbourhood plans: A plan prepared by a Parish Council or Neighbourhood Forum for a particular neighbourhood area (made under the Planning and Compulsory Purchase Act 2004). [NPPF]

Object

Anything not (now) fixed to or incorporated within the structure of a place, but historically associated with it.

Older people: People over retirement age, including the active, newly-retired through to the very frail elderly, whose housing needs can encompass accessible, adaptable general needs housing for those looking



to downsize from family housing and the full range of retirement and specialised housing for those with support or care needs. [NPPF]

Open space: All open space of public value, including not just land, but also areas of water (such as rivers, canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity. [NPPF]

Original building: A building as it existed on 1 July 1948 or, if constructed after 1 July 1948, as it was built originally. [NPPF]

People with disabilities: People have a disability if they have a physical or mental impairment, and that impairment has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. These persons include, but are not limited to, people with ambulatory difficulties, blindness, learning difficulties, autism and mental health needs. [NPPF]

Place

Any part of the historic environment, of any scale, that has a distinctive identity perceived by people.

Planned maintenance (BS 8210:1986)

Maintenance organized and carried out with forethought, control and the use of records, to a predetermined plan based on the results of previous condition surveys. [NPPF]

Planning condition: A condition imposed on a grant of planning permission (in accordance with the Town and Country Planning Act 1990) or a condition included in a Local Development Order or Neighbourhood Development Order. [NPPF]

Planning obligation: A legally enforceable obligation entered into under section 106 of the Town and Country Planning Act 1990 to mitigate the impacts of a development proposal. [NPPF]

Playing field: The whole of a site which encompasses at least one playing pitch as defined in the Town and Country Planning (Development Management Procedure) (England) Order 2010. [NPPF]

Pollution: Anything that affects the quality of land, air, water or soils, which might lead to an adverse impact on human health, the natural environment or general amenity. Pollution can arise from a range of emissions, including smoke, fumes, gases, dust, steam, odour, noise and light. [NPPF]

Preserve

To keep safe from harm.

Preservation (BS7913:1998)

State of survival of a building or artefact, whether by historical accident or through a combination of protection and active conservation.

Proportionality

The quality of being appropriately related to something else in size, degree, or other measurable characteristics.

Public

Of, concerning, done, acting, etc. for people as a whole.



Renewable and low carbon energy

Includes energy for heating and cooling as well as generating electricity. Renewable energy covers those energy flows that occur naturally and repeatedly in the environment – from the wind, the fall of water, the movement of the oceans, from the sun and also from biomass and deep geothermal heat. Low carbon technologies are those that can help reduce emissions (compared to conventional use of fossil fuels). [NPPF]

Renewal

Comprehensive dismantling and replacement of an element of a place, in the case of structures normally reincorporating sound units.

Repair

Work to an existing item, site or place in order to remedy deterioration. It may involve a small amount of restoration or reinstatement.

Work beyond the scope of maintenance, to remedy defects caused by decay, damage or use, including minor adaptation to achieve a sustainable outcome, but not involving restoration or alteration.

(BS 7913:1998) Work beyond the scope of regular maintenance to remedy defects, significant decay or damage caused deliberately or by accident, neglect, normal weathering or wear and tear, the object of which is to return the building or artefact to good order, without alteration or restoration.

NOTE. Most repair work should be anticipated and planned, but occasionally it can be required in response to a specific event, such as a storm or accident.

Restoration

To return a place to a known earlier state, on the basis of compelling evidence, without conjecture
(BS7913:1998) Alteration of a building, part of a building or artefact which has decayed, been lost or damaged or is thought to have been in appropriately repaired or altered in the past, the objective of which is to make it conform again to its design or appearance at a previous date.

NOTE: the accuracy of any restoration depends on the extent to which the original design or appearance at a previous date is known, or can be established by research.

Reversible

Capable of being reversed so that the previous state is restored.

Setting of a heritage asset

The surroundings in which a heritage asset is experienced. Its extent is not fixed and may change as the asset and its surroundings evolve. Elements of a setting may make a positive or negative contribution to the significance of an asset, may affect the ability to appreciate that significance or may be neutral. [NPPF]

The setting is the local context of the heritage asset, embracing present and past relationships to the adjacent landscape.

Significance (for heritage policy)

The value of a heritage asset to this and future generations because of its heritage interest. That interest may be archaeological, architectural, artistic or historic. Significance derives not only from a heritage asset's physical presence, but also from its setting. [NPPF]

Significant place

A place which has heritage value(s) and significance.



Site of Special Scientific Interest: Sites designated by Natural England under the Wildlife and Countryside Act 1981. [NPPF]

Special Areas of Conservation: Areas given special protection under the European Union's Habitats Directive, which is transposed into UK law by the Habitats and Conservation of Species Regulations 2010. [NPPF]

Special Protection Areas: Areas which have been identified as being of international importance for the breeding, feeding, wintering or the migration of rare and vulnerable species of birds found within European Union countries. They are European designated sites, classified under the Birds Directive. [NPPF]

Stakeholders

A stakeholder is anyone with an interest in a heritage asset. They must be involved in the project if your project is going to succeed. They might be:

- owners or those who manage the heritage;
- neighbours;
- people who visit or use the site;
- specialist interest groups who know about a particular kind of heritage;
- statutory agencies who may be involved in applications for consent or other negotiations such as the agencies for natural heritage or the historic environment in England, Wales, Scotland or Northern Ireland;
- any group who have historical or cultural associations with the site.

Statement of Significance

A statement of significance explains why people value the heritage. If the heritage is formally protected – for example a Site of Special Scientific Interest or a listed building – the statement should explain why it is protected. However, most heritage is also valued for other reasons. The statement should explain all of the ways in which the heritage is important and to whom. That might include natural, architectural, archaeological, historical, social, community, scientific, archaeological or educational values.

Supplementary planning documents: Documents which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan. [NPPF]

Sustain

Maintain, nurture and affirm validity

Sustainable

Capable of meeting present needs without compromising ability to meet future needs

Transparent

Open to public scrutiny.

Transport assessment: A comprehensive and systematic process that sets out transport issues relating to a proposed development. It identifies what measures will be required to improve accessibility and safety for all modes of travel, particularly for alternatives to the car such as walking, cycling and public transport and what measures will need to be taken to deal with the anticipated transport impacts of the development. [NPPF]

Transport statement: A simplified version of a transport assessment where it is agreed the transport issues arising out of development proposals are limited and a full transport assessment is not required. [NPPF]



Travel plan: A long-term management strategy for an organisation or site that seeks to deliver sustainable transport objectives through action and is articulated in a document that is regularly reviewed. [NPPF]

Value

An aspect of worth or importance, here attached by people to qualities of places

Value, aesthetic

Value deriving from the ways in which people draw sensory and intellectual stimulation from a place.

Value, communal

Value deriving from the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory.

Value, evidential

Value deriving from the potential of a place to yield evidence about past human activity.

Value, historical

Value deriving from the ways in which past people, events and aspects of life can be connected through a place to the present.

Value-based judgement

An assessment that reflects the values of the person or group making the assessment.

Wildlife corridor

Areas of habitat connecting wildlife populations. [NPPF]



Bibliography

The following documents relating to the site should be read in conjunction with this M&MP:

Headstone Manor Conservation Plan
Gazetteer for Headstone Manor

The documents listed below informed this Plan and provide further background information about the site – all are held at Harrow Local Studies & Archive:

Archaeological Assessments

Headstone Manor, Historic Environment Assessment

Christina Holloway (Archaeology) and Juan Jose Fuldain (Graphics)

Museum of London Archaeology – MOLA, London, January 2014

Headstone Manor, Archaeological Report (relating to de-silting of the moat and restoration of the bridge)

Helen Ashworth BA AIFA, Heritage Network, February 2010

Evaluation of the footings of the western chimney stack at Headstone Manor, Harrow.

Fellows, D English Heritage Centre for Archaeology, report 72/2001

Report on Selective Archaeological Recording at Headstone Manor, Harrow, Middlesex

Archaeology South-East, Institute of Archaeology, University College London

David Martin FSA IHBC MIFA & Barbara Martin AIFA

Part 1: Overview of the Building's Development [Fully Revised – March 2001]

Part 2: Context Record of the Ancient Parts – The Text [Fully Revised – March 2001]

Part 3: Context Record of the Ancient Parts – The drawings [Fully Revised – March 2001]

Headstone Manor II: report on excavations of footings for structural supports.

Fellows, D. English Heritage Central Archaeology Service, project 580, August 1999

Report of the Director of Architecture and Planning, Appendix 2, historical analysis of the building.

Richard Harris. Harrow Council Leisure Committee 13.9.1989

Architectural Reports

Headstone Manor Conservation Statement

Neal Charlton, AABC, Associate at Buttress Fuller Alsop Williams. 2012

Condition Survey Report, Headstone Manor, Harrow, Middlesex

Oxley Conservation, Historic Buildings Consultancy. March 2008



Landscape and Wildlife Reports

Headstone Manor, A study of the Harrow Museum and Heritage Centre and its Landscape Setting
Land Use Consultants, London. August 1996 – Revised January 1997

Management Plan: Headstone Manor Recreation Ground. Local Wildlife Site. April 2011 – March 2016
Harrow Council. March 2011