

REPORT FOR: CABINET

Date of Meeting:	July 2012
Subject:	Harrow Museum Heritage Lottery Fund Round 1 Application
Key Decision:	Yes
Responsible Officer:	Paul Najsarek, Corporate Director Community Health and Wellbeing
Portfolio Holder:	Councillor David Perry, Portfolio Holder for Community and Culture
Exempt:	No
Decision subject to Call-in:	Yes
Enclosures:	Appendix A: Harrow Museum Revived: a new vision for Harrow Museum

Section 1 – Summary and Recommendations

This report sets out the draft strategic vision for the restoration of Harrow Museum site including Headstone Manor in order to deliver a long-term sustainable future.

Recommendations:

Cabinet is requested to:

1. Approve the draft vision for the future of the Harrow Museum Site and its buildings to become the strategic heritage centre for Harrow as outlined in Appendix A.
2. Delegate authority to the relevant Corporate Director in consultation with the Portfolio Holder for Community & Cultural Services, to submit a Round 1 application to the Heritage Lottery Fund for a development grant towards a Round 2 submission for a total grant of up to £2million to support the upgrading and refurbishment of the Harrow Museum site

subject to the parameters set out in this report.

3. Receive a further report in due course to approve the submission for a Heritage Lottery Fund Round 2 application if Harrow is successful at Round 1.

Reason:

To upgrade and restore one of the borough's major heritage assets in order to provide a high quality facility as the community museum and heritage centre for Harrow, to celebrate the cultural and community history of the borough, deliver the Council's heritage service offer and secure a sustainable future for the asset.

Section 2 – Report

2.1 Introductory paragraph

2.1.1 In January 2012 Cabinet approved the “The Future of Cultural Services in Harrow” report which outlined the work officers had undertaken with key local, regional and national stakeholders such as Harrow Heritage Trust, the Museum, Libraries and Archives Council (London) and English Heritage to develop a vision for the future delivery of Harrow Museum and Heritage Centre services. Cabinet were notified that they would receive a further report seeking approval for the submission of an application to the Heritage Lottery Fund for grant funding to “develop and deliver a programme of physical improvements subject to the final approval of options by Cabinet”. This report recommends a vision for Harrow Museum and the next steps to deliver major improvements to the site in order to ensure a long-term sustainable future for Harrow's cultural asset.

2.2 Options considered

2.2.1 In January 2012, Cabinet was informed of the issues around the four buildings on site at the Harrow Museum, most notably Headstone Manor which is in a poor physical state and which requires major refurbishment before it can be opened to the public. All buildings are listed by English Heritage and the site as a whole is a Scheduled Ancient Monument. The Museum is currently undertaking the work for re-accreditation to the national Accreditation standards for museums. Headstone Manor is now listed on English Heritage's Buildings at Risk Register (published in April 2012). Building estimates for physical restoration of the Manor House alone (sourced in 2008) total between £700,000 and £900,000 but this does not include any interpretation of the site or collection display or any work to the other three buildings on site.

2.2.2 Harrow Council approved funding of £300,000 to make repairs to the roof of Headstone Manor in March 2012. These repairs are further to work that was carried out in 2008 which partially repaired some of the roof area. A further £250,000 has been indicated in the 2012/13 capital budget for works to Harrow Museum buildings. The roof repairs will be commissioned after the Harrow leg of the Torch Relay event in July 2012 which will start from Headstone Manor.

2.2.3 A timeline for submission of a Round 1 application to the Heritage Lottery Fund was indicated in the January Cabinet report. Officers have been working to develop the strategic vision for the Museum site which would be required in order to submit an application. This draft vision and the options for Cabinet are laid out in this report and as Appendix A.

2.2.4. The Options are as follows:

2.2.4.1 Option A: Continue to deliver services as currently

Cabinet could decide not to proceed with a Heritage Lottery Application and continue to deliver services as currently. Headstone Manor is only open to the public by appointment (through guided tours) and is already on English Heritage's "Buildings At Risk Register". Serious defects in the roof of the Manor House have been identified. The Council is under a duty to maintain the building even if it is not operational. Given the Manor House's Grade 1 Listed status even remedial works just to maintain the fabric of the building could prove very costly in the future if the issues are not addressed comprehensively but in a piecemeal fashion. The other buildings on site cannot operate to maximise use or income as currently presented and further dilapidation of the buildings is likely. The Small Barn is currently awaiting repairs to slipped roof tiles which have made the building inaccessible for the time being.

Officers do not recommend Option A.

2.2.4.2 Option B: Cease to operate as Harrow Museum and find alternative uses for the site

Cabinet could decide to cease operating the site as Harrow Museum and consider the disposal of the asset for alternative use. All of the buildings on site are listed with English Heritage and the moated area and surrounding grounds are listed as Scheduled Ancient Monument (with restrictions on depth of excavation etc). This option is unlikely to deliver much financial benefit to the borough, particularly in the current climate, since any new leaseholder or owner would need to make significant capital expenditure at considerable risk of return, in order to use the buildings for other purposes. More significantly, Harrow would lose the key strategic heritage site for the borough and this option would be likely to meet with significant opposition from residents and other key stakeholders such as Harrow Heritage Strategic Board, Harrow Heritage Trust etc. Cabinet Members have already expressed their approval for officers to seek other options.

Officers do not recommend Option B

2.2.4.3 Option C: Develop a vision for Harrow Museum and seek external funding opportunities to deliver the vision.

In line with the previous Cabinet decision, officers have sought to develop a comprehensive re-evaluation of the Museum and its operation and identify opportunities to seek external funding streams to support this. The most viable option is to apply to the Heritage Lottery Fund (HLF). At HLF regional committee level, applicants can apply for up to £2 million, which must be met with at least 10% match funding of the cost of the project from the applicant. At HLF national committee level, grants of between £2million and under £5million can be applied for with the same minimum 10% match funding.

A Pre-Application notice has been submitted to the Heritage Lottery Fund of Harrow's intent to make an application. This is a necessary step in order to seek the views of HLF of the viability of any application before committing any further work to the project. HLF London have assigned a case officer and have advised that this would be a viable project for the regional committee to consider, as long as the project complies with the application requirements and in particular, has a clear strategic view of what the project is expected to achieve. The application process is in two parts (both of which are competitive):

First Round application requires:

Round 1 requirements	Plans required
<p>Basic proposals • Set out a basic timetabled programme of capital (physical) work and activities. • Identify the basic costs and likely sources of partnership funding. • Broadly identify the types of people who will benefit. • Broadly consider any limitations and risks. • Consult the main people who have a direct interest or who would be affected by your project (stakeholders). • Create a detailed and costed plan for the development phase to the second-round application, with briefs (written description of the work or services needed) for consultants (if these apply).</p>	<p>Architectural Plans to RIBA work stage B</p>

First Round grants contribute to funding the development of the proposals for the Second Round application which would require:

Round 2 requirements	Plans required
<p>Detailed proposals – developing further your outline proposals • Develop a detailed demonstration of how the project can be financed over the long term. • Do an activity plan. • Give detailed outputs, timetable and costs. • Do a detailed risk assessment. • Provide job descriptions (if these apply). • Produce a proposal for buying goods and services. • Produce planning applications (if these apply) and put these forward to the relevant planning authority. • Develop a proposal for acknowledging our support.</p>	<p>Architectural Plans to RIBA work stage D</p>

The deadline for sending in a second-round application is two years from the first-round decision.

The total outline costs to develop the vision are currently identified at around £5.5 million but these are high level costs which include a number of elements which will be modified before final submission of the Round 1 application. Subject to the financial information as outlined in paragraph 2.6, officers recommend the submission of a Round 1 application to the Heritage Lottery Fund to support the development of a Round 2 application. Success at Round 1 has a high level of success at Round 2 but is not guaranteed by HLF.

The following is an indication of the key milestones as the proposals move forward and indicates the best case realistic timescale for delivery:

- | | |
|---|---------------|
| • HLF Round 1 submission | August 2012 |
| • HLF Round 1 grant award | November 2012 |
| • Advertise for Design Team | December 2012 |
| • Appointment of Design Team | February 2013 |
| • Public Consultations (pre planning) | May 2013 |
| • Submit Planning Application | June 2013 |
| • Seek Cabinet approval for Round 2 application | July 2013 |
| • Submit HLF Round 2 Funding Application | August 2013 |
| • HLF Round 2 grant award | November 2013 |
| • Tender construction works | March 2014 |
| • Start redevelopment of site | May 2014 |
| • Construction works complete | April 2015 |
| • Museum fitout complete | July 2015 |
| • Full site open to public | August 2015 |

Officers recommend this option.

2.2.5 Officers recommend Option C and therefore request Cabinet to:

1. Approve the draft vision for the future of the Harrow Museum Site and its buildings to become the strategic heritage centre for Harrow as outlined in Appendix A.
2. Delegate authority to the relevant Corporate Director in consultation with the Portfolio Holder for Community & Cultural Services, to submit a Round 1 application to the Heritage Lottery Fund for a development grant towards a Round 2 submission for a total grant of up to £2million to support the upgrading and refurbishment of the Harrow Museum site subject to the parameters set out in this report.
3. Receive a further report in due course to approve the submission for a Heritage Lottery Fund Round 2 application if Harrow is successful at Round 1.

2.3 Current Situation

2.3.1 In line with the previous Cabinet decision in January 2012, officers have sought to develop a comprehensive re-evaluation of the Museum and its operation in order to progress a bid to the Heritage Lottery Fund. Officers commissioned specialist support from consultants experienced in both conservation work and submitting successful bids to the HLF. Following a competitive process, the conservation architects Buttress, Fuller, Alsop,

Williams (BFAW) were appointed to lead a specialist team including cultural and business planners, cost consultants, and landscape design specialists to develop a vision and, if approved, to draft an application to the HLF for a Round 1 development grant, for submission in August 2012 for decision in November 2012 (as notified by HLF London).

2.3.2 The consultant team has worked closely with Museum staff, the Harrow Heritage Strategic Board and wider stakeholders in order to develop a clear vision for the future of the whole museum site which can form the basis of a submission to the HLF. As part of this process, early consultation has been undertaken with both community organisations and schools in order to ascertain a clear direction for the bid. Whilst the HLF requires detailed consultation at the Round 2 Stage it was felt it was important to include these wider audiences in the development of the vision.

2.3.3. Following an analysis of the current provision on the site and the identification of future needs, a number of differing options were developed and tabled for discussion. These looked at putting the buildings on the site into differing uses and considered the potential impact on the site as a whole. The current proposal was identified as the clear choice for the future of the site and developed in more detail. The draft vision which has resulted from that work can be seen at Appendix A of this report.

2.3.4. There are a number of aspects to the potential redevelopment of the Headstone Manor site. These are identified in the project's vision as:

- Headstone Manor to provide a home for Harrow Museum, as well as visitor facilities such as toilets, and learning, community and volunteer spaces.
- The Small Barn – with modern extension – to provide welcome and orientation at the entrance to the site, with visitor facilities including toilets, shop and cafe with 50 covers (as well as external seating in the rose garden).
- The Granary to provide a new learning and community resource, with high quality classroom facilities.
- The Tithe Barn to provide a functions venue for community and corporate events such as weddings. The Tithe Barn will include interpretation and be accessible to museum visitors on days when it is not used for events.

In addition to this, the new landscape proposal will tie the site together and facilitate better links between the buildings and views of the wider landscape. The car park will be extended to facilitate increasing numbers, and a new walk around the moat will reinforce the unique aspects of this beautiful site. The current proposals envisage plans for the refurbishment for the buildings, subject to successful HLF Round 1 and 2 applications and the confirmation of appropriate match funding. The proposals will also recognise and complement the new pedestrian and cycle link between the site and the redeveloped Zoom Leisure site to the east. Buildings would be refurbished, subject to the appropriate planning consents, as follows:

2.3.5 Headstone Manor

The ancient Manor House would have a full scope of fabric repairs to ensure the building is weather tight. These will include significant roof repairs and repair / replacement of damaged and missing timbers. Internally all rooms will be redecorated and repairs carried out in a sensitive manner, using traditional materials in a way befitting to its Grade I listed status.

The biggest intervention within the building would be the insertion of a platform lift in the building to enable access to the first floor level. This is likely to be located within the left hand wing (dating from c1655 – 1660), towards the rear of the building. The final location will be determined at a later stage following a detailed measured survey and the creation of a Conservation Management Plan to identify the significance of building fabric affected by any proposals. Alterations to accommodate more equitable access will also include the widening of some doorways and the formation of level thresholds. Other interventions to the Manor are largely due to the use of the building as a Museum. These include increased security of the building – better control of the internal environment including the temperature and relative humidity.

The building services would be entirely replaced, and a new heating system, lighting and security system installed, suitable for museum use. The building would also be protected by a fire detection and alarm system as well as a lightning protection system. These services would reflect the proposed museum use.

Externally the island would retain the large field to the rear of the manor house, but access around the house would be by paths – accommodating increased visitor numbers whilst improving drainage and avoiding damp issues within the house itself. A pottage and knot garden featuring raised beds and espaliered trees would provide both visual interest and educational opportunities.

The moat itself would have vegetation thinned out in line with the existing ecological and maintenance plan, ensuring views from and of the Manor are re-established. The moat perimeter pathway would also enable connections to other paths beyond leading to the proposed adjacent development in the long term.

2.3.6 Small Barn

Perhaps the most visual interventions are the proposals to redevelop the small barn. Taking advantage of its location at the entrance to the site from Pinner View, the barn would accommodate a new build extension to allow it to accommodate facilities such as toilets and a kitchen – ensuring that the whole volume of the historic barn remains as one space. This new structure would facilitate the formation of large windows framing views of the manor house and moat, as well as doors leading through to external seating in what is currently a rose garden. Despite significant repairs in recent years, it is envisaged that a number of repairs will be required to this building along with significant modifications – including the formation of a floor in one half of the building to enable this building to be brought into economically viable use.

The courtyard containing the three barns would become a hub for external facilities and events with a resin bonded gravel finish. Routes to the differing buildings would be simplified and edges, which are more angular, formed.

2.3.7 Granary

The Granary would be the focus of education, with a platform lift adjacent to the existing stair forming access to the first floor. The condition of this building is much better than the other buildings on the site, and few fabric repairs are envisaged. The loft, which does not currently have a floor, would remain inaccessible to avoid 'means of escape' complications. The upper floor would be fully lined to create a large classroom 'pod' sitting inside the existing structure – allowing a modern classroom to be created. The ground floor would remain largely unaltered, with a single toilet, sinks for arts and crafts and fixed storage to ensure this area can be an effective activity space.

Externally there would be a picnic area large enough to accommodate school parties, and a stronger visual link between the play park and the museum site.

2.3.8 Tithe Barn

The barn will be repaired to ensure essential fabric defects are addressed. This will include re-tiling the roof and the treatment of localised rot to both the timber frame and boarding. Internally, as well as full redecoration, underfloor floor heating is proposed with a new boiler system, following investigation into sustainable sources of heating. The kitchen area would be refitted as a commercial standard finishing kitchen, which would be supported by a loading area to the rear of the building for commercial catering vehicles.

New toilet facilities suitable for community and corporate functions will be accommodated where the existing toilets are, with accessibility issues addressed to ensure equality of access. It is also envisaged that a stage area and historic interpretation will be accommodated in the barn – but the space will be retained as one large volume.

Externally the area to the rear of the Tithe Barn will be used as an event field to supplement the activities within the barn. This will facilitate the erection of a temporary marquee on the field to further expand the possibilities for corporate and wedding functions within the barn.

2.3.9 The wider landscape

In addition to the immediate site, the approach to the site would be improved in a number of ways. The arrival to the site could be enhanced by resurfacing Pinner View – creating a shared surface for both cars arriving at the site and pedestrians. This would create a more parkland setting for the site. The extended facilities for schools and the 'offer' to the public is likely to create an interest for visits from further afield. To the north of the site, the approach from Headstone Lane could be enhanced to allow visiting coaches to turn and drop off visitors. The demolition of the redundant toilet block to the south of the site should also be considered. This would be a significant improvement to the setting of the site. Finally the disused car park on Pinner View, opposite the Builders Yard would be brought back into use. This could be opened for staff or dedicated to corporate bookings to ensure the site has the capacity to accommodate increasing visitors. The proposals have been co-ordinated with the current proposals for the adjacent Kodak/Zoom Leisure site – which are

expected to generate a number of new visitors able to take advantage of the community facilities and the café provided within the Small Barn. The proposed alternations to provide access from the east will also allow the creation of new views of the Manor alongside footpaths and the potential for improved drainage measures for the moat should this scheme become a reality.

2.4 Why a change is needed

The current proposals ensure that the whole site is put into an economically viable use. The buildings will retain their individual identity, with a landscape proposal that ties them all together. If successful, the application for Round 1 funding from the Heritage Lottery Fund would enable further studies such as measured surveys of the building, the development of a detailed business plan, and conservation management plan. Once these are complete the proposals for the site can progress with designs facilitating an application for planning and listed building consent prior to the Round 2 application to the Heritage Lottery Fund.

2.5 Implications of the Recommendation

2.5.1 Considerations

Resources, costs

The consultants are currently engaged to proceed up to the drafting and final submission of a Round 1 application. This cost has been funded from within the revenue budget identified as part of delivering the Future of Cultural Services Review and confirmed by the Council's Budget Setting process. An overall Programme Manager for all of the cultural services projects has also been appointed from this budget. All costs for this part of the project will be contained within this budget.

Staffing/workforce

No additional staffing requirements are identified as part of the Round 1 application process. As part of developing the long-term vision for the Museum, it is envisaged that there is the potential to create two additional posts or role requirements. (see Appendix A). These posts could be part funded by a successful HLF application for the first three years of delivery.

Equalities impact

A Full EQIA will be developed for the Round 1 application. An Initial EQIA as been developed to support the initial project.

Legal comments

Under the Public Library and Museums Act 1964, a local authority 'may provide and maintain museums and art galleries within its administrative area or elsewhere in England or Wales, and may do all such things as may be necessary or expedient for or in connection with the provision or maintenance thereof.

2.6 Financial Implications

2.6.1 Harrow Museum currently operates at a net annual cost of £145,766 to Harrow Council. In 2008, an estimate for repair of Headstone Manor was

provided to include a conservation management plan and external/internal refurbishment and decoration. This cost estimate ranged from £669,000 to £935,000 but excluded any museum or other purposes fit-out costs and also excluded any repairs to other buildings, landscaping etc.

2.6.2 It has been difficult to arrive at a market valuation for the site. With its current Planning and Listed status restrictions and obligations and in its current state of repair, the site as a whole is nevertheless unlikely to represent a large capital asset for the Council.

2.6.3 The current project to apply for capital funds from the Heritage Lottery Fund seeks to support the Council to meet its liabilities in terms of the site and to maximise the funds available to ensure that the whole site can be restored to offer maximum capacity for ongoing sustainability through revenue generation with a phased reduction of the Council subsidy.

2.6.4 The latest total estimated costs for the project outlined in this report are currently in the order of £5.5 million but this represents an initial high level cost calculation and includes options which are likely to be reviewed and reduced before final submission at Round 1. The total funding available from Heritage Lottery Fund London region would be £1,999,999. The Council would be required to match the total project funding with at least 10% of its own funds. This match funding can be expressed through capital monies, officer and volunteer time. There are, in addition, other funding streams that can be secured towards the project (for example, donations or funds from other organisations).

2.6.5 If the Council is successful at Round 2, Harrow will be required to sign up to a 10 year management and maintenance plan for the site and revenue may be required to be continued for a period after the end of the three year grant award period.

2.6.6 Harrow Council has already identified the following potential match funding streams for this project and others are in negotiation

Harrow Council capital funds:

- Headstone Manor Roof works £300,000 (approved by Capital Forum March 2012)
- Harrow Museum match funding £250,000 (2012/13 capital programme to be approved)

This totals £550,000 which represents 10% of the total current high level project costs. Any further capital funding that may be applied for would need to be linked to a business case demonstrating increased revenue sustainability and reduced Council subsidy.

Other potential sources of funding:

- English Heritage Grants for historic buildings, monuments and designed landscapes (up to £200,000 available for conservation management plans, feasibility studies and archaeological studies)

- Section 106 (Kodak redevelopment). The timing and scale of payments are currently under negotiation but are anticipated to provide circa £576,000 towards targeted investment to support the use of the facilities by the new community on the Kodak and Zoom Leisure sites.
- Educational grants to support the development of the Granary as an education centre (e.g. John Lyons Trust)

2.7 Performance Issues

2.7.1 Museum performance is reported through the quarterly Improvement Boards. In 2011/12, performance was monitored through general visits to the Museum and in Quarter 4, showed a 5% increase in the same period for 2010/11, with the highest March figures for 4 years. The Museum also receives a high number of educational visits from schools. Locally, the Museum also monitors income achievement.

2.7.2 For a Heritage Lottery Fund Round 1 application, performance measures and targets will need to be developed and could include:

- Harrow Museum visitors
- % of Harrow school visiting
- Number of schoolchildren or adults attending educational visits
- Volunteering sessions
- Temporary exhibitions curated by community
- Income generation

2.8 Environmental Impact

Any proposals for the landscape will need to take into account the flood plain category as notified by the Environment Agency. Although the site is not designated as a Site of Special Scientific Interest, any plans will need to consider the biodiversity of the area. A management and maintenance scheme with English Heritage has been agreed and is in operation, which includes regular maintenance of the moat and surrounds and this agreement will need to be complied with. It is planned to refurbish the buildings to minimise impact to the environment and reduce carbon emissions as far as is possible within historic listed buildings constraints and the funds available.

2.9 Risk Management Implications

The following risks have been identified:

- 1) *Lack of success at Round 1 stage.* This will depend on the quality of the submission and those of completing applications. Harrow has been outlined as a priority borough for the Heritage Lottery until March 2013. If the Round 1 application is unsuccessful the Council will have two choices of actions:
 - i) Refine the application based on lessons learnt and re-submit

- ii) Deliver some improvements using existing and other potential sources of match-funding
- 2) *Lack of adequate match funding.* More than 10% of the current total estimated project costs of the project have already been identified. However, the total costs as they currently stand exceed the amount identified to date, even including a successful HLF grant. Officers will work closely with the consultants prior to submission at Round 1 to ensure that an achievable project is outlined, that other funding streams are identified and that any further potential applications to the Council's capital fund are accompanied by a robust business case demonstrating increased revenue sustainability and return on capital.
- 3) *Final delivery costs are higher than initial estimated costs.* The development grant (if successful at Round1) would ensure a detailed and robust cost estimate for Round 2 final submission. Current estimates have been provided by heritage costs consultants based on previous highest estimates for the site with added inflation and with a 15% contingency. There is room to value engineer these costs both at this stage, between Round 1 and 2 and before final contracts are placed.

2.10 Equalities implications

The future plans for the Headstone Manor site have been considered following a robust consultation with staff, community groups, local school teachers and the Harrow Heritage Strategic Board. Following an analysis of the current provision on the site and the identification of future needs, a number of differing options were developed and tabled for discussion. These looked at putting the buildings on the site into differing uses and considered the potential impact on the site as a whole. The current proposal was identified as the clear choice for the future of the site and developed in more detail.

The draft vision (Appendix A) states:

Harrow Museum Revived will focus the museum's activities to work closely with members of the diverse local communities in partnership to:

- Co-curate both permanent and temporary exhibitions within Headstone Manor.
- Collect, manage and interpret objects and oral histories relating to the history of Harrow.
- Collect, manage and interpret objects and oral histories relating to the history of Harrow's diverse communities.
- Embrace the buildings and gardens as a focal point for community events, meetings and other activities.

A Full EQIA will be developed for the Round 1 application. If that application is successful, a full consultation process to support the development of the

activity plan will be put in place. An Initial EQIA has been developed to support the initial project.

Corporate Priorities

This project supports the following corporate priorities

- Keeping neighbourhoods clean, green and safe..
- Supporting our town centre, our local shopping centres and businesses.

By enhancing a Council asset for the benefit of the residents of Harrow and wider audiences and as part of the Hearty of Harrow Area Action Plan.

Section 3 - Statutory Officer Clearance

Name: Roger Hampson	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 9 July 2012		
Name: Matthew Adams	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 9 July 2012		

Section 4 – Performance Officer Clearance

Name: Alex Dewsnap	<input checked="" type="checkbox"/>	Divisional Director Partnership, Development and Performance
Date: 9 July 2012		

Section 5 – Environmental Impact Officer Clearance

Name: John Edwards	<input checked="" type="checkbox"/>	Divisional Director (Environmental Services)
Date: 3 July 2012		

Section 6 - Contact Details and Background Papers

Contact: Marianne Locke
Divisional Director Community & Culture
Tel: 020 8736 6530

Background Papers:

1. Future of Cultural Services Cabinet Report January 2012

**Call-In Waived by the
Chairman of Overview
and Scrutiny
Committee**

NOT APPLICABLE

[Call-in applies]

APPENDIX A: Draft Strategic Vision for Harrow Museum

Harrow Museum Revived: A New Future for Headstone Manor

1. The vision for the whole site

Harrow Museum is a museum without a proper home – a museum with four listed buildings at Headstone Manor yet with nowhere appropriate for the display of its permanent collections. The ‘jewel in the crown’ – Headstone Manor itself – is closed and inaccessible to the majority of visitors except by occasional guided tours. Of national and regional heritage significance, it is largely forgotten and invisible, tucked on the edges of Headstone Recreation Ground, behind the suburban houses of Pinner View.

Harrow Museum Revived outlines a clear and sustainable future for the site as a whole, repositioning and redefining its role in the borough to encompass existing and future community uses and as the strategic heritage resource and a key visitor attraction in Harrow. The proposals will help anchor the borough’s vibrant history within a contemporary context as part of Harrow Council’s spatial vision for the ‘Heart of Harrow’. It will become an easily accessible, important local and strategic resource for both existing and new residents and business. These are set to grow up in the area as it is opened up to views from the east for a new audience, courtesy of the forthcoming development on the Kodak site next door. It will provide a new home for the collections interpreting the Story of Harrow and the Headstone Manor site, with clearly-defined and sustainable roles for each of the historic buildings. Headstone Manor has been an intrinsic part of Harrow’s story for seven centuries, and provides both the new home for the museum collections and the single most important object interpreting the history of Harrow.

2. Headstone Manor

Harrow Museum Revived aims to restore fully the fabric of Headstone Manor and associated buildings, making them as fully accessible as possible and compliant with the 2010 Equality Act. The Manor itself will provide:

- A layered approach to engage different types of visitors with significant aspects of the social, cultural and industrial heritage of Harrow through interpretation of the Manor House buildings and museum collections in displays, text, images and interactives.
- A modular approach to displays of the museum's collection items to facilitate periodic change and refreshment.
- Appropriate environmental control to facilitate loans of objects and temporary exhibitions from other museums.
- Animation of period rooms during events and other activities through staff or volunteers acting as guides or in role-play, or through the use of augmented reality. Period furniture will not normally be used in the set dressing of period rooms unless there is a clear and direct relevance to the Manor or the Story of Harrow.
- Enhanced accessibility within the Manor to open the building to all visitors and make as many of the spaces on both floors publically available as possible, within the constraints of a Grade 1 listed building, with designated use as above.

3. Ancillary buildings

Harrow Museum Revived will also provide new roles for the other currently under-utilised and under-performing heritage resources on the Headstone Manor site. The project aims to ensure clearly-defined, sustainable functions for each of the listed buildings that address identified heritage, community and wellbeing objectives. Greater functionality within the buildings and the spaces making up the complex, coupled with new external interpretation, improved access and parking arrangements and significantly improved landscaping to the whole site will deliver the following:

- The Small Barn – with modern extension – will provide welcome and orientation at the entrance to the site, with visitor facilities including toilets, shop and cafe with 50 covers (as well as external seating in the rose garden).
- Headstone Manor will provide a home for permanent and temporary exhibitions as described above, as well as visitor facilities such as toilets, and learning, community and volunteer spaces.
- The Granary will provide a new learning and community resource, with high quality classroom facilities.
- The Tithe Barn will provide a venue space for large community and corporate events, such as weddings, managed in conjunction with the highly successful Harrow Arts Centre. The objective is that income from events within the Tithe Barn will support the long-term sustainability of the Museum and the Manor itself. The Tithe Barn will include interpretation and be accessible to museum visitors on days when it is not used for events.

Each of the buildings will be developed with as high environmental standards as it is possible to achieve cost effectively within listed buildings, and each will be able to function independently of the others both within and outside of normal working hours.

In addition, Harrow Revived will ensure that Harrow Museum and its buildings and grounds are positioned within the landscape in complement with surrounding areas as part of the 'Heart of Harrow' Regeneration scheme and the proposed development of the adjacent Zoom Leisure site.

4. Developing the collections

Harrow has the highest level of religious diversity of any local authority in England and Wales, with its residents coming from at least 137 different countries. Harrow Museum Revived will focus the museum's activities to work closely with members of the diverse local communities in partnership to:

- Co-curate both permanent and temporary exhibitions within Headstone Manor.
- Collect, manage and interpret objects and oral histories relating to the history of Harrow.
- Collect, manage and interpret objects and oral histories relating to the history of Harrow's diverse communities.
- Embrace the buildings and gardens as a focal point for community events, meetings and other activities.

Harrow Museum Revived's Activity Plan will focus on community engagement and family learning in support of the above, stimulated by the creation of two new posts of Volunteer Coordinator and Community Learning Officer. With regard to formal learning, even without permanent displays, the Museum is currently used by the vast majority of Harrow's primary schools: the new Museum will aim to engage every pupil

in Harrow through a visit or outreach at both Key Stage 1 and 2, and will seek to engage local secondary age and college students as learning mentors developing resources and acting as museum apprentices to encourage peer learning by primary age pupils.