



**Celebrating our past,
looking forward with pride**

**A heritage strategy for
Barking and Dagenham**

2016 to 2020



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

I am immensely proud of our rich heritage and the important role Barking and Dagenham has played in the life of our country: this is the place where England changed from being an Anglo-Saxon country to a Norman one; this was once home to the biggest fishing fleet in the country; this is where the biggest housing estate in the world was built to provide homes fit for heroes after the First World War; this is where two local lads, Bobby Moore and Sir Alf Ramsey, grew up and went on to captain and manage the England world cup winning team; and last year this is where over 100,000 people attended our 70 events to celebrate the 50th anniversary of the Borough, including a visit by Her Majesty The Queen.

There is much to be proud of in Barking and Dagenham and I believe that our heritage helps people to reach across generations to learn about the past. In these fast changing times, we also need to capture and preserve the stories of today's residents and the key occasions in the life of the Borough now and in the future.

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

Councillor Saima Ashraf, Deputy Leader of the Council and Cabinet Member for Community Leadership and Engagement

The Borough's heritage

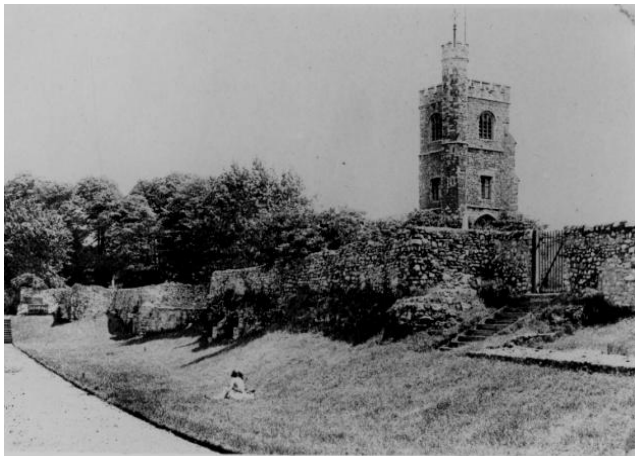
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Barking and Dagenham has a rich and diverse heritage. Notable former residents include Billy Bragg, Bobby Moore, Sandie Shaw, Mary Wollstonecraft and William the Conqueror. The area is also the location of a number of important historic sites and buildings. This includes the ruins of Barking Abbey (Scheduled Ancient Monument), Curfew Tower, (listed Grade II*), St Margaret's Church (listed Grade I), the Church of St Peter and St Paul (listed Grade II*), Eastbrook Public House (listed Grade II*), Valence House (listed Grade II*) and Eastbury Manor House (listed Grade I).

Barking Abbey is one of the greatest, yet little known, monastic sites in the British Isles and the Council's Heritage Services is involved in developing projects to better understand the Abbey's archaeological collections. The surviving Middle Saxon artefacts form the basis of a nationally significant collection at Valence House, with some parts of international importance.

The London Borough of Barking and Dagenham owns one of the greatest collections of Gentry portraiture in the country. This internationally significant collection of 53 family portraits contains a highly-regarded portrait of Sir Richard Fanshawe by the painter William Dobson. The collection also contains paintings by leading 17th-century painters, including Sir Peter Lely, Cornelius Johnson and Marcus Gheeraerts.

The Borough also owns a specialist collection of rare books and out of print publications as well as periodicals, journals and maps. The archive collections comprise of records relating to the London Borough of Barking and Dagenham and its predecessors. It also holds deposited papers, oral histories, photographs and films, all relating to local organisations, businesses, schools, charities, families and individuals. Notable collections include the correspondence of Sir Richard Fanshawe, a nineteenth manuscript on the history of Barking by William Frogley, the business records of Samuel Williams & Sons Ltd, photographic negatives of life in Dagenham taken by Egbert E. Smart and the films of the Dagenham Co-operative Film Society.



St. Margaret's Church, Barking (c. 1900)



Valence House (c. 1918)



Eastbury Manor House (c. 1910)

Strategic context

2

There are two key strategic frameworks that have informed the development of this strategy – one internal (**Ambition 2020**, looking at how the Council works) and one independent (the **Growth Commission**, looking at the potential for economic growth).

The **Ambition 2020** programme has concluded that the Heritage Service should be retained in-house with a vigorous mission to promote the borough's past and its connection to the present and future. It proposes the implementation of an improvement programme to increase visitor numbers, income and volunteering whilst reducing operational costs. The scope of the service will include – Valence House Museum (including Archives and Local Studies) and Eastbury Manor House – together with any new heritage assets that may be developed. It will continue to source external funding opportunities wherever possible. However there will be a concerted effort to drive up visitor numbers and maximise commercial opportunities.

Ambition 2020 anticipates that better promotion of the heritage attractions in the borough will boost its reputation as a place to live and visit.

The independent **Growth Commission** report concluded that the borough: *has the potential and the political will to become an inclusive, prosperous and resilient place, in which all communities have the opportunity to fulfil their potential.*

It recognises that there is a strong role for culture to play in the Borough and that culture can contribute to socio-economic development and also helps support the creation and maintenance of social capital. It recommends that the Council should harness the potential of cultural activities to support their wider well-being agenda and as a way of creating a strong and positive vision of the area.

The report also identifies the need for a 'One Borough' programme as a way of addressing divisiveness between different parts of the community and that the best way to do this is to intensify community outreach combining heritage and cultural activities.

The new heritage strategy sets out how the Heritage Service will work to achieve the outcomes identified by **Ambition 2020** and the **Growth Commission**.



Production line
at Ford
Dagenham



Barking Town Quay (c. 1920)

Previous Heritage Strategies² were based on the development of eight heritage focus areas:

- The Barking Abbey site
- Eastbury Manor House
- Valence House and its collections
- Maritime and fishing heritage
- Industrial heritage
- The Becontree Housing Estate
- Oral, family and social history
- Old Dagenham Village and its church

These remain priorities for the new strategy. Over the 15 year life of the Strategy there has been significant progress and development in many of these areas. Notably two successful capital works projects, with support from the Heritage Lottery Fund (HLF) have resulted in the renovation of the historic buildings of Eastbury Manor House and Valence House, as well as providing up-to-date and expanded visitor facilities at Valence House. These projects have increased physical and intellectual access to the heritage of the borough. This has been achieved through quality displays, temporary exhibitions, family resources, education programmes, events and activities.

The redevelopment at Valence House resulted in increased visitor numbers from 34,610 (2010/11) to 58,815 (2015/16). In addition 5,813 local school children attended heritage education activities in 2015/16.

In 2012 Valence House Museum was chosen as a partner on the British Museum's 'Museum Pathways' project. In 2014 the Museum and the Archives and Local Studies Centre launched a series of lunchtime 'Collection Masterclass' events. These free sessions have included the following topics: the works of the artist Henry Gillard Glindoni, World War I munitions workers; and the Barking Tithe Map.

A recent community archives project, 'This Used to be Fields' was led by Historypin in partnership with Create London (Barbican) and the Archives and Local Studies Centre. The project produced a collection of photographs and stories about the Becontree Estate. As part of this project contemporary artist, Chad McCall, was commissioned to paint a mural on the outside of the Visitor's Centre at Valence House. Inspired by the community archives produced during the project this unique art work has left a lasting legacy for the project.

The Sandford Award was achieved by the Heritage Education Team in recognition of formal, curriculum-linked education opportunities offered to schools at Valence House (2012 winner) and Eastbury Manor House (2013 winner). Ranger Services were also awarded a Green Flag for the gardens at Valence House.

Building on success

2

Customer satisfaction is high. The Audience Agency's 2013 report on Valence House Museum, found that 61% of visitors were returning visitors: 46% had been at least once before in the previous year; 22% had made two to six visits; and 3% had been at least ten times. These statistics suggest that many visitors return to the Museum on a regular basis. Ninety-nine percent of visitors rated their experience as either 'good' or 'very good' ³.

In 2015, the Archives and Local Studies Centre was awarded funding from the Heritage Lottery Fund to digitise 6,000 historic photographs to celebrate the 50th Anniversary of Barking and Dagenham. Eastbury Manor House was also awarded a grant from the Heritage Lottery Fund for the two-year project *Sustaining Eastbury*. This has resulted in a new full-time Partnerships and Events Officer post. Eastbury Manor House has also benefitted from new displays on industrial heritage, revised opening times, and updated tearoom facilities.



This Used to be Fields Mural by Chad McCall (2014)



The purpose of the Heritage Strategy is to provide a shared vision and a framework for the delivery and promotion of Heritage Services over a four year period that will support the achievement of Ambition 2020 and Growth Commission priorities.

The key service outcomes (direct achievements) from the delivery of this strategy, 2016 to 2020, will be:

- ✓ More people engaging with the history of Barking and Dagenham to provoke thought and emotions and develop their pride and understanding of the heritage of the area.
- ✓ More people of all ages, from all parts of the community, visiting Valence House and Eastbury Manor House regularly and having a fun welcoming and safe experience.
- ✓ More people coming together to socialise.
- ✓ More people making, a positive contribution to society through volunteering.
- ✓ Easy access to information about Barking and Dagenham.
- ✓ Preserving the physical and intellectual history of Barking and Dagenham.
- ✓ Improving the environmental impact and sustainability of the facilities and operations.
- ✓ Increasing the efficiency, revenue generation and financial sustainability of heritage services.
- ✓ Developing the quality and sustainability of employment and increasing opportunities for high professional standards.

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

- ✓ Increased self-confidence, self-awareness and community spirit amongst local people.
- ✓ Shared identity, sense of place, community and pride.
- ✓ Improved access to the Council's collections.
- ✓ Increased social inclusion and social interaction.
- ✓ A thriving voluntary sector.
- ✓ Relaxing, pleasant and safe green spaces.
- ✓ Healthier more active minds.
- ✓ Increased learning and sharing of this learning.
- ✓ Increased opportunities, inward investment and business activity.

These outcomes link directly to the Council's priorities:

- Encouraging Civic Pride
- Enabling Social Responsibility
- Growing The Borough

The importance of heritage

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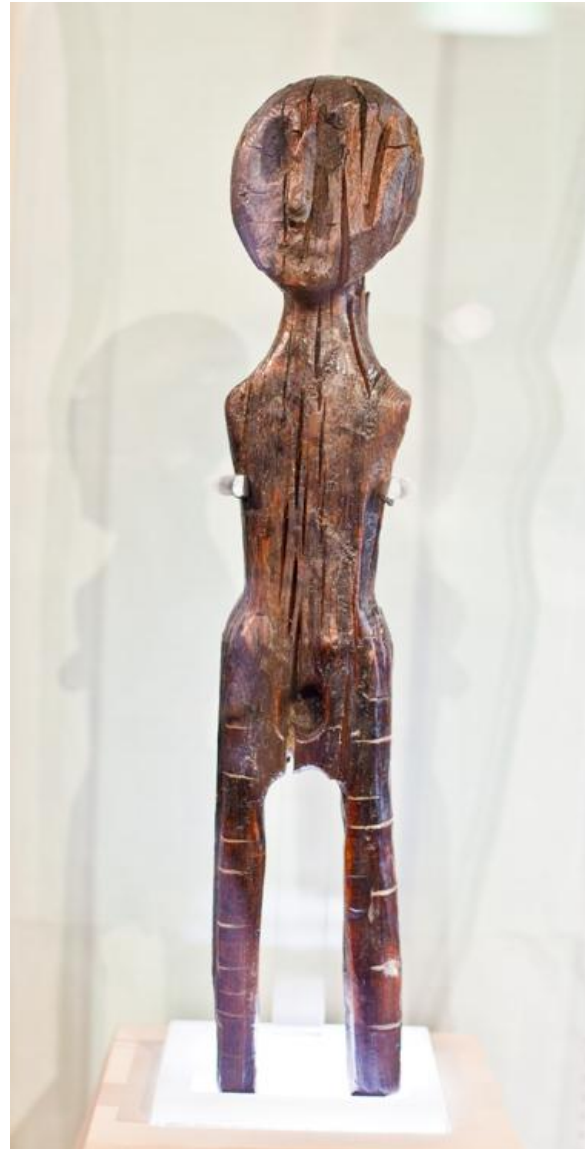
We define 'heritage' to mean those things inherited from the past that people wish to pass on to the future. This is not just the 'best' or most attractive but includes all memories, which can sometimes be uncomfortable, but that people do not want forgotten⁴.

It includes:

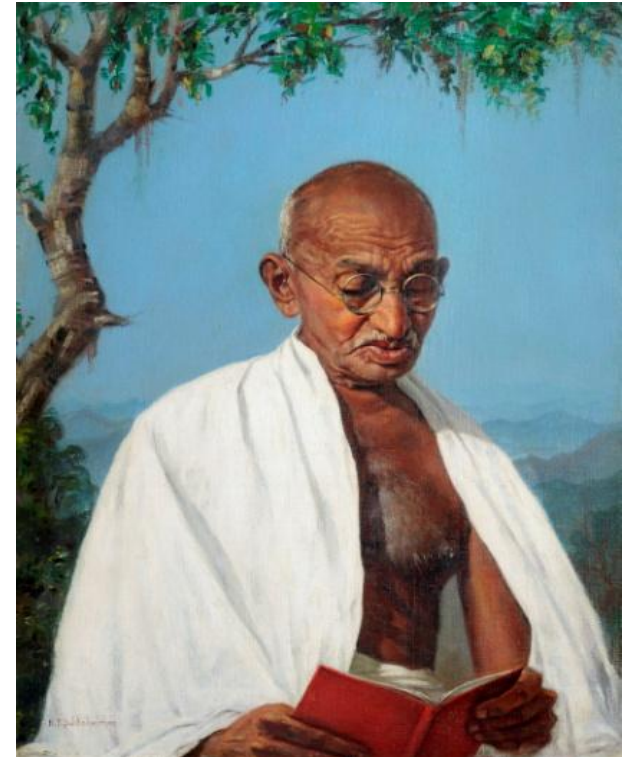
- Material culture, handed down from the past and including pre-historic remains and visual culture
- Intangible heritage that is shared identity: whatever people like to think about themselves⁵

Heritage is now widely understood as being all around us, defining local places as well as Our National Identity⁶.

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



The Dagenham Idol



Portrait of Mohandas Karamchand Gandhi (1931)

"I've discovered some amazing stories about my local area in the old news papers kept at the archive – User feedback on Explore Your Archives Campaign."

Heritage has an important role in building pride and a sense of community and has a positive impact on many people's lives.

Place-making

The historic environment is the world around us made by our forebears. It begins with the places where the earliest inhabitants of these islands lived, worshipped and were buried. It embraces the homes in which we live, the schools in which we learn, the offices and factories in which we work and the shops where we spend our money... It embraces not only the villages, towns and cities in which we live but also the landscapes that we farm and the treasured open spaces and parklands that have been created for our pleasure⁷.

Valence House is 'one of the best local history museums in Greater London' and Eastbury Manor House is one of 'London's Top 10 Historic Houses'.

Economic value

The historic fabric of England is a unique and valuable national capital asset that provides a dynamic base for sustainable economic growth. It contributes to our social and environmental welfare, it enhances the quality of our surroundings and it provides the foundations for a national and local sense of identity⁸.

Museums, libraries and archives support lifelong learning which provides vital skills for sustaining an area's economy and the communities' participation in it. Museums and historic sites are significant visitor attractions that underpin local economies.

Popular

This rich and diverse heritage has a profound effect on the way we feel and behave. It influences how we think about our past and our aspirations for the future. Above all, it is an irreplaceable resource that has the power to improve places and enhance people's lives⁹.

Ninety nine percent of surveyed visitors to Valence House in 2013 said that their experience was 'good' or 'very good' and 61% were on a return visit¹⁰.

Learning

...the importance of positive engagement with the education agenda... [should go] beyond school/education visits to include education in, for example, conservation and investment in off-site resources (including online)¹¹.

Participating in the, 'Fifty Years a Borough' project, has resulted in digitalising 6,000 local images and making them available on the Borough Photographs website

Inclusive

56.9 per cent of adults belonging to black and minority ethnic (BME) groups had visited a heritage site at least once in the past 12 months. This is an increase of 6.2 percentage points since 2005/06 and a similar rate to 2012/13. Heritage site attendance amongst those from BME groups is lower than for those from the white group (74.1%). 56% of adults from lower socio-economic groups visited at least one type of designated historic environment site during the last year¹².

Volunteers

... buildings, sites and collections should be a source of local pride and wider enjoyment. We also have a duty to promote active involvement in local heritage and a greater enjoyment of the historic places where people live¹³.

Volunteering in our heritage centres helps people to take an active part in their community and enjoy a sense of belonging and wellbeing.

Changing lives and communities

Our heritage is a precious asset which makes an important contribution to people's quality of life, their sense of identity and to a successful and sustainable economy. It is therefore important that the mechanisms for enabling it to play a full role in our national life are effective¹⁴.

We anticipate that the Borough's heritage will continue to play an integral role in the local community.

Links to other strategies and plans

5

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

National and regional policy, strategy documents and plans	Local policy, strategies and plans	Drivers
Arts Council: The Economic impact of museums in England, March 2015	London Borough of Barking & Dagenham – <i>Corporate Delivery Plan 2015-2018</i>	Cultural Education in England: An independent review by Darren Henley for the Department for Culture, Media and Sport and the Department for Education, and the government's response, 2012
Equality and Diversity in the Arts and Cultural Sector, 2014; The Value of Arts & Culture to people in our society, 2014	A call for Change, a Plan of action: Children and Young People's Plan 2011-2016 (Barking and Dagenham Partnership)	Archive Accreditation scheme: new standard for 2012 in-line with Museum Accreditation
'Designations Collection List': Arts Council recognition of collections that are not in the national collection but are of national value.	Education Strategy 2014-17 (London Borough of Barking and Dagenham)	FOI Act 2000 (implemented 2005) particular reference to Section 46
National Trust Strategy document 'Going Local' Fresh tracks down old roads...	Housing Strategy 2012 – 2017 (London Borough of Barking and Dagenham)	Data Protection 1998: code of practice for archivist and record managers under section 51(4) of the Data Protection Act
Department for Culture, Media & Sport: English Heritage New Model - Consultation Response, October 2014	Health & Wellbeing Strategy for Barking and Dagenham 2012-2015 (London Borough of Barking and Dagenham)	Environmental Information Regulations, 2005
English Heritage Corporation Plan 2011-15	Community Safety Strategy 2014-17	Local Government (Records) Act 1962, amended 2003
National Heritage Protection Plan (NHPP)	No-one left behind – Report of the Barking and Dagenham Independent Growth Commission	Local Government Act 1972
Historic England: Valuing Our Past Enriching Our Future – Corporate Plan 2015-18 (March 2015)	Ambition 2020 Programme (London Borough of Barking and Dagenham)	Public Sector Information Directive Regulation
Archives for the 21 st Century in action: refreshed 2012-15, the National Archives		Heritage Lottery Fund, established by the National Lottery Act, 1993, 'A lasting difference for heritage and people' 2013-18
Cultural Metropolis 2014. The Mayor's Cultural Strategy – Achievements and next steps.		Playing our Part, the National Trust, 2015

Population

Population growth:

- The Borough has seen one of the highest growths in population in the country from 186,000 people at the 2011 census to an estimate of over 198,000 just three years later.

- Between 2001 and 2011, the non-white population increased from 14.6% to 41.7%. By 2016, it is anticipated that the Borough will have a majority Black, Asian and minority ethnic (BAME) population.

- At the same time, the Borough has the highest population of people aged 10 to 19 in the whole country and has seen an increase in the 20 to 29 age group of just under a quarter.

- The over 65 population accounts for 10% of the overall population, which is the 13th lowest in England and Wales. Whilst the elderly population has not grown dramatically, the number in the older ages is increasing.

Education and skills

Educational attainment:

- The youthfulness of the Borough brings with it both opportunities and challenges. Despite significant improvements in recent years, educational attainment continues to be an area of under performance.

- Between 2005 and 2015 GCSE attainment improved by over 56%, however such improvement has not kept pace with that achieved elsewhere.

- In 2005 Barking and Dagenham was fifth from bottom amongst London Boroughs for students achieving 5+ GCSE A* - C (including English and Maths), whilst in 2015 it was third from bottom.

- At A-level, the Borough's performance was significantly below the English average in 2015.

Skills

- The qualification profile of the Borough also highlights the challenges that exist in helping people to less precarious employment opportunities.

- In 2014 the proportion of the resident population (aged 16 – 64) with qualifications at Level 4 and above was 29%, compared to a London average of 49%.

- Those with no qualifications were, at 15%, nearly double the London average of 8%.

Inequalities

Health inequalities:

- Residents are not as healthy as they could be: life expectancy for both men and women is amongst the lowest in London.

Deprivation

- The Borough still experiences high levels of deprivation ranking 7th most deprived in London and 22nd most deprived area nationally.

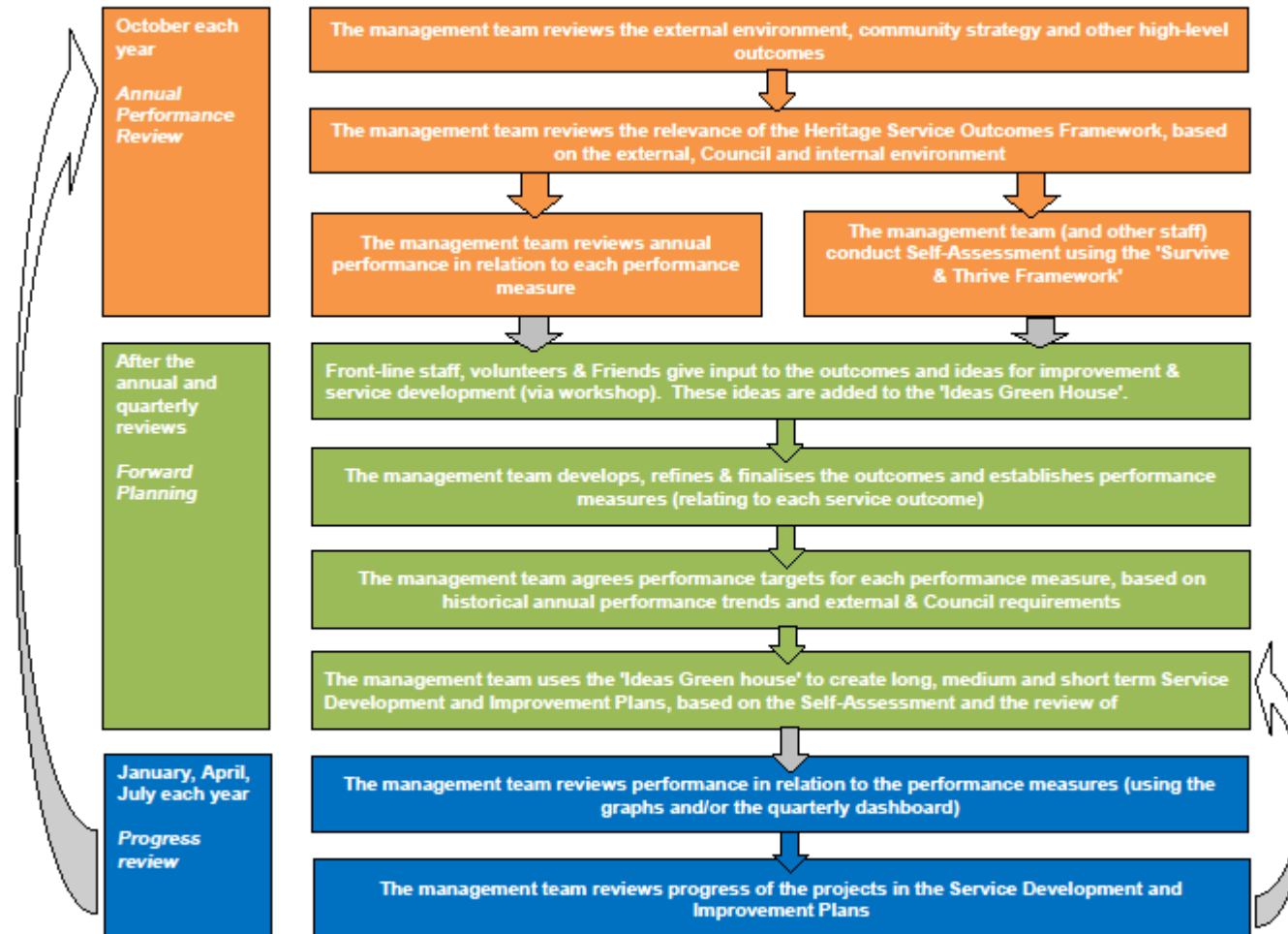
- Lone parent households with dependent children have seen a large increase with Barking and Dagenham now having the highest percentage of lone parent households in England and Wales.

- Unemployment was 11.6% in 2014/15, which is considerably higher than both the London and national average.

Monitoring, evaluating and review

7

Like all strategies, success very much depends on regular and robust monitoring and review, to ensure that the intended outcomes are being achieved. The process we will follow is set out below:



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

A new equality impact assessment has been carried out to enable us to develop an action plan. This outlines the needs of the Borough's diverse communities, including people of all ages, different genders and those with disabilities. These considerations will influence the development of Heritage Services, the Strategy and the action plan.



Customers discover treasures at the Archive and Local Studies Centre



Fancy dress competitors at the Valence Fair

Resourcing the strategy

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

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

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

A cornerstone of the strategy is the need to improve efficiency and effectiveness to deliver the same quality and range of services for less money, or to deliver more for the same level of expenditure.

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

As part of the Ambition 2020 programme the Council has recently considered a range of management models including asset transfer of heritage properties from the Council to the voluntary, private or trust sectors. This review was undertaken to investigate whether there is a more effective way of maximising available resources in order to release funds for the continued development of heritage provision in these financially constrained times.

It has been decided that the Heritage Service will remain 'in house' and directly managed by the Council for the lifespan of this strategy.



Photographs from the archive digitised as part of the Fifty Years a Borough Project inspired the Valence Fair



The Mayor at the Valence Fair. This fantastic community event was funded by the Heritage Lottery Fund as part of the Fifty Years a Borough Project

Outcome	The aim of this strategy is to contribute to the priority themes and outcomes for Barking and Dagenham as set out in the Council's Ambition 2020 programme and the report of the Growth Commission: <i>No-one left behind: in pursuit of growth for the benefit of everyone.</i>
Vision	<i>Heritage Services puts the community at the heart of all it does by inspiring learning, creativity and pride.</i> Heritage has a role to play in shaping the borough and making a positive contribution to improving the lives of the people who live, work and visit here.



Visitors enjoy learning about the heritage of the borough at Valence House and Eastbury Manor House

Success measures by 2020 (except where indicated):	Source
Excellent Customer Service	
1. 85% of people would recommend Valence House and Eastbury Manor House to a friend.	Heritage Survey
2. 85% of people find their visit to Valence House and Eastbury Manor House welcoming.	Heritage Survey
3. Retain VAQS (Visitor Attraction Quality Service) accreditation for Valence House	Heritage Services
4. Achieve VAQS accreditation for Eastbury Manor House by 2018.	Heritage Services
Improve Access	
5. Grow visits from 58,000 to 92,000	Heritage Survey
6. The profile of service users will better reflect the demographic make up of the Borough	Heritage Survey
7. Increase repeat visits by local people.	Heritage Survey
Financial sustainability	
8. Increase income by £80,000	Annual accounts
Embed Quality Assurance	
9. Retain Museum Accreditation.	Arts Council
10. Achieve and retain Archive Accreditation.	The National Archives
11. Gain Green Flag award for Eastbury Manor House.	Green Flag Award Scheme
12. Achieve 'Designation' of the Fanshawe Collection as 'of national value' by 2018.	Arts Council
13. Deliver six temporary exhibitions each year.	Heritage Services
Supporting Educational Attainment	
14. 85% of teachers think that the education sessions help to develop children's understanding of the historical topic and their local area and also enrich their educational experience.	Heritage Services
15. Deliver more than 50 school visits each year.	Heritage Services
Enhance Civic Pride	
16. 95% of visitors to the Archives and Local Studies Centre developed a greater understanding of local history.	PSQG Survey
17. 80% of volunteers are satisfied that they learn, develop, socialise and contribute to society through volunteering.	Heritage Services
18. 9,000 hours of heritage related volunteering activity each year.	Heritage Services
19. 85% of visitors are more proud of Barking and Dagenham after visiting Eastbury Manor House or Valence House Museum.	Heritage Survey
20. Raise the profile of the Borough's key heritage assets that are of regional significance.	Heritage Services

Priority 1: Buildings and gardens

12

Valence House and Eastbury Manor House were redeveloped with grants from the Heritage Lottery Fund and funding from the Council. They both reopened to the public in 2010.

Since then, Valence House Museum has been voted by The Guardian as one of the 50 best free things to in London. A Green Flag (national standard of excellence for parks and open spaces) has also been awarded to the gardens at Valence House, which include a popular Dig for Victory Garden. Eastbury's Herb Garden continues to be used for interpretation and events.

In 2013 the Buttery Tearoom was redeveloped with the installation of new furniture, equipment and an overflow dining area. New sales points were also introduced with new stock lines purchased.



The Herb Garden at Valence House



Spiral staircase at Eastbury manor House

Priority 1: Buildings and gardens

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Eastbury Manor House (listed Grade I) and Valence House (Grade II*) form an important part of Heritage Services. Eastbury Manor House is owned by the National Trust and leased to the Council. It is a fine example of a 16th-century Gentry house and was built by Clement Sisley in c.1573. Early 17th-century wall paintings adorn the Great Chamber and remind us of the former tenant John Moore – whose connections with the East India Company and the New World offer a new way of interpreting the house to visitors. A walled garden, herb garden and other green spaces have the potential to attract more visitors through new planting schemes with seasonal variation and links to the Eastbury's heritage. Valence House is owned by the Council and is a good example of a medieval moated, Essex manor house, which played a significant role in the early history of the formation of the Dagenham Urban District Council in 1926 (which became the LB of Barking and Dagenham in 1965). This accretive timber-framed structure contains many secrets with regard its development and age, such as the 16th century wall painting that has been described as unique in Essex. The Green Flag gardens continue to provide potential for learning, ecology and volunteering.

Historic houses have an important part to play in people's need for beautiful and natural places. According the National Trust 'they offer us perspective, escape, relaxation and a sense of identity'. Heritage Services seeks to be true to the stories of these places in our care and develop these sites sympathetically and in keeping with their individual spirits of place. Heritage Services is also responsible for the upkeep of these special places and endeavours to improve how the buildings and gardens are conserved and maintained. We will put measures in place to ensure that the historic sites in our care are looked after effectively so that future generations can enjoy, appreciate and learn from them.

No.	Focus area	Success measure	By when	By who
1.1.	Develop and improve Eastbury Manor House's walled garden by repairing historic walls and commissioning a new planting scheme.	<ul style="list-style-type: none">Increased visitorsGreen flag awardIncome generation increasedFunding bid submitted to HLF	2020	Heritage Properties Manager
1.2.	Condition survey of wall paintings and implement new interpretation and environmental monitoring	<ul style="list-style-type: none">Better managed	2016	Heritage Properties Manager & Curator
1.3.	Improve historic rooms at Eastbury Manor House through room settings/new interpretation	<ul style="list-style-type: none">More visitorsVAQAS awardIncome generation increased	2018	Heritage Properties Manager

Priority 1: Buildings and gardens

12

No.	Focus area	Success measure	By when	By who
1.4	Redevelop and expand the Oasis Cafe at Valence House	<ul style="list-style-type: none"> Financial stability 	2017	Heritage Properties Manager
1.5	Plant a fruit orchard of heritage species at Eastbury Manor House	<ul style="list-style-type: none"> More visitors VAQS 	2016-2017	London Orchard Project & Heritage Properties Manager
1.6	Condition survey and reinterpretation of wall paintings at Valence House	<ul style="list-style-type: none"> Better managed 	2018	Heritage Properties Manager
1.7	Revise Conservation Management Plans at Valence House and Eastbury Manor House	<ul style="list-style-type: none"> Better managed 	2016	Heritage Properties Manager
1.8	Produce new Quinquennial Surveys at Valence House and Eastbury Manor House	<ul style="list-style-type: none"> Better managed Risks reduced 	2016	Heritage Properties Manager
1.9	Produce a new Garden Conservation Management Plan at Eastbury Manor House	<ul style="list-style-type: none"> Better managed 	2017	Heritage Properties Manager
1.10	Develop robust Conservation Performance Indicators at both properties for maintenance	<ul style="list-style-type: none"> Better managed 	2018	Heritage Properties Manager
1.11	Develop Sense of Place statements at both properties	<ul style="list-style-type: none"> Knowledge and understanding increased 	2016	Heritage Properties Manager
1.12	Undertake new building research at both properties	<ul style="list-style-type: none"> Better managed Increased knowledge and understanding 	2018-2020	Heritage Properties Manager
1.13	Improve energy efficiency and recycling at both sites. Improve building monitoring systems and marginal planting of moat at Valence House site.	<ul style="list-style-type: none"> Improved energy efficiency Better managed Water use reduced Reduced waste 	2020	Heritage Properties Manager

Priority 1: Buildings and gardens

12

No.	Focus area	Success measure	By when	By who
1.14	Support the development and implementation of a master plan for the renovation of Parsloes Park, which will include interpretation of the history of the Parsloes manor house, the Fanshawe family, the Becontree estate, and in particular the role of Lord Denman in abolishing the slave trade, alongside wide ranging park improvements.	<ul style="list-style-type: none"> Master plan and implementation strategy adopted HLF parks for people funding bid (stage one) submitted (if LBBD match funding is committed). 	<p>2016</p> <p>2017</p>	Cross council working group
1.15	Support the renovation of the White House in Dagenham as live/work space for artists.	<ul style="list-style-type: none"> Renovation completed and venue open Launch exhibition focusing on the life and work of Hardy Amies. 	<p>2016</p> <p>2016</p>	Commissioning Director of Culture and Recreation
1.16	If taken forward, support the establishment of an East London Industrial Heritage Museum at the former Ford Stamping Plant	<ul style="list-style-type: none"> Feasibility plan produced (funding permitting) HLF funding bid (stage one) submitted (if LBBD match funding is committed) 	<p>2017</p> <p>2018</p>	Commissioning Director of Culture and Recreation / Group Manager for Heritage
1.17	If taken forward, support the development of a visitor attraction at Barking Riverside based on the heritage of Barking and its fishing fleet.	<ul style="list-style-type: none"> Attraction established and operational 	2020	Commissioning Director of Culture and Recreation / Group Manager for Heritage
1.18	Protection and enhancement of the Borough's built heritage: assessment of locally listed buildings to provide a conservation statement that sets out the quality of design and heritage value, which can be used as part of the planning application process.	<ul style="list-style-type: none"> Implement a rolling programme of assessments of locally listed buildings. Assessment of buildings with heritage value in Barking Riverside wider area. Undertake a pilot project to investigate the potential for part of the Becontree estate to be designated as a conservation area. 	<p>2020</p> <p>2016</p> <p>2018</p>	Commissioning Director for Growth, Homes and Regeneration

Priority 2: Collections

12

Valence House Museum is an accredited museum in the national scheme administered by Arts Council England; it meets the required standards for collections management and care.

In 2010 the Museum took part in the Public Catalogue Foundation (PCF) project to document every work of art in oil held in a public collection. The Museum photographed and submitted each of its oil paintings and they can now be found on the BBC's 'Your Paintings' website. In 2015 the Museum also became a founder partner in the second phase 'Your Art'. This will collate all works of sculpture across the country. Since 2013, two Fanshawe paintings have also been conserved.

Since 2012 Valence House Museum has been working with the British Museum on the *Museum Pathways* project. Funded through HLF's *Skills for the Future* this paid traineeship has been designed for people who have not completed an undergraduate degree. Our two trainees have been gaining valuable work experience at the British Museum, Hackney Museum and Valence House Museum. Each trainee is developing essential skills to achieve a NVQ in Cultural Heritage (Level 3).

Fifty Years a Borough, also funded by HLF, has involved digitalising 6,000 images of local people, buildings, streets and events from the 1950s to 1970s. The collection of Egbert E Smart, the Borough's photographer, will now be available online. Participation in *The Bigger Picture* has enabled eight films from the archives to be digitalised; including 'A Scrapbook of Ford in Britain', dated 1959.

Made in Barking and Dagenham, another HLF funded project, enabled the Museum to collect objects relating to the Borough's industrial past. The project resulted in number of in-depth historical studies about 20th-century industries as well as the acquisition of objects, photographs and ephemera. We have also launched a programme of monthly *Collection Masterclasses* on parts of the collections that are not accessible. Artist Henry Gillard Glindoni, WWI munitions workers and the Barking Tithe map have all featured.



Anne Fanshawe (1607–1628) by Marcus Gheeraerts (1628)

Priority 2: Collections

12

Museums and archives have a key role in preserving the physical and intellectual history of the area and providing people with access to information. People want to make their mark. We will work with the community and partners to capture and preserve key occasions in the life of the Borough.

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

People enjoy visiting museums and engaging with objects from the past. We will put measures in place to ensure that the collections in our care are looked after effectively so that future generations can enjoy, appreciate and learn from them.

No.	Focus area	Success measure	By when	By who
2.1	Achieve Arts Council 'designation' for the Fanshawe collection which will also open up further funding sources	<ul style="list-style-type: none">Designation achieved for the collection -recognising it as a pre-eminent collection of national importance	2018	Curator
2.2	Continued conservation of the Fanshawe Portrait collection	<ul style="list-style-type: none">Five more Fanshawe paintings conservedIncrease the number of paintings from the collections available for display	2019	Curator
2.3	Establish a programme to increase access and engagement with the borough's photographs and facilitate income generation from the photograph and film collections	<ul style="list-style-type: none">Upload 6,000 images to the Borough Photographs Website and images on selected themes on FlickrDevelop a Digital Preservation PolicyIncrease reprographics income	2016-2019 2016-2019 2016	Borough Archivist
2.4	Package of archive policies - to support internal transfer and management of records to the archive	<ul style="list-style-type: none">Corporate sign-off of policy documents and procedureIncrease in internal transfer of records to the archive	2017	Borough Archivist

Priority 2: Collections

12

No.	Focus area	Success measure	By when	By who
2.5	Achieve Archive accreditation	<ul style="list-style-type: none">Accreditation achieved	2016	Borough Archivist
2.6	Collect relevant artefacts, archives and memories of the history of the Borough according to the collections policy	<ul style="list-style-type: none">Items collected and made accessible, as outlined in the Collection Development Policy	2019	Curator & Borough Archivist
2.7	Increase access to the museum, archive and library collections through an online catalogue	<ul style="list-style-type: none">15,000 catalogue records to be searchable via the online catalogue10 online exhibitions	2019	Curator & Borough Archivist
2.8	Maintain Museum accreditation	<ul style="list-style-type: none">Museum accreditation retained	2016-2018	Curator
2.9	Acquisition of the Dagenham Idol	<ul style="list-style-type: none">Dagenham Idol permanently transferred from Colchester Museum	2018	Curator
2.10	Continue to capture the changing face of the borough by documenting the Estate renewal programme	<ul style="list-style-type: none">Oral, photographic and film recordings undertaken for all major estate renewal programmes (dependent on funding being secured)	2016	Curator, Borough Archivist & Housing and Neighbourhoods

Priority 3: Pride and promotion

12



Dagenham Girl Pipers performing at the Valence Fair



Civil War re-enactors at The Bloodie Battle of Valence

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

The Archives and Local Studies Centre participated in *Explore Your Archives* campaign, promoted by the National Archives. This involved conducting 'behind the scenes' tours and creating a 'story box' of material on the history of trade unions. The campaign not only engaged visitors with our rich collections, it also raised the profile of the Archives and Local Studies Centre.

Chad McCall's mural depicting the history of the Becontree Estate was inspired by residents' stories and photographs as part of the *This Used to Be Fields* project. It can be viewed by visitors to Valence House Museum and the Valence Park.

There have been many successful events at Valence House, including the 'Bloodie Battle of Valence', 'Local and Family History Fair' and 'Armed Forces Day'. 2014 was the first year that we managed our own event for this national celebration. We secured sponsorship from HLF, GMB and the Friends of Valence House. We had performances from Barking and Dagenham College band and The Polka Dots, a female harmony trio. We had a visit from *The Home Front Bus*, a touring exhibition of life on the home front during WWII. A number of local cadets groups also took part. These heritage events were reported in the local media, providing excellent publicity for local heritage.

Open House 2014 and the Thames Festival 2014 resulted in a series of events looking at the importance of local waterways. A talk was held looking at Industry along the rivers; and a show and tell was held in the River Industry Gallery looking at the objects within the museum collections that tell the history of water in the borough.

Priority 3: Pride and promotion

12

Eastbury Manor House has been described by *the Londonist* as one of the 'Top 10 historic houses in London'. Valence House was listed as one of the "Top 50 free things to do in London" by the *Guardian*.

In 2013/14, Eastbury Manor House featured in a short film presented at the National Portrait Gallery's exhibition *Elizabeth I and her People*. This exhibition explored the story of the Elizabethans from the Queen, the nobility and gentry to many other talented individuals such as explorers, soldiers, merchants, artists and writers. Eastbury featured alongside Montacute House and Sutton House as examples of Tudor architecture from the period.

Punchdrunk Enrichment, a leading theatre company, produced with funding from Creative Barking and Dagenham an immersive theatrical experience at Eastbury Manor House. Working with young people, the theatre company re-imagined the local *St Ethelburga's Fair* from the 19th century for three nights in October 2014. Using Hallowe'en and the history of the house as a starting point, the six performances took its audience on a magical and unforgettable tour of the building. Two ticketed Tudor feasts have been organised at Eastbury Manor House for London's Borough Mayors and Adult and Community Services staff has also helped to promote the house.

Eastbury Manor House and Valence House were also featured in Siobhan Wall's guidebook *Quiet London: Culture* (2015) (Publisher: Francis Lincoln).



Armed Forces Day at Valence House



Children at Eastbury Manor House

Priority 3: Pride and promotion

12

Our heritage is something to be truly proud of. We will use our heritage assets to promote the Borough, and encourage people to visit by expanding upon our extensive events, learning and outreach programme.

No.	Focus area	Success measure	By when	By who
3.1	Improve internal communications between all professional staff, volunteers and friends	<ul style="list-style-type: none">• An annual survey of staff, volunteers and Friends to ascertain whether they feel:• Better able to communicate with each other and the general public that they understand decisions reached and the reasons for them	2019	Heritage Management Team
3.2	Improve promotions and marketing of the Borough's heritage through collaboration with council departments, outside groups and organisations and the general public	<ul style="list-style-type: none">• Increased awareness of service from 33% to 50% and expand the number of people surveyed• 20 examples of positive media coverage each year• Increased physical presence i.e. displays and fliers in other venues	2017	Group Manager, Heritage Services, Culture and Sport, National Trust & Marketing and Communications
3.3	Promote the historical roles and achievements of women in the Borough	<ul style="list-style-type: none">• An exhibition and series of events and talks presented for Women's Empowerment Month.• Contribute to a borough wide programme to celebrate 100 years of women's suffrage• Feasibility undertaken to investigate the potential to establish an East London Women's Museum in the borough.	2016 2018 2017	Borough Archivist, Local History Societies, Community Groups & Marketing and Communications
3.4	Create a visitor development plan	<ul style="list-style-type: none">• Visitor Development Plan developed and implemented	2019	Group Manager & Heritage Services

Priority 3: Pride and promotion

12

No.	Focus area	Success measure	By when	By who
3.5	Improve the way in which we use customers' experience & ideas to develop and improve the service	<ul style="list-style-type: none"> Customers experiences of the service are being captured and reviewed Customers ideas are being collected Customer's experiences and ideas are being used to inform the service Development Plan and Improvement Plan 	2018	Heritage Services
3.6	Eastbury Manor House to attract more regional schools (facilitated by free travel for pupils on London Underground to Upney Station)	<ul style="list-style-type: none"> Increased number of class visits from schools across the region (East London and Essex) Promote the Victorian and Tudor Christmas Days as a Key Stage 1 'Festivals' topic 	2019	Interpretation and Outreach Officer
3.7	Continue to develop <i>Treasured Memories</i> project at Eastbury Manor House	<ul style="list-style-type: none"> More participants Grant funding 	2020	Eastbury Events Coordinator and Partnerships and Events Officer
3.8	Promote and celebrate the centenary of the Becontree Estate.(Festival of Suburbia)	<ul style="list-style-type: none"> Prepared to contribute to a programme of national significance in celebrating the centenary of the Becontree Estate 	2019 & 2021	Group Manager for Heritage

Priority 4: Inspirational learning

12

The Heritage Education and Outreach team have been awarded the prestigious Sandford Award for Heritage Education. This award not only recognises the high quality of education delivered, but commemorates how the engagement with local and national heritage inspires the young to contribute to a better future.

Archive Skills Workshops provide the chance for local groups and communities to learn more about what we do; as well as the development of practical skills in researching, digitalising and preserving archive collections. This workshop proved very successful with the Creekmouth Preservation Society, and will be offered to more groups who are undertaking projects funded by the Heritage Lottery Fund.

The Museums and Schools Programme has received over £164,000 of funding from Arts Council England since October 2012. This has enabled the heritage services to facilitate more school visits to local heritage sites and educational sessions at Valence House Museum and Eastbury Manor House, from within and beyond the borough. Funded coaches helped to extend the number of school visits. Valence House has also been a partner Museum for English Heritage Schools' Programme.

In 2014 Explorer Backpacks for families were produced to improve the learning experience of families visiting Valence House Museum.



School group learning about the Romans at Valence House

'Since it's been refurbished it's an interactive place. I've brought groups every day this week and they've all got something from it' – Local teacher on school session at Valence House.



Families using Explorer Backpacks at Valence House

Priority 4: Inspirational learning

12

Museums, archives and historic houses bring history to life with a fun experience alongside serious learning. Heritage can have a positive impact on learning attainment and we will expand our work with schools to support the delivery of the school curriculum. We also want to expand outreach to other members of the community to promote 'life-long learning'.

No.	Focus area	Success measure	By when	By who
4.1	Retain Sandford Award for Heritage Education at Valence House and Eastbury Manor House	<ul style="list-style-type: none"> Award retained 	2017	Heritage Interpretation and Outreach Officer
4.2	Continue ACE Museums and Schools Programme – attracting more schools to visit and return to the museum	<ul style="list-style-type: none"> Project delivered and ongoing Continue to attract visits, including out of borough visits and return visits from local schools 	2016	Heritage Interpretation and Outreach Officer & ACE
4.3	Continue to work as partner in the Museum for English Heritage Schools' Programme	<ul style="list-style-type: none"> Project delivered Continue to attract visits from heritage schools 	2016	Heritage Interpretation and Outreach Officer & National Heritage Collection
4.4	Continue to develop the Schools Programme – in response to curriculum changes i.e. a new focus on the chronological time-line and a pre-history topic for Key Stages 1 and 2 and historic festivals at Eastbury MH Also addressing history topics and opportunities at Key Stages 3, 4 and 5	<ul style="list-style-type: none"> At least 2 secondary schools visits per year Children inspired and engaged when visiting Valence and Eastbury Manor Houses as well as through the outreach programme – targeting at least 50 museum/heritage visits from local and regional schools a year – usually including 30 to 60 pupils per visit 	2016-2019	Heritage Interpretation and Outreach Officer

Priority 4: Inspirational learning

12

No.	Focus area	Success measure	By when	By who
4.5	Continue to facilitate and promote family/community lifelong learning	<ul style="list-style-type: none">• More people inspired and engaged i.e. 5 volunteer/community-group led learning activities per year• Expand on success of Explorer Backpacks for families, with increased use at Valence	2016-2019	Heritage Interpretation and Outreach Officer
4.6	Respond to the emerging agenda of the Cultural Education partnership (CEP)	<ul style="list-style-type: none">• Contribute to the CEP priorities included content/activities around commemoration of 400th anniversary of Shakespeare's death	2016 - 2020	Heritage Interpretation and Outreach Officer & Group Manager for Heritage

Priority 5: More people visit

12

Visits have increased steadily since 2010. The museum, exhibitions, visitor centre and café, education and function rooms and the Archive and Local Studies Centre are proving to be popular with visitors.

A recent Civil War re-enactment: '*The Bloodie Battle of Valence*' was held over the late May bank holiday weekend, attracting over 3000 visitors. It included battle re-enactments with canon fire and stalls. Seventy two percent of the surveyed visitors said it was 'enjoyable'. Positive feedback included, '[a] great way of finding out about history'; 'a most fantastic day, looking forward to future events' and 'very interesting event, lovely venue'.

The Valence House site was also open late for six nights between June and September 2014. These extended opening hours provided increased opportunities for people to visit. There was a programme of special events on each of these evenings to attract a new audience, including 'Baby Bumps' – a talk by Karen Hearn (former curator of the National Portrait Gallery) and 'The Wicked Lady'.

Since the redevelopment of its buildings Valence House has also retained Visitor Attraction Quality Service accreditation from Visit England. Eastbury Manor House increased its opening hours from 10 to 20 days a month in 2013 and 2014. In 2014 and 2015 it also piloted weekly Sunday openings during the summer season.

Valence House and Eastbury Manor House have also been involved in the development of a regional network for heritage sites in Barking and Dagenham, Havering, Redbridge and Thurrock. 'Discover ME' aims to increase visitors across the Metropolitan Essex region by partnership working.



Crowds enjoying entertainment at Armed Forces Day

VisitEngland 

DISCOVER
ME Explore the Historical Treasures
of Metropolitan Essex

Priority 5: More people visit

12

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

No.	Focus area	Success measure	By when	By who
5.1	Achieve greater understanding of audience segmentation and target promotions through market research. Improve collection of audience data and community engagement	<ul style="list-style-type: none"> Use the Museum Pathways project – to collect audience research Greater use of online surveys for audience research Develop and act on an Audience Development Plan 	2018	Heritage Management Team Marketing and communications
5.2	Increase visitor numbers through more targeted marketing and promotion: Use 'Discover Me' network - to target regional visitors to Eastbury Manor House and increase visits Improve promotion – utilise more methods i.e. Facebook and Twitter for Eastbury Manor House Instagram for young visitors	<ul style="list-style-type: none"> Increased regional and returning visitors at Eastbury Manor House Measure the impact of 'Discover Me' on the number of regional visitors to Eastbury Manor Increased first time visits and those from BME and young residents at Valence House. Develop branding for different target audiences 	2016-20	Heritage Management Team Marketing and communications
5.3	Deliver a more focused events programme, in partnership with outside groups; providing engaging but affordable events for local residents to enjoy	<ul style="list-style-type: none"> 50,000 number of visitors to Valence 42,000 number of visitors to Eastbury Retain VAQS 	2020	Heritage Management Team Events/Outreach Manager/team
5.4	Utilise Transition Funding Project for Eastbury Manor House and complete a bid for HLF Transition Funding for Valence House site	<ul style="list-style-type: none"> Increased funding Increased number of volunteers 	2016-19	Heritage Management Team

Priority 6: More people engage

12



Local history for all to discover at the Archives and Local Studies Centre

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

Barking and Dagenham Archives and Local Studies Centre worked in partnership with the Parks Department and Eastside Community Heritage to collect oral histories and contribute to interpretation panels on the history of Barking Park. An interpretation sign was also installed at the Quaker Burial Ground and events and activities undertaken to promote the site. Each of these heritage developments engaged different people and improved interpretation.

Local people were also involved in choosing the artist who then created a mural as part of the *This Used to be Fields* Project at Valence House. The mural continues to inspire lively discussions on the heritage of Barking and Dagenham.

A Mirror in Marks Gate was a history project brought this community together and created a sense of pride and place by focusing on the estate's history.

The borough successfully commemorated the centenary of World War I in 2014, by curating an exhibition, including some pop-up information panels which can be used around the museum for visiting schools in subsequent educational sessions, all of which resourced with Arts Council funding.

The Fifty Years a Borough Project has engaged local people with the heritage of the area since 1965; using storytelling workshops, reminiscence sessions, collection of oral histories, project blog and the use of social media. This culminated in a big celebratory event for the local community, in keeping with the traditions of the Dagenham Town Show. This project has subsequently helped stimulate memories, impacted on wellbeing and contributed to a sense of civic pride in local people.

Priority 6: More people engage

12

In 2013, Eastbury Manor House started to have regular Sunday openings during the summer.

Themed family days at Eastbury Manor House are popular and bring local heritage to life, in an exciting way. *Meet the Sysleys, Eastbury Christmas, Mothering Sunday, Easter Sunday* have been very popular Sunday events. We also continue to participate in Open House London and Open Gardens Square with Richard Griffiths Architects and the Ranger Service conducting tours and workshops about the building and gardens.

A new exhibition at Eastbury Manor House, 'Made in Barking and Dagenham', detailed the industrial heritage of Barking and Dagenham. It also resulted in a very successful partnership project with English Heritage's *Heritage Schools Education Programme*. Schools took part in a 'Design Show' where they produced work inspired by the industries of the area. Their families and the public were invited to a series of open days to view this work. Overall, 2,142 pupils took part in the project either by making work or visiting the exhibition.

In 2014 Valence House began a programme of free lunchtime 'Collection Masterclass' events that provided the public with new ways to engage with museum, archive and local studies collections that are not generally on display.



Dressing up at Eastbury Manor House

'The mural highlights to the community the need for them to understand the history of the area and how much it has changed over the years' – Local resident on the Becontree Mural.

'It has made me want to know more about the history of this place' – Local resident on the Becontree Mural.

Priority 6: More people engage

12

More people from all different backgrounds engage with the history of Barking and Dagenham in a variety of ways to develop their pride and understanding of the heritage of the Borough.

No.	Focus area	Success measure	By when	By who
6.1	Barking Abbey improvement, interpretation and promotion	<ul style="list-style-type: none">Secure investment for improvement works so that the Abbey Ruins are removed from the <i>Heritage at Risk Register</i> and become a place that residents can enjoy and be proud ofWork with the Museum of London, UCL and other universities on the development of a project linked to the former Barking Abbey: <i>The Abbey: Unlocking Barking's Past</i>. This project of national significance seeks to carry out a Post Excavation Assessment (PXA) of the archaeological collection excavated from the site in the 1980s and 90s. This will result in unprecedented knowledge and understanding of the Barking Abbey site; better managed archaeological collections; and, improved interpretation of Barking Abbey at both Valence House Museum and Abbey Green and increased visitorsGreen Heritage Award	2016-19	Heritage Services, Parks, Outreach and Interpretation Officer, Curator & Museum of London

Priority 6: More people engage

12

No.	Focus area	Success measure	By when	By who
6.2	Improve web presence through online exhibitions and developing the use of social media	<ul style="list-style-type: none"> Ten online exhibitions Increase website promotion and use Increase in number of 'followers' on Facebook, Twitter and Instagram 	2020	Heritage Services & Marketing and Communications
6.3	Participate in the Cultural Education Partnership	<ul style="list-style-type: none"> Heritage service to play a key role in the development and delivery of a 'cultural passport' for every child in the borough 	2020	Group Manager & Heritage Services
6.4	Continue to participate in the Creative People and Places project – <i>Creative Barking and Dagenham</i>	<ul style="list-style-type: none"> Continue to build on the success of local heritage sites being used as key venues for one off and ongoing cultural events and activities, linked to the programme 	2020	Borough Archivist
6.5	Continue to help to promote and engage people in the protection and conservation of the natural heritage of Barking and Dagenham	<ul style="list-style-type: none"> At least six events a year in partnership with the Ranger Service – part of the environment division who are responsible for the Parks and Open Spaces Strategy 	2020	Group Manager, Heritage Services, & Outreach and Interpretations Officer
6.6	Continue to engage more people and groups in heritage regeneration – of historic houses, parks and cemeteries and conservation areas	<ul style="list-style-type: none"> Ten Heritage Lottery Fund supported projects Build on relationships and partnerships with local community groups, regional and national heritage preservation and heritage societies 	2020	Group Manager, Heritage Services, Friends of the Trust & Trustees
6.7	<i>If Walls Could Speak</i> project at Valence and Eastbury Manor Houses	<ul style="list-style-type: none"> Wall paintings better interpreted with new resources for visitors to use 	2020	Heritage Services

Priority 6: More people engage

12

No.	Focus area	Success measure	By when	By who
6.8	Celebrate the centenary of the acquisition of Eastbury Manor House.	<ul style="list-style-type: none"> Building the estate project delivered Publications sold 	2018	Heritage Services
6.9	<i>Women and the First World War</i> project	<ul style="list-style-type: none"> Special events delivered 	2016-19	Events Coordinator
6.10	Guide about the history of Valence House	<ul style="list-style-type: none"> Publications sold 	2019	Curator & Local Studies Librarian
6.11	<i>Conserving the Fanshawes</i> project	<ul style="list-style-type: none"> New interpretation resources designed Touring exhibition 	2018	Curator
6.12	Raise profile of the borough and its heritage to a wider audience	<ul style="list-style-type: none"> Annual heritage lecture programme delivered 	2016-2020	Group Manager for Heritage
6.13	Community engagement on the role of Borough residents in the First World War and its impact on our local area	<ul style="list-style-type: none"> Further success in grant applications for project delivery More people engaged 	2019	Borough Archivist, & Outreach and Interpretation Officer
6.14	English Heritage Blue Plaque scheme	<ul style="list-style-type: none"> At least one notable residents to be accepted for a Blue Plaque Greater recognition of the heritage of the borough through promotion 	2017-2020	Group Manager, Heritage Services & English Heritage
6.15	Making collections relevant to local communities	<ul style="list-style-type: none"> Programme of community engagement events, contemporary collecting and exhibitions 	2020	Curator & Borough Archivist
6.16	Work with Creative Barking and Dagenham to establish an annual winter festival of light at Eastbury Manor House that is developed and delivered by local cultural connectors.	<ul style="list-style-type: none"> Festival of Light delivered at Eastbury Manor House 	2016 and annually	Heritage Services

Priority 7: Building community capacity

12

Volunteers are actively involved in the work of Valence House and Eastbury Manor House.

Volunteers have compiled research and finding aids onto a series of family history CD-ROMs. Their innovative work has improved access to the family history resources held at the Barking and Dagenham Archives and Local Studies Centre. They were involved in moving, cleaning and repackaging archive and local studies material during the move to the new purpose built stores and listing approximately 10,000 building control plans. They have helped to significantly improve access to the archive collection. In 2014 our volunteers began to organise their own adult workshops as a means to raise money for the service. These included workshops on making lavender wands and corsages.

A Friends group has been established at Eastbury Manor House to help raise funds for events and conservation works.

Some of our heritage volunteers have been nominated and shortlisted for awards such as the 'Star Award' and Gardener Award.

I enjoy the community spirit, interesting research work, meeting different people and contributing to something useful in my retirement in a pleasant and stimulating environment' – Ray Amos



Volunteers helping with the deep clean at Valence House Museum



Frank Beale is one of a group of dedicated volunteers that help out at the Archives and Local Studies Centre

'Being a volunteer enables you to meet people from different walks of life, learn new skills and help the local community' – Olive Goodman

Priority 7: Building community capacity

12

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

No.	Focus area	Success measure	By when	By who
7.1	Promote volunteering opportunities to the wider community to ensure the volunteers reflect the local community	<ul style="list-style-type: none">• Increase number of volunteer hours	March 2020	Heritage Properties Manager & Volunteer Manager
7.2	Seek further partnerships and funding to develop specific opportunities for heritage projects, contributed to by volunteers	<ul style="list-style-type: none">• Partners established• Projects developed• Volunteers recruited	2016-2020	Heritage Services
7.3	Reinvigorate Friends groups at Valence House and Eastbury Manor House, to adopt a more contemporary approach to supporting, advocating and fundraising for the borough's historic properties and local heritage	<ul style="list-style-type: none">• At least four major events per year to bring people together and increase support and engagement of Friends and volunteers• Quarterly meetings for an unified group of Friends and volunteers in the Heritage Services• All supporters signed up to regular communications	2020	Heritage Services Management Team
7.4	Continue to work with <i>Museum Pathways</i> to train those seeking a career in heritage services and investigate the possibility of a internship programmes for museum/archive development	<ul style="list-style-type: none">• Continue to offer hands on experience of heritage work for at least one trainee a year• Successfully recruit at least one local graduate to support their career and aspiration development	2019	Heritage Management Team
7.5	Investigate the potential of establishing a Friends Group to manage the Barking Abbey Ruins and Abbey Green	<ul style="list-style-type: none">• Friends Group Established• Hlf Bid submitted• Renovation and interpretation scheme implemented	2018	Group Manager for Heritage & Divisional Director of Culture and Sport

Priority 7: Building community capacity

12

No.	Focus area	Success measure	By when	By who
7.10	Promote the involvement of young people and provide opportunities for work experience and voluntary work	<ul style="list-style-type: none">• Provide opportunities for 2 work experience placements per year• Aim to increase the number of young people volunteering	2020	Heritage Management Team
7.11	Continue to support the Creekmouth Preservation society	<ul style="list-style-type: none">• Build on the success of the Creekmouth Heritage Project in showcasing and engaging people in the history of Creekmouth Village, Thames View Estate and the landscape of Barking Riverside.	2020	Borough Archivist, Curator, Outreach and interpretation Officer

Priority 8: Improving health and wellbeing

12

In spring 2012 Valence House Museum conducted a series of 10 reminiscence sessions with a group of volunteers over the age of 60. An initial discussion using a shopping basket sparked the enthusiasm of the group. Within a short period of time the group became self-sufficient, with members choosing subjects for discussion and bringing in personal items that related to the subjects. By the end of the sessions new friendships had been created and several of the group had asked to become active in museum education sessions, talking to children.

Eastbury Manor House is working with the local community to promote health and wellbeing through *Treasured Memories* – reminiscence sessions, yoga, gardening, bowls and Tai Chi.



Photograph showing elderly welfare in the borough digitised as part of the Fifty Years a Borough Project.

Priority 8: Improving health and wellbeing 12

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

No.	Focus area	Success measure	By when	By who
8.1	A volunteer programme that promotes wellbeing to its participants	<ul style="list-style-type: none"> 9,000 volunteer hours per year 	2020	Heritage Services Management Team
8.2	Continue to promote Heritage properties and gardens as places of tranquillity - providing opportunities for reflection, exercise, communication and new friendships.	<ul style="list-style-type: none"> 6 heritage garden activities or events each year 	2020	Heritage Services, Parks & Marketing and Communications
8.3	Valence Café to promote healthy eating	<ul style="list-style-type: none"> Increased use of fresh, home-grown, seasonal produce A popular menu reflecting local heritage and using our garden produce At least 7 café events a year promoting healthy eating as outlined in the focus area 	2020	Café and visitor centre staff, Heritage Services & Marketing and Communications

Priority 9: Financial sustainability

12

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

The Heritage Education Team secured over £164,000 of funding as part of the Arts Council Museum and Schools programme. The funding provided additional staff to deliver increased school visits to Valence House Museum. Educational revenue from school visits to Valence and Eastbury, during this time, has raised about £20,000 per year.

Both Valence House and Eastbury House have established fund-raising events such as paranormal activity nights and themed afternoon teas.

The archives and Local Studies centre have increased income from publication licenses generated by the borough's photographic/film collection

Barking and Dagenham Archives and Local Studies Centre have been awarded £65,000 from the Heritage Lottery Fund for the *Fifty Years a Borough* Project which celebrated the 50th Anniversary of Barking and Dagenham becoming a London Borough.

Heritage Lottery Funding has also secured £100,000 of Transition Funding to sustain Eastbury Manor House over the coming years.



Mothers Day Afternoon Tea at Eastbury Manor House

Priority 9: Financial sustainability

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

No.	Focus area	Success measure	By when	By who
8.1	Develop the Cafés at Valence House and Eastbury Manor House	<ul style="list-style-type: none"> Improved menus Increase customers and revenue 	2016-2017	Heritage Management Team
8.2	Continue to develop commercial and educational hire at Valence House and Eastbury Manor House	<ul style="list-style-type: none"> Maintain educational hire to sustain the Museum Education Programme (established using ACE funding for the long term) and use of educators Increase income by £80,000. 	2016-2020	Heritage Services
8.3	Improve the retail provision at Valence house and Eastbury Manor House	<ul style="list-style-type: none"> Continue to develop the product range and displays Increase the number of customers and income 	2016-2020	Heritage Services
8.4	Continue to appraise the management and delivery of Heritage Service	<ul style="list-style-type: none"> Options appraisal completed and reported 	2020	Culture and Sport
8.5	Aim to reduce the services' carbon footprint to help the environment and reduce costs	<ul style="list-style-type: none"> Reduced cost of fuel bills Reduced carbon footprint 	March 2020	Group manager Heritage Services
8.6	Continue to develop revenue from the borough archives and local studies by uploading a further 4,000 images on to the Borough Photographs Website	<ul style="list-style-type: none"> Generate increased income from the borough archives 	2016	Borough Archivist Heritage Services
8.7	External investment	<ul style="list-style-type: none"> Submit at least two external funding bids per year Application for Arts Council NPO funding 	2016-2020 2018	Group Manager for Heritage



- 1 LB of Barking and Dagenham's website: council/Priorities and Strategies/Vision and Priorities/Overview
- 2 Previous Heritage Strategies
- 3 The Audience Agency's 2013 Report on Valence House Museum
- 4 London Borough of Barking and Dagenham Council Statement of Priorities 2012/13
- 5 *People, Time and Place* LBBD Heritage Strategy 2000
- 6 *Valuing our heritage: the case for the future investment in the historic environment*. English Heritage, the National trust, Heritage Lottery fund, the Historic Houses Association and Heritage Link, January 2007.
- 7 Historic England: *Valuing Our Past Enriching Our Future* – Historic England Corporate Plan 2015-18, Published 11 March 2015
- 8 Sir Laurie Magnus, Chairman, Historic England: *Valuing Our Past Enriching Our Future* – Historic England Corporate Plan 2015-18, Published 11 March 2015
- 9 Department for Culture, Media & Sport: English Heritage New Model - Consultation Response, October 2014
- 10 The Audience Agency's 2013 Report on Valence House Museum
- 11 Historic England: *Valuing Our Past Enriching Our Future* – Historic England Corporate Plan 2015-18, Published 11 March 2015
- 12 Department for culture, media and sport - Taking Part 2014/15 Quarter 3, Statistical Release, March 2015
- 13 English Heritage Corporation Plan, 2011-15
- 14 Ed Vaisey MP, Department for Culture, Media & Sport: English Heritage New Model - Consultation Response, October 2014

**Produced by Culture and Sport Division,
London Borough of Barking and Dagenham**

May 2016

Celebrating our past, looking forward with pride

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