Activity Plan
North Tottenham Townscape Heritage Initiative

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Executive Summary

Tottenham High Road is one of London’s most unusual historic high streets. With some of its buildings dating from at least the 17th century and many from the 18th century, this long historic corridor boasts a high number of nationally listed buildings as well as locally listed structures. Awareness of the historic significance of this road is often obscured by the negative images frequently portrayed in the media of football crowds and riots, alongside high levels of deprivation amongst the communities that have settled along its route.

The area of North Tottenham on the High Road is one of the most deprived of these communities. Investment and regeneration of this particular Conservation Area and its community has been needed for many years.

The North Tottenham Townscape Heritage Initiative Project will focus on celebrating the diversity of the local community and the architectural significance of this particular historic stretch of the High Road, to showcase its history and its place as a landmark in the community. People will be given the opportunity to engage with the built heritage during the capital works on restoring the historic shop-fronts on the high street.

This Activity Plan has analysed current and potential participation activity for successful engagement with the community. This has been done using information and recommendations from previous local heritage activities, as well as consultation with a range of partner organisations. The Activity Plan has been designed in response to these findings.

The project will have a strong focus on active participation and involvement of people and heritage skills training. Individuals will have the opportunity to shape the interpretation through hands-on projects including developing pop up exhibitions, events, activities, trails and tours. Volunteers will be trained, motivated and equipped to carry out elements of the project. The opportunity will be provided through the project for ten Heritage Champions to be recruited and supported as well as one Heritage Trainee to gain invaluable experience of working with a major local organisation, learning about a blended heritage and community engagement offer. The Trainee, alongside local Further Education students on placement, and volunteers, will have the opportunity to learn about community engagement with conservation, the built environment, archives and oral history. The local community and schools will also be able to learn about the historic high street through dedicated learning workshops as well as contribute to public heritage engagement projects with local artists to promote the area.
Section 1 – Organisation and Background
1.1 Tottenham High Road Historic Corridor (North)

Tottenham High Road Historic Corridor (North) is within the Northumberland Park ward and is part of one of the most important Conservation Areas in the London Borough of Haringey. Originally designated in March 1972, ‘North Tottenham’ is the second oldest Conservation Area in the borough, with its core centred on Tottenham High Road at the junctions of White Hart Lane and Northumberland Park.

Tottenham High Road forms the main arterial route into central London, and has done so for the best part of 2,000 years. The original Roman Road – known as Ermine Street – followed at least parts of this route. Over the years, several Conservation Areas were designated for stretches of the High Road to protect its whole length, a distance of more than 2.25 miles (3.6km). To signify its importance and to recognise its status as a historic primary route, it was given a single Appraisal as a Historic Corridor on 13th July 1998.

Historically, the area has always been a desirable and successful location with a flourishing high street and plenty of employment opportunities. It is predominantly commercial rather than a residential historic corridor. Piecemeal developments have left architectural gems interspersed with commercial frontages.

Today the area continues to form both a major arterial route and a thriving commercial, cultural and community centre, coexisting with surviving buildings and street patterns from its long history.

The area around the junctions of White Hart Lane, Northumberland Park and the High Road forms a historic village core with a history of settlement going back to the Roman period. There is also a significant cluster of statutory listed buildings. These include several large and important Queen Anne and Georgian houses that are Grade II listed.

The condition of properties along the North Tottenham Conservation Area is variable, and the high quality is discontinuous. Historic significance has degraded in minor alterations to shop-fronts and the floors above over the past 40 to 50 years, along with a poor state of repair. The high level of traffic flow has a divisive influence on the area’s character and appearance.

The area is now identified with high levels of specific issues, such as health, crime, low income, education, skills and training, and barriers to housing services. A high proportion of residents are either employed in low level jobs or in receipt of benefits. As a result, there is an unfortunate lack of spare income from local residents and businesses to invest in the high quality design, maintenance and improvement works to buildings that are sensitive to heritage, or required in within a conservation area.

The Townscape Heritage Initiative scheme will focus on a defined and closely-linked set of properties, identified as important to local people and businesses, and centres on community life and prosperity in Tottenham. The work will help restore the original appearance and decorative features of these properties with an associated programme of activities and training for local people. This will enable economic regeneration in North Tottenham, where improvements to the built environment and historic fabric with area-
based assistance, can act as a catalyst to encourage much needed inward investment and generate civic pride. It will contribute to attracting visitors, safeguarding jobs, plus creating new ones and help sustain existing businesses.

1.2 The Heritage
The area of North Tottenham High Road THI Scheme has an incredible heritage to draw on – both from the built environment and the community histories of people settling along this route for centuries.

The Tottenham High Road Historic Corridor stretches for almost two miles and includes a very high number of nationally and locally listed historic buildings. These buildings are of local, regional and national significance and date back to the 17th century, with many grand 18th century houses and 19th century civic and commercial properties.

The area extending south from the boundary of Enfield to Moselle Road is within the Roman Road and Medieval Settlement Area of Archaeological Interest; the section from Lansdowne Road to Scotland Green is within the Saxon Settlement Area of Archaeological Importance.

The historic buildings and the people and community stories associated with the area will provide the stimulus to engage the community. This heritage will be celebrated and shared with the broader community. This will embed a sense of shared ownership and secure a strong heritage foundation for future work and inspiration.

1.3 Organisational Strategy
Haringey Council recognises the importance of the heritage of the North Tottenham Historic Corridor as well as the heritage of people who have settled here and made this area their home today, and in the past.

The development of the Heritage and Learning Activity Plan is underpinned by Haringey Council’s key strategic documents for the development and regeneration of Tottenham. The regeneration plan to transform and build back Tottenham became a Council priority as a result of the riots in August 2011, which devastated the community.

‘A Plan For Tottenham’ is the key council strategy for the development of Tottenham. One of the aims of the regeneration programme is to define Tottenham into a series of distinct, yet complementary, places along the Tottenham High Road Corridor that draw on their own strengths and competitive advantages. Places such as Northumberland Park, Tottenham Green, Seven Sisters and Tottenham Hale will become destinations in their own right, with a more focused retail and leisure offer.

Another crucial priority within the Plan for Tottenham is to provide opportunities for young people to follow pathways to employment as well as supporting educational achievement and providing quality opportunities for this age group to engage with culture.

The learning and participation activity within this plan has been designed with this in mind.
1.4 Involvement of people and current activities

Haringey Council has a dedicated provision of heritage-based activities close by to the North Tottenham Historic Corridor with its museum, archive and education and learning service at Bruce Castle Museum and Haringey Archives. The service offers a wide range of activities through its programming for different local audiences to be inspired by and explore their local heritage - from early years to community elders, children, families, young people, school groups, cultural groups, groups with special educational needs and BAME groups.

1.4.1 Current audiences and supporters

Within the local neighbourhood of the North Tottenham Historic Corridor, Bruce Castle Museum has long-standing and established relationships with all six local schools that will be part of the project –

1. Northumberland Park Secondary School in particular the EAL (English as Additional Language) and SEN (Special Education Needs) groups
2. St Paul’s and All Hallows Primary School
3. Hartsbrook Free School
4. Lea Valley Primary School
5. St Francis de Sales RC Primary and Junior Schools
6. Harris Academy Coleraine Park

It also has good relationships with local children centres and nurseries which are maintained through its active early years formal and informal learning programme delivered at the museum. In addition the museum also has strong links with further education organisations in the area as well as the youth service at Bruce Grove and independent youth clubs based in the Northumberland Park area and Tottenham generally.

The council and Bruce Castle Museum is supported in its heritage-based and volunteering activities from independent local heritage and local interest and community groups – these include:

- Tottenham Civic Society
- Tottenham Conservation Area Advisory Committee
- Tottenham Traders’ Partnership
- Tottenham Hotspur Foundation
- Tottenham Ploughman’s Groups
- Haringey University of the Third Age
- Northumberland Park Over 55s Club
- Coombes Croft Library volunteers
- Park Lane Community Centre
- Bruce Grove Residents’ Group
- Love Lane Residents’ Group
- The Friends of Bruce Castle
- Youth group at St Paul’s and All Hallows Church, Northumberland Park
- Haringey Youth Service
- Haringey Libraries
- Haringey Adult Learning Service
- Friends of Tottenham Marshes
- Haringey Association of Voluntary and Community Organisations
- 639 Enterprise Centre – social enterprise centre for young people
- Wise Thoughts – LGBT arts
- Wood Work Wonders – Selby Trust, White Hart Lane
- Art2view
- Tottenham Arts Group

Many of these meet up to network at events regularly and at the annual Haringey Local History Fair held at Bruce Castle Museum; they also take part or support the annual Open House London Weekend.

1.4.2 Past heritage experience and involvement
Haringey Council’s Planning and Regeneration Service has previously delivered the Bruce Grove Townscape Heritage Initiative Programme – another section of the Tottenham High Road Historic Corridor. During that time there was a good and long-lasting relationship established with key experienced and professional heritage partners, both locally and regionally, to deliver the community engagement programme – Bruce Castle Museum and Haringey Archives in Tottenham, Planning Aid for London, Tottenham Civic Society, Tottenham Conservation Area Advisory Committee and English Heritage.

Bruce Castle Museum and Haringey Archives Service specialises in the local and community history for the Haringey area, and is based in the magnificent 16th century Grade 1 listed former manor house in Tottenham – a local landmark. It has an excellent reputation and track record for delivering a lively and engaging education and life-long learning programme for its residents and communities, as well as long and established volunteer programme. It successfully works and consults with a range of partners to deliver heritage-focussed projects and maintains excellent community links with key stakeholders, such as schools, colleges and heritage-interest groups locally.

Examples of heritage focussed activity include:

- Talks and walking themed tours of the general Tottenham area within Bruce Castle Museum’s education and learning programme
- Local history workshops for schools at Bruce Castle Museum, including basic literacy, SEN and EAL groups, early years, primary, secondary or higher education level
- Temporary museum exhibitions highlighting community histories with BAME and other minority groups, activities, to increase confidence and communication skills for the participants and to promote community cohesion.
- Monthly museum reminiscence sessions for older residents and oral history training for projects
- Weekly heritage-themed family art and craft activity programmes at Bruce Castle Museum for under 5s and 5 – 13 age groups
- Relevant activities programme at Bruce Castle Museum engaging with 14 – 18 year old age group, working with the Haringey Youth Service in Bruce Grove.
Other heritage experience:

**Tottenham Civic Society**
The Tottenham Civic Society has worked as volunteers with Bruce Castle Museum and has been given training by staff to deliver tours of Tottenham High Road, Tottenham Green and Tottenham Town Hall. The volunteers provide this a number of times a year to include Open House London weekend annually. These tours enable audiences to get a ‘behind-the-scenes’ look at some buildings as well as an enthusiastic and warm engagement and local knowledge about the area. Such tours are very popular and draw in crowds from outside the area as well as locally, and places the High Road firmly in its rich heritage context. The TCS is a great advocate for the Tottenham area and has actively developed and delivers a few times a year their programme of walks/ talks to help promote Tottenham.

**History on the council website**
Haringey Council’s website has a number of pages dedicated to different histories of the local area, especially for communities and neighbourhoods which form part of regeneration in the borough. The Communications Team in the council works with Bruce Castle Museum and Haringey Archives, as well as the Planning and Regeneration Service, to produce these pages and regularly updates them.

In addition, the council produces bi-monthly history pages in its magazine ‘Haringey People’ to showcase different community histories around the borough. The magazine is widely disseminated to all homes in the borough and is available in local libraries.

All this past experience creates a sound starting point for the development of further heritage related activity during the course of the Heritage Learning and Participation Project.

**1.5 Delivering activities inclusively and safely**
Haringey Council has policies and procedures in place to ensure that activity is carried out inclusively and safely. These include: *Health and Safety Policy*, *Equal Opportunities Policy*, and a *Child and Vulnerable Adult Protection Policy*.

The council’s *Health and Safety Policy* provides detailed information on the organisation’s approach to providing safe and healthy working conditions and relevant training for employees.

The council has outlined its commitment to equal opportunities in its *Equal Opportunities Policy*, in the workplace and in the delivery of any community programme by the council.

The council’s *Child and Vulnerable Adult Protection Policy* promotes guidance and good practice in protecting children and vulnerable adults in the delivery of activities. The policy supports staff to make confident responses in relation to suspicious behaviour or allegations of abuse.

Bruce Castle Museum has its own *Volunteer Policy* which will be used and adapted for the heritage project. It clarifies terms for volunteers working alongside the council and Bruce
Castle Museum. The policy is supported with a volunteer agreement/registration form which all volunteers sign.

1.6 Methodology for creation of the Activity Plan

The Activity Plan has been researched and developed around the main project objectives and aims outlined in the Round One Heritage Lottery Bid. The project will focus on two aspects of the heritage for North Tottenham THI:

- **Local people and community heritage** – researching, sharing, collecting, exploring and being inspired by the heritage of local people and their community, especially the stories and heritage within living memory; this will enable our communities to learn about and participate in creating a living history that will generate civic pride, place value and give importance to local people’s contribution to their shared heritage, and to develop and grow their interest in their community for the future.

- **Built environment and physical heritage** – conserving and restoring the historic fabric of a number of properties on this historic high street, which has local, regional and national significance; through the activities and learning programme, local people will have the opportunity to understand and explore the traditional skills used in restoration from professional experts; through volunteering, local people will acquire new skills and participate in, for example, recording the transformed historic streetscape.

The aims identified for the project are:

1. To conserve and repair the fabric of the identified groups of historic shop-fronts along this historic high street
2. To enable the wider community to explore, appreciate, be inspired by and participate in North Tottenham’s heritage and future development
3. To re-establish and celebrate the architectural significance of the North Tottenham Historic Corridor
4. To develop and deliver a series of ongoing activities that will enable the broadest community to participate in and share their local and community heritage, especially those more recent stories within living memory
5. To provide long-term access to their local and community histories as an online resource and reflected in the collections at Bruce Castle Museum and Haringey Archives
6. To give local people in North Tottenham the opportunity to develop heritage and archive skills through opportunities for volunteering, and staff and volunteer training

The development of the Activity Plan has involved a number of key partners and internal and external stakeholders. The plan has been developed by the Haringey Council’s Planning and Regeneration team, along with Bruce Castle Museum. The drawing up of the plan has built on previous consultation and audience development research, the learning experience from the previous delivery of the council’s Bruce Grove Townscape Heritage Initiative, as well as pilot testing of activities with key external stakeholders such the College of Haringey Enfield and North East London (CONEL).
Internal consultation included Jacqueline Veater (Regeneration, Haringey Council), Jackie Lawrence (Regeneration), Patrick Jones (Tottenham Team, Haringey Council), Bridget MacKernan (Education Officer at Bruce Castle Museum, Haringey Council), Clare Stephens, (Archivist at Bruce Castle Museum, Haringey Council), Nairita Chakraborty, (Conservation Officer, Haringey Council) and Elena Pippou (Cultural Officer, Haringey Council) and David Murray (Head of Libraries and Culture, Haringey Council).

Additional consultation has taken place externally with a range of key community stakeholders. This has been with groups and organisations experienced with working with heritage (archives, oral history) or communities, young people and volunteers. There have also been opportunities to link in with non-typical/ non-user groups.

External consultation has included the following primary and secondary schools within the Northumberland Park Ward:

- Northumberland Park Secondary School – in particular the EAL (English as Additional Language) and SEN (Special Education Needs) groups
- St Paul’s and All Hallows Primary School
- Hartsbrook Free School
- Lea Valley Primary School
- St Francis de Sales RC Primary and Junior Schools
- Harris Academy Coleraine Park


A pilot of activities has been tested with one of the key partners and stakeholders, CONEL. This has helped to establish an excellent relationship between their Construction Department and Bruce Castle Museum. This pilot study has been a chance to meet key personnel, to explore opportunities and to introduce and test heritage and work experience projects relevant to the different construction courses offered. The college is keen to ensure that there are opportunities for engagement with the courses for building work, woodwork, plumbing and bricklaying.

A sample group of relevant people were also contacted to test the willingness of people to participate in any heritage activities.

The consultation process was undertaken through face to face interviews and meetings, pilot projects, focus groups and snapshot surveys.
1.7 Analysis and review of relevant projects and best practice projects

An analysis of the range of internal and external best practice in the delivery of heritage and learning programmes has informed this activity planning process.

Bruce Castle Museum and the Planning and Regeneration Team have worked together to identify such examples of best practice. This has included looking at Bruce Castle Museum’s own community engagement and participation work in Haringey to draw out what has been most successful with the local communities and young people; as well as looking across the heritage and arts sector to explore other examples of best practice. Examples were selected because they had inspired individuals involved or showed interesting approaches to some of the work that the THI Heritage Activity Programme has proposed.

Examples are arranged into three general areas: digital and online interpretation, intergenerational projects and event programming.

Intergenerational - Creative Memories/Oral History Projects:

- **Jackson’s Lane, Archway/Highgate in Haringey**
  
  *Project: Haringey Borough United (HLF project)*
  
  Small project focussing on memories of older people about the Second World War
  
  - Professional actors working alongside young people in performance
  
  - Young people carried out oral history research to base performance on

- **Lightup Foundation**
  
  *Project: Young Heritage Ambassadors’ (HLF Project)*
  
  A successful heritage engagement project, following the riots of 2011, working with young people to discover the different histories of Tottenham High Road and to record their own viewpoints; similar exercise carried out with contemporaries in Croydon and Croydon High Street

- **Website**
  
  These websites show ways in which material can be made accessible online about an area in an appealing and easily navigable way.

  - **The View From the Bridge: Lea Bridge Heritage**
    
    
  And using simple and easily-maintained formats such as *Flickr*:

  - **East Sussex County Council Libraries:**
    
    [https://www.flickr.com/photos/escchistoricalpics/](https://www.flickr.com/photos/escchistoricalpics/)
    
  - **Margate Historical Society:**
    
    [https://www.flickr.com/photos/escchistoricalpics/](https://www.flickr.com/photos/escchistoricalpics/)

- **Community Artwork**

- **Hoardings Artwork Project**
  
  [http://www.torfaen.gov.uk/en/LeisureCulture/LocalHistoryHeritage/Pontypool-THI/Projects.aspx](http://www.torfaen.gov.uk/en/LeisureCulture/LocalHistoryHeritage/Pontypool-THI/Projects.aspx)

  An example of successful engagement with young people to create artwork on hoardings that demonstrated discovery of their heritage and showcased work of the THI project.
In terms of public programming, Bruce Castle Museum offers a good channel for heritage projects locally as the THI Heritage Activity Programme develops. It can also support the strength locally of offering opportunities for people to reflect on their connections with places in their community.

1.8 Current audiences - motivations and attitudes to heritage

An understanding of the motivations and attitudes about heritage of current audiences and non-audiences is crucial for the successful engagement of the community with their heritage in this overlooked and transient neighbourhood of North Tottenham.

The North Tottenham THI is a significant opportunity to develop audiences through the THI Heritage Activity Programme. It will support building local heritage and community resources in order to strengthen the capacity of existing providers/ groups such as the volunteer heritage groups for the area, or the local schools. But it will also help in building new connections with non-heritage users/ audiences who are not currently as engaged, such as local traders/ businesses running these independent shops and lower income and BAME families in Northumberland Park and on the Love Lane Estate nearby.

The divisive busy arterial road, the large numbers of football supporters passing though on Tottenham Hotspur match-days, and the lack of understanding of heritage and the depth of history of the area, all contribute to the neglect and the idea of a community being undervalued. This lack of interest and understanding of the community and built environment have generated unsympathetic alterations and poor repairs to the Victorian shop-fronts and buildings which have been prioritised for improvement.

Heritage of multicultural communities
Current businesses and shop traders come from a range of multicultural backgrounds representing more recent BAME groups who have settled in Tottenham. They are often under-represented in more traditional heritage projects and collections, and are often non-audiences/ users of heritage-focus activities.

However, the very nature of these multicultural businesses and backgrounds is a significant opportunity for the community to respond and engage with the area’s local and community heritage. Northumberland Park Secondary School in particular already runs an EAL and SEN education programme with Bruce Castle Museum each year for recently-arrived EAL students to north Tottenham. They have expressed especially their interest in finding out more the multicultural nature of the shops today and their past stories, and comparing the types of shops then and now.

As one of the proposed shop refurbishments is a Chinese food outlet – Wang’s – this THI project might benefit from prior engagement and awareness of the current Heritage Lottery Funded project currently being delivered by another Chinese-heritage interest group – Ming-Ai (already engaged with its local heritage in Haringey – the British Chinese Workforce Heritage project). The advocacy of the Ming-Ai organisation might additionally benefit the outcomes for successful engagement of the THI project.
Heritage of the architecture and design
Representatives of local heritage/ local interest/ community groups already engaged in heritage were all interested in accessing a breadth of information about their local and community heritage, as well as finding out specific stories within this neighbourhood of Tottenham. In terms of channels for learning more about the heritage, ‘tours’, ‘exhibitions’ and ‘workshops’, ‘interactive and hands-on activities and events’ that are embedded within and created by the community were the highest rated responses for interest.

Heritage Champions
The Tottenham Civic Society, Tottenham Traders’ Partnership and the Tottenham Conservation Area Advisory Committee are all brilliant advocates and ambassadors already for the Tottenham area. Along with the local schools, they have all expressed a high interest in finding out more about the local and community heritage on their doorstep, as well as contributing themselves in shaping and sharing the heritage stories with a wider public in an inspiring and creative way, to generate civic and neighbourly pride.

1.9 Audience development: how can we encourage new heritage audiences?
The THI Heritage Activity Programme has the opportunity to attract new audiences to connect with their heritage and encourage a deepening of engagement and understanding for existing heritage-interest audiences through offering different routes for engagement.

Through analysing the demographic make-up of the Northumberland Park Ward and Tottenham generally, the demographic trends can influence audience development work through the project in the following ways:

1. There is an opportunity to engage the older and retired population as well as the unemployed who live locally in volunteering opportunities;
2. Taking an inclusive approach to reaching ethnically diverse audiences alongside the population as a whole;
3. Tottenham has a high ratio of young people, so providing opportunities for young people to engage with or volunteer;
4. The lowest levels of participation in heritage are from lower income groups.

To respond to the analysis of the local demographics, the THI project must:
- Work in partnership – use the project as a vehicle to develop relationships with new audiences through working alongside trusted providers;
- Explore the heritage of the local area and its communities in the broadest sense – communicating the important role of the history of the High Street in the past and now, and the importance of the built environment within the local community;
- Take existing heritage collections from Bruce Castle Museum and Haringey Archives to people – share these collections and the local heritage widely through reaching out to new audiences through exhibitions, handling materials and an enriched online presence;
- Make connections and make things relevant to local people’s everyday experiences – offer opportunities for people to connect to the local area’s story from many different perspectives;
• Create reciprocal routes for people to make meaning – offer interactive ways for people to connect to their place within the local heritage and interpret its story in their own way;
• Support engagement for those who need it – develop opportunities for experiencing local and community heritage for marginalised groups who need extra practical support in their engagement;
• Develop hands on opportunities for getting involved – create flexible volunteering opportunities for people across the local area who have skills and talents they could share.

From discussions with local service providers, actual heritage audiences and potential audiences, local residents and council teams all highlight that there needs to be a proactive approach to the engagement, offering a range of routes in for people to explore and enjoy their local and community heritage.

1.10 Target Audiences
The THI Heritage Activity Programme aims to build new audiences to engage with its local and community heritage, right on their doorstep. It will also deepen the engagement of current heritage volunteers/practitioners through offering new or different ways to connect and be involved with their local and community heritage in a specific much-neglected and overlooked area of Tottenham which needs a lot of support.

A layered range of activities will offer opportunities for local people to engage with their local heritage in a way which suits them, whether that is through a one off event, interpretative resource, intensive project, or longer term volunteering opportunity. Activity programming throughout the THI Heritage Activity Programme will offer ongoing ways for local people to find out more about, and play a part in, celebrating their local area and the historic landscape of Tottenham High Road as a positive and significant heritage asset.

From looking at local demographic data, consultation findings and building on audiences already identified in the original bid, the target audiences for the project are:

• Schools – primary and secondary
• Further Education organisations, including CONEL and Building College
• Older people
• Families
• People on low incomes
• BAME communities
• Younger people
• Shopkeepers/ local businesses
• Local residents

1.11 Barriers to Access
Through consultation with local people, potential partner organisations, community service providers and previous audience/ users research, there are potentially a variety of factors for the project’s target audiences that could present themselves as barriers to access. These are identified as follows:
1.11.1 Target group barriers to accessing their heritage

Local non-participants in heritage
These include:
- local families who need additional practical support to engage;
- lower income residents,
- EAL- residents:

Barriers:
- Lack of personal support in terms of access issues relating to engagement
- Need to feel local and community heritage has a story relevant to them
- Any activity needs to offer a positive process and not be outputs driven
- No understanding of potential offer and gain from involvement
- Lack of outreach work in recent years in this area
- No personal link to people who work in heritage (building work/ museums etc)
- Timings of events
- Heritage seen as elitist and boring, or too much like school work
- Perception that there is an actual monetary cost of being involved in heritage
- Prefer to do other things – like going to the shops

Formal education
These include:
- local primary and secondary schools, including EAL and special educational needs;
- Further Education colleges and possibly universities.

Barriers:
- Need for clear links to the new National Curriculum and course content
- Offer might not fit around educational year and exam priorities
- Need for a clear heritage offer on-site that can not be delivered solely at school
- Need to offer first hand and hands-on practical experiences
- Need for relevant resources and easy access to materials to support engagement
- Low profile of the High Street as a resource for heritage learning locally
- Cost of supply cover for teachers if required
- No clear thematic links to stories relevant to students
- Need to take a hands on, sensory and visual learning approach to break down barriers to understanding – especially when young people may have EAL
- No strong academic outputs for participating students from project work.

Heritage interest community groups
These include:
- Community volunteers;
- Tottenham Civic Society;
- Tottenham Conservation Area Advisory Committee;
- Bruce Grove Residents’ Association;
- Kenneth Robbins Over 55s Club;
- Coombes Croft Library volunteers.
Barriers:
- Currently few practical opportunities in large-scale heritage projects for people to get involved, or to help contribute, or share existing experience/knowledge
- Need to have participation and ownership of any work with heritage
- Need to inspire and bring to life relevant subjects that are able to touch people’s lives
- Need clear expectations for how people can be involved
- Need for volunteering opportunities to be flexible to support different levels of availability
- Need for training to equip people with new skills to carry out volunteering effectively

The ways in which we can address many of these barriers to access experienced by our target is outlined in the table below:

1.11.2 Ways in which barriers will be addressed:

Physical
- All activities will be designed in line with the council’s equal opportunities policy
- Outreach sessions will take place in accessible and local places for ease of the audiences
- Online presence of project through Haringey Council’s website will provide remote access to the ideas and creative outputs
- Physical access needs for any individual participant will be identified in advance to any project sessions or events
- Familiarisation with work in own space for participating groups

Sensory
- A range of interpretative techniques will be adopted to share the heritage
- Project sessions will be developed in a creative and participatory way which engages a range of senses
- Archive material digitised will be visually accessible enabling the widest number of people to engage with it

Intellectual
- The different areas of project activity will use a number of routes into exploring local heritage, including visual led routes
- The project will be developed in a way that is audience and participant centred and is guided by participant feedback and areas of interest
- The activity programmes for the wider public will be publicised in an appealing and accessible way
- Programming will range in content to suit the needs and interests of target audiences
- A multi-modal approach reflecting a diversity of learning styles will be built into project sessions

Attitudinal
- Project participants from “non-users/ non-engaged” groups will have the opportunity to build confidence around accessing culture through the creative and participatory project work alongside professionals
• Outputs of project participants will be valued by Haringey Council and project staff and their work will be celebrated
• A positive presentation of the value and relevance of the importance of this area of Tottenham High Road will be shared with local people
• Signage, invitation and hosting of the public outcomes and project sessions will champion warmth of welcome
• Partnerships with trusted local networks and providers will offer a safe and facilitated way in for people who feel less confident in participating
• Intergenerational work with people who remember the area in earlier days will bring the heritage to life for new audiences

Cultural
• A range of stories will be explored throughout the project
• Project direction of exploring the heritage will be led partly by participant interests
• The heritage and contributions of participants will be celebrated through the project work

Financial
• A free programme of activities will be available for participants and the wider public
• Hospitality will be provided at no cost to participants at each of the project sessions

Section 2 – Involving people in their local and community heritage

2.1 Aims for involving people
The aims for the project are already outlined earlier in detail at section 1.7, Methodology for Creation of the Activity Plan.

The THI Heritage Activity Programme will focus on appreciating the built environment and local heritage of Tottenham High Road, being inspired by the local and community heritage as well as celebrating the history of the local people, past and present.

The activities will:
• Be creative with hands-on experiences for different audience groups.
• Be accessible, reflective and valuing of each participants’ contribution - there will be opportunities for local people to add their own story or memories to a collective online resource which is accessible to all abilities
• Showcase the architectural and cultural significance, history and a sense of place for the North Tottenham community.

People will be actively involved throughout the process.

2.2 Audiences for the Project
Audiences that will be targeted for the THI Heritage Activity Programme includes:
• local non-heritage users
• formal education users
• heritage interest groups.
The target audiences combine:

1. New audiences of local people who the project will engage with their heritage for the first time.
2. Current audiences who will engage with and understand a different aspect or little-known stories of the area’s history through exploring its heritage.

A real focus in the project design is to attract and offer relevant and appealing heritage focused opportunities for the target audiences of the project:

- **Local non-heritage users** – This group comprises local families who need extra support to their engagement, lower income residents and non-heritage users such as the local shop-keepers and local businesses.

Project activity will connect these groups in an engaging and inspiring and hands-on way.

- **Formal education settings** – This group includes local primary and secondary schools with special educational needs and EAL groups, and further education colleges. Through working closely alongside six partner schools and three further education colleges, heritage activity within the project will be appealing, relevant to their needs and targeted at delivering formal education requirements.

- **Local heritage and local interest groups** – This group includes community volunteers, regular heritage users and active supporters of local interest and heritage groups. The project will actively involve this group who have a specific interest in the local heritage as ‘heritage champions’ (other ‘champions’ will also be recruited from schools and the young participants themselves). The existing skills and talents and expertise of these groups will be utilised in advocacy and programming, ensuring their passion is shared with a wider audience and their contributions are valued.

### 2.3 Project learning and participation activity areas

**THI HERITAGE ACTIVITY PROGRAMME**

The programme will include the following elements:

1. Photograph and memory collecting for interactive online community resource/exhibition
2. Heritage-focused web-pages
3. Heritage-focused workshops and resources for schools
4. Architecture and heritage events programme
5. Heritage skills training
6. Architecture and heritage banner-panel exhibition, heritage trail, Story Maps (by primary schools), animation film for secondary schools and leaflet

Each area of activity includes a number of elements to suit the needs of target audiences. The activity offers a range of benefits for people involved and is well supported by local partners as well as meeting the HLF’s learning and participation aims:

- To help people to learn about their own and other people’s heritage
- To help more people and a wider range of people take an active part in and make decisions about heritage

The project areas and ways in which they deliver on the HLF’s Learning and Participation aims are outlined below.

N.B. All dates for delivery of these activities are provisional and subject to change.

1. Photograph and memory collecting for interactive online community exhibition – working alongside volunteers to make heritage material accessible

This project emerged from discussions with Love Lane residents and community engagement officers during the THI consultation process from February 2016.

Volunteers will carry out Memory Collecting events devised and run by them and our Heritage Champions, and overseen by the Heritage Learning Officer. At these events volunteers will gather photographs and anecdotes from local people and their connections to the area. Volunteer-led digitisation of photographs will make accessible for the first time key stories from the local community and will showcase a community history of the area and will provide opportunities for generations to mix.

Throughout this project there will be opportunities for volunteers to develop skills through specialist and on the job training. The memory collecting and digitisation will help people learn about heritage, and engage with their local communities.

Participating volunteers and Heritage Champions will receive oral history and digitising archives training from the Oral History Society in November/December 2016 at Bruce Castle Museum. At least one Heritage Champion will be present to lead the volunteers at each event.

Oral history and digital archive volunteers will be recruited in November; oral history volunteers will help transcribe and record at the Memory Collecting events while digital archive volunteers will assist with adding them to the digital database.

The Memory Collecting project will run for four months from January through to April 2017, when the construction on the first group of houses will begin. There will be one memory collecting event each month in Bruce Castle Museum, The Grange, 639 and other venues, with a weekly digitising session at Bruce Castle Museum for volunteers to help transfer the stories and memories to our digital database using Museum scanners. These will be added
to a special Flickr page: ‘North Tottenham Memories’ and will be organised to showcase the
different histories and heritage of the area.

After May 2017, this project will move into a passive phase – there will be no more Memory
Collecting events, but there will be the opportunity for any further photographs / memories
submitted by email or post to be digitised and uploaded by volunteers as and when needed.

**Learning Aim** new heritage material accessible alongside existing heritage material from
the collections at Bruce Castle Museum. Provides information previously unavailable to the
public.

**Participation Aim** new volunteering opportunities supported by specialist staff to suit
different people’s skills, availability and interests. Enables the community to take active part
in caring for and making decisions about collecting their heritage and making it accessible.
Develops new audiences through volunteer recruitment of local people.

<table>
<thead>
<tr>
<th>January 2017</th>
<th>Memory Collecting event 1 + digitisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2017</td>
<td>Memory Collecting event 2 + digitisation</td>
</tr>
<tr>
<td>March 2017</td>
<td>Memory Collecting event 3 + digitisation</td>
</tr>
<tr>
<td>April 2017</td>
<td>Memory Collecting event 4 + digitisation</td>
</tr>
<tr>
<td>May 2017-2018</td>
<td>Any further photographs / memories submitted electronically will be digitised and uploaded by volunteers periodically.</td>
</tr>
</tbody>
</table>

2. **Heritage focused web pages**
   - *creating dynamic heritage focused web content to enrich virtual access to the local and community heritage*

The development of enriched heritage pages for the North Tottenham area on the
**council’s website** will offer a virtual arena for people to learn more about and explore their
local and community heritage.

In terms of function and design, the blog will build on the format of similar, dedicated
heritage and Townscape Heritage Initiative blogs, such as:

- [https://collectiveexchange.org/](https://collectiveexchange.org/)
- [http://pontypoolmuseum.org.uk/thi/](http://pontypoolmuseum.org.uk/thi/)
A **heritage blog**, written by a team of volunteers, and dedicated to publicising and documenting the THI project will run until May 2018, offering a broad and regularly refreshed heritage resource online. Alongside this will be the accessible **online digital exhibition** via *Flickr*, 'North Tottenham Memories’. This aspect of the project will form a focus for the work of heritage communication volunteers, alongside the support of the Heritage Champions, ensuring content is regularly updated.

Volunteers will be recruited in autumn 2016 to document events during the course of the activity programme. Senior Communications Officer, Jonathan Lovett, will provide training sessions for volunteers on topics such as copywriting, editing and an introduction to ethics in journalism, and Haringey style guide.

Alongside publicising and documenting our programme of events and activities, the blog will underline the support of HLF, Haringey Council and key partners in the THI project.

**Learning Aim** providing information on the local and community heritage online for those who want to explore more at home. A website content volunteer will develop skills in website management and content development through on the job experience.

**Participation Aim** creating a website focused volunteering opportunity, developing new audiences through creating a virtual engagement with the local and community heritage of the area.

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>November 2016-</td>
<td>Journalism training sessions with Jonathan Lovett</td>
</tr>
<tr>
<td>January 2017</td>
<td></td>
</tr>
<tr>
<td>January 2017-May 2018</td>
<td>Heritage blog will cover THI activities and events</td>
</tr>
<tr>
<td>February 2017-May 2018</td>
<td>‘North Tottenham Memories’ <em>Flickr</em> Exhibition goes live</td>
</tr>
</tbody>
</table>

3. **Heritage-focused workshop and additional resources for schools**

*a hands-on, experiential heritage resource for schools involving pupils in learning more about their local area through the story of the High Road and the multicultural communities who have settled there*

The heritage-focused workshop and related resources will support the teaching of local history and give a sense of place both at Bruce Castle Museum and in school.

Within the local neighbourhood of the North Tottenham Historic Corridor, Bruce Castle Museum has long-standing and established relationships with the following six schools that will be targeted for participation in the scheme:
1. **Northumberland Park Secondary School** in particular the EAL (English as Additional Language) and SEN (Special Education Needs) groups
2. **St Paul’s and All Hallows Primary School**
3. **Hartsbrook Free School**
4. **Lea Valley Primary School**
5. **St Francis de Sales RC Primary and Junior Schools**
6. **Harris Academy Coleraine Park**

Each school will be offered a day of workshops on the heritage of the North Tottenham High Road specially developed for their KS2 classes (ages 7 to 8). This will be offered to the 2016 intake in the Spring/Summer Terms and 2017 intakes in the Autumn/Winter Terms. It will link to various curricula, including geography, history, art and design, and English.

Education Officers at Bruce Castle Museum will develop workshops for morning and afternoon sessions which will introduce the children to heritage of the High Road and the communities that have lived there. A ‘Story Maps’ session will give the students an opportunity to creatively respond to this heritage by collectively producing a ‘map’ of the THI area with drawings and stories.

When finished, a set of 6 stories maps will be placed online on the heritage blog for the community to enjoy and download.

Teachers will be encouraged to visit the High Road with their classes, where they will record information and fill out research worksheets created by the Education Officers.

**Learning Aim** Provide information about the local and community heritage for formal education as well as lifelong learning. Students to develop skills in the use of heritage resources, both built and archival.

**Participation Aim** through its collaborative approach to development, creating volunteering opportunities for the teachers to get involved and enabling families and schoolchildren within the community to take an active part in the project.

<table>
<thead>
<tr>
<th>Time period</th>
<th>Workshop offer for selected schools (intake)</th>
</tr>
</thead>
<tbody>
<tr>
<td>January - July 2017</td>
<td>Workshop offer for selected schools (2016 intake)</td>
</tr>
<tr>
<td>September - December 2017</td>
<td>Workshop offer for selected schools (2017 intake)</td>
</tr>
</tbody>
</table>

**4. Architecture and heritage events programme**

*revealing the local and community heritage to a wider audience through an ongoing programme of regular events*

Over the duration of the project, there will be a programme of events that will support and reveal the local and community heritage for the North Tottenham and Tottenham High Road area. It will provide opportunities to engage with a diversity of local people from a wide range of backgrounds.
Project Manager Catherine Cavanagh will present a one hour guided walk of the Townscape Heritage Initiative as part of the 2016 Haringey Walking Weekend on 2 October 2016, in which interested members of the public will learn about forthcoming improvements to 28 historic buildings and shop fronts along the High Road.

Behind-the-scenes restoration and conservation tours by Heritage Champions will give the opportunity for locals to get up close to the conservation work in action and meet with the heritage experts working on the listed features of the buildings. Additional architectural tours, devised by local students and volunteers, will offer a further way for the general public to explore the heritage of the North Tottenham area.

The annual Open House London weekend in September, with activities developed by volunteers, will offer a high profile and interactive way in for local people to explore the historic buildings on the High Road, which will, by then, be under construction. Architect-led Open House tours will proceed in 2018 and 2019.

In addition, a series of heritage talks will communicate the story of this area and showcase the project. Talks focussing on Afro-Caribbean heritage in North Tottenham in Coombes Croft Library by a local historian as part of Black History month in October 2016 and/or 2017, Haringey Local History Fair at Bruce Castle Museum in February 2017 and 2018, and talks at the Tottenham conference in summer 2017 will also provide opportunity for researchers and historians to publicise new findings on the heritage of the High Road.

The North Tottenham City Hunt launch, in a weekend in July 2017 will provide an opportunity for young people and families to engage in the heritage of the High Road in an innovative and engaging heritage trail in digital and analogue formats.

A ‘Time Truck’ run by Museum of London Archaeology (MOLA) will be parked locally for a weekend in August 2017 which will exhibit some of the best of the photographs and objects from our Memory Collecting events as well as providing a screening of our short film made with local 6th form students.

**Learning Aim** providing information about the heritage of the area in a number of different forms and from a range of perspectives to suit needs and interests of different audiences. Events offer practical opportunities to develop skills for participants as well as helping people learn about the heritage on offer and signposting other activities.

**Participation Aim** creating event specific volunteering opportunities in devising activities and supporting project participants in engaging with the heritage. Enables community to take an active part by volunteering alongside heritage professionals. Developing new audiences but also helping draw in new audiences who currently feel heritage might not have appealing offer for them.

<p>| 2 October 2016 | Guided Tour of THI Area with CC |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2016</td>
<td>Talk on North Tottenham Heritage for BHM</td>
</tr>
<tr>
<td>February 2017</td>
<td>Talk at Haringey Local History Fair</td>
</tr>
<tr>
<td>June/July 2017</td>
<td>Tottenham Conference</td>
</tr>
<tr>
<td>June-January 2018</td>
<td>Conservation Tours of Group 3 buildings</td>
</tr>
<tr>
<td>July 2017</td>
<td>City Hunt Weekend</td>
</tr>
<tr>
<td>August 2017</td>
<td>Time Truck</td>
</tr>
<tr>
<td>September 2017</td>
<td>Open House</td>
</tr>
<tr>
<td>October 2017</td>
<td>Talk on North Tottenham Heritage for BHM</td>
</tr>
<tr>
<td>February 2018</td>
<td>Talk at Haringey Local History Fair</td>
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</tbody>
</table>

5. Heritage skills training

*equipping staff and volunteers in playing an active part in caring for, shaping and sharing the local and community heritage*

A range of ‘on the job’, and training opportunities will be provided for local participants, including:

- Volunteering opportunities
- Heritage Traineeship
- Heritage Champions
- Students Construction Work Placements
- Healthy Walk volunteer leaders
- Oral history – see activity area 1
- Film skills training – see activity area 6.1
- Journalism training – see activity area 2

5.1 Volunteer training

This project will recruit a diverse range of volunteers to assist with the running of the activity programme. Volunteers will be recruited through a variety of online and print channels. 639 High Road will serve as the ‘Volunteer Centre’ for recruitment and training. Volunteers - and young volunteers especially - will be able to work towards an accredited qualification, offered and accredited by Haringey Adult Learning Service.
A full heritage training programme, led by the Project Officer with the support of local heritage experts and specialists in the fields of oral history, archive research and conservation, will equip and inspire staff and volunteers.

5.2 Heritage Traineeship

The project will offer one local young person the opportunity for a one year part-time heritage traineeship to work on the project long term, and develop heritage and interpretation skills. The Trainee will gain invaluable experience of working with a major local organisation, learning about community engagement with conservation, the built environment, archives and oral history.

The Trainee will receive practical on the job training by supporting the Project Officer as well as completing specified tasks within the project. They will in addition receive specialist heritage and skills training as required.

The traineeship will specifically support active involvement of people and heritage and skills training by:

- providing an opportunity to gain experience of working on a practical heritage project
- providing training, skills and knowledge to equip the trainee with the confidence to complete the tasks requested of them
- providing opportunities to play a part in heritage engagement and collections management in action
- facilitating and enabling the active involvement of others by providing project support for the Project Officer

5.3 Heritage Champions

Following on from the success of the ‘Place Champions’ initiative in Northumberland Park, in which ordinary residents are being empowered to engage with the regeneration of their area through a series of professional training sessions, we will be recruiting 10 ‘Heritage Champions’, to monitor and maintain the historic environment of North Tottenham, in particular in the vicinity of the Townscape Heritage Initiative. Heritage Champions will build capacity among local people and increase active participation in groups such as Tottenham Civic Society (TCS) and the Conservation Area Advisory Committee (CAAC). This will give local people the confidence to interact with the council by commenting on planning applications and reporting enforcement issues.

Heritage Champions will be recruited from local Resident Associations, local traders, Tottenham Regeneration Team and Councillors, as well as enthusiastic local residents with an interest in and commitment to local heritage.

Heritage Champions will have the opportunity to take up places on heritage courses offered by the Oral History Society and Bruce Castle Museum. Topics will include:

- Archive research
• Writing web content
• Digitisation and photography
• Research for heritage trails
• Developing heritage tours
• Conservation – planning and enforcement
• Conducting photographic surveys

5.4 Student Construction work placements

Led by the architect and construction contractor, and overseen by the Employment Engagement Officer at CONEL, students from CONEL’s Construction Department will have the opportunity to take work experience placements as part of their coursework. Additional training will be provided by Planning, Conservation and enforcement officers at Haringey, and members of TCS and CAAC.

These work placements will be scheduled to coincide with the first phase of construction on the Group 3 and 2 buildings and will run from July 2017 – January 2018.

Learning Aim providing information and opportunities to develop skills which are heritage specific through a mixture of formal training, and ‘on the job’ experience. Regular staff and volunteer heritage briefings will help people learn about heritage and build confidence.

Participation Aim equipping those taking part in project volunteering opportunities with the specialist skills to take an active part in the project as a whole.

<table>
<thead>
<tr>
<th>January 2017-2018</th>
<th>Heritage Traineeship</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2016-June 2018</td>
<td>Heritage Champions Training</td>
</tr>
<tr>
<td>July 2017-January 2018</td>
<td>Student Construction Work Placements</td>
</tr>
</tbody>
</table>

6. Architecture and heritage banner exhibition, heritage trail, film made with secondary schools and community heritage posters

Sharing the story of the local and community heritage to a wider audience through engaging and creative interpretation by the local community

6.1 Architecture and heritage banner exhibition

We are looking to produce a series of artworks inspired by the historic shop fronts with local people that would be displayed along the High Road to coincide with the Group 2 and 3 construction phase next year.

A local artist will be commissioned to help the community create engaging and interpretative artworks as 1 x 1 metre banners on the scaffolding during the first construction phase in June 2017. A brief will be sent out to shortlisted artists in December 2016, with a deadline for proposal submission in mid-January 2017. Once the selection
process is complete, the artist will carry out a series of art workshops in a local venue between March and April. In total, nine artworks will be created to be printed onto scaffolding banners 1m x 1m with one per building so as to not excessively obstruct the views for the residents on the upper floors. Finished artworks will be submitted to the Haringey’s design team for printing in May and installation in July.

The artist-led architectural and heritage banner exhibition project will, through workshops, connect locals directly to the architecture of the terraces/buildings, and their place on the local streetscape. The final heritage interpretation artwork created as a result of this banners project will signal how local people’s contributions are valued and will create an accessible piece of interpretation exploring the heritage of the area.

<table>
<thead>
<tr>
<th>April-May 2017</th>
<th>Public art workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2017</td>
<td>Design and production of banners</td>
</tr>
<tr>
<td>July 2017-January 2018</td>
<td>Banners installed and exhibited on Group 2 and 3 buildings</td>
</tr>
</tbody>
</table>

6.2 Public artwork / Mosaic

We are currently exploring the idea of commissioning a public art piece (e.g. a mosaic) on the empty wall space on the side of building 816. This artwork could reflect the Roman origins of the High Road and increase the aesthetic value and interest in the streetscape.

We are currently seeking permission/funding for these uppers.

6.3 Heritage trail

City Hunt is a heritage hunt created by Ugly Duck that connects young people with their surroundings and communities. The hunt works on both digital and analogue formats so it can reach a wide range of audiences. The mobile website is accessible on smartphones and tablets, and sends players to hunt down specific locations where they will find out facts about heritage. Players are required to examine architecture and the built environment to discover these facts on existing signs, plaques and facades. Illustrated maps are also available to the public on certain event days, which are more suited to children.

Once the hunt is designed, Ugly Duck works with local organisations, businesses and individuals to cross-promote the hunt and encourage people to take part. They will host a ‘live’ weekend in August where maps are available for collection at ‘Start Stations’. Maps can be made available to download and print at home from the website.

| July 2017 | City Hunt Weekend |
6.4 Film made with secondary school students

A short film will provide a narrative and history of the North Tottenham High Road, as told by the residents, students and shopkeepers that know it best. This film will be produced in collaboration with young students at a local Haringey 6th Form, who will gain valuable experience by taking part in the filmmaking process.

The video will feature local interviews with diverse members of the community. The film should appeal to all ages and have a lively and engaging style.

A brief will be sent out to shortlisted filmmakers in June 2016, with a deadline for proposal submission in August. Once a filmmaker has been selected, pre-production will commence in April, with a finished film delivered in June 2017.

Three BTEC Media Production students will be selected by their teachers to be involved in the production of the film. The filmmaker will provide three talks for Media students at the college during each stage of the production process so that students that have not been selected can gain a professional insight into the filmmaking process.

The finished film will be launched through a public screening/projection in a local venue. Thereafter, a version of the film will be played in Time Truck as well as being accessible on YouTube and publicised through social media and local press.

<table>
<thead>
<tr>
<th>Date</th>
<th>Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-30 April 2017</td>
<td>Pre-production</td>
</tr>
<tr>
<td>2-7 May 2017</td>
<td>Filming</td>
</tr>
<tr>
<td>8-21 May 2017</td>
<td>Post-production</td>
</tr>
<tr>
<td>June 2017</td>
<td>Premiere of film</td>
</tr>
</tbody>
</table>

6.5 Community heritage posters

Interpretative community heritage posters for each historic property included in the THI scheme will be created by volunteers, alongside heritage champions, project staff, and specialists.

The poster series will highlight the importance of the historic building on the High Road, combining key facts and photographic research with visually arresting design.

A local heritage specialist will lead an initial workshop in Bruce Castle archives in August with volunteers to discuss the importance of the conservation area and approaches to
engaging the public in heritage. This project will be supported by the ongoing research of Sandy Ryan, Project Administrator.

Ten further fortnightly sessions, led by Heritage champions and overseen by the Heritage Learning officer will have volunteers research stories, photographs and histories of the High Road for inclusion in the poster series. In January, volunteers will submit a draft of their posters, which will then be sent to the Haringey Council design team. Tottenham Traders Partnership and local businesses on the High Road will be approached for sponsorship of these posters to cover design and printing costs. The finished posters will be printed and distributed in shops, businesses and community centres of North Tottenham in January/February, as well as made available online.

**Learning Aim** providing information on the heritage of the area in an appealing and accessible form to local and non-local audiences. Volunteers will develop skills by working alongside heritage professionals on the project.

**Participation Aim** enabling community to take an active part in deciding on the story, approach, content and design of these different interpretation projects. Posters will be available online and physically and will showcase the project and help develop new audiences. By offering facilitated project work with families who currently feel they experience barriers to accessing their local and community heritage, this will offer a positive hands-on contribution to the project and to their community.

<table>
<thead>
<tr>
<th>September-October 2017</th>
<th>Archive research</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2017</td>
<td>Preparing the posters</td>
</tr>
<tr>
<td>December 2017</td>
<td>Brief and materials sent to design team</td>
</tr>
<tr>
<td>January 2018</td>
<td>Posters to shops, business, schools, libraries</td>
</tr>
</tbody>
</table>

**Promotion / Publicity**

Posters to publicise these areas of activity will be distributed locally in shops, schools and community hubs, as well as a press releases sent to local print and online digital newspapers. There will be online and hard copy articles in Haringey Council’s Team North Tottenham magazine as well as a regularly updated heritage blog. Community engagement officers will help to publicise through local resident associations.

Haringey Council’s ‘What’s On’ webpage will be regularly updated with event dates.

**2.4 Volunteering approach**
The current provision of formal volunteering activity in heritage is very well established at Bruce Castle Museum and Haringey Archives where it involves people in all aspects of the museum and archive service - including basic administrative tasks, survey work,
gardening, photography and archive work. These volunteer roles are managed by the Curator, Deputy Curator and Archivist.

Given this experience, there are a range of ways in which volunteers will play a part in organising, safeguarding and sharing the heritage of the local and community heritage through the THI Heritage Activity Programme. These roles will be managed on a day-to-day basis by the Project Officer, with the support of the Project team.

Project volunteering opportunities are embedded throughout the project and include:

- Ongoing project volunteer roles: These roles offer regular volunteering opportunities for a small number of volunteers over a longer period.
- Short term volunteering opportunities: These opportunities are shorter term and focused on targeted projects.
- Student led volunteering: These opportunities will be developed in partnership with local further education organisations (CONEL, Middlesex University, Haringey Sixth Form College). The opportunities support students in their learning and include the development of architecture tours, support roles for heritage community engagement work alongside professional artists, and activity development roles for heritage events.

A total of approximately 40 volunteers will be involved in the project, both as individuals and through group volunteering opportunities. By offering a number of routes into volunteering through the project and ensuring volunteers are supported fully by the Project Officer and Heritage Trainee, a diverse range of local people will be able to play an active part. A training programme for project volunteers has been developed to ensure volunteers feel equipped to participate fully.

2.5 Training plan

Background

This plan scopes the training requirements for the project for staff, volunteers, trainees and local partners.

Aims

The training within the THI Heritage Activity Programme aims to:

- Build confidence in staff and volunteers to share the different stories of the local community in North Tottenham by developing an increased understanding of the heritage and architectural significance of the buildings and the area.
- Develop specific heritage skills in staff and volunteers through relevant specialist training
- Create a legacy for the THI Heritage Activity Programme by equipping staff and volunteers within the organisation with the relevant skills and knowledge to effectively manage and share the local and community heritage in the long term

Approach

The approach for training within the project builds on what has been successful in terms of engaging staff and volunteers in previous training and heritage projects.

Training sessions will:
• Be run in small groups so everyone can participate fully
• Include practical activities to consolidate learning
• Offer inspiring case studies so learning can be placed in a wider context

The training programme will be co-ordinated by the THI Project Officer and Project Officer – Community Engagement and will be run and facilitated in collaboration with Bruce Castle Museum and Project staff, such as the architects. Training will run throughout project’s duration and will focus on engagement with concepts of heritage as a central tenet of the programme.

Content
The training programme will be split into three areas to meet the differing learning requirements of staff and volunteers taking part:

I. Project staff and volunteers in addition to any organisation-wide staff, in the familiarisation with heritage
This training will offer knowledge for project staff in terms of the architecture and existing heritage collections about the area held at Bruce Castle Museum and Haringey Archive, whilst placing them in a wider context through the contributions of other speakers. Themes to be explored in these heritage training sessions include:
- The project and its place within the local heritage landscape
- Archive collections and discoveries
- Approaches to heritage participation

II. Specialist staff and volunteer heritage training for project activity
This training will be run specifically with staff, contractors, architects and volunteers working on the THI Heritage Activity Programme activity and will be tailored to develop the specific technical and practical skills to deliver on project outcomes. Training will include:
- Oral history and memory collection techniques
- Archive research, use of heritage collections and interpretation
- Archive digitisation
- Architecture and restoration briefings
- Web content development
- Undertaking heritage tours
- Induction in safeguarding and health and safety

A combination of professional heritage training providers and local heritage partners will deliver this training. A particular wider interest in oral history training was identified by staff and volunteers in consultation.

III. Heritage skills sharing and mentoring
Alongside more formalised training, skills and knowledge sharing will be fostered within the project, enabling volunteers and staff participating to develop their practice through ‘on the job’ training and mentoring from professionals with other expertise.

Whilst the training programme will be organised by the Project Officer – Community Engagement, they will utilise the heritage expertise locally by working alongside relevant
project partners, for example with Bruce Castle Museum and Haringey Archives, English Heritage (HELM training) and the Oral History Society and architectural specialists on the project.

2.6 Project Management

The delivery of the Activity Plan will be managed by the Project Officer – Community Engagement (in association with the main THI Project Officer). This post will have day-to-day responsibility for the delivery of the plan.

There are volunteering roles that are part of the project, overseen by the Project Officer – Community Engagement. The main volunteer roles are in the areas of:

- Memory and oral history collecting
- Archive research
- Writing web content
- Digitisation and photography
- Research for heritage trail leaflets
- Developing heritage tours
- Supporting public events

The project work will also be supported by some freelance roles. These include three community artists who will be involved in creating three pieces of community artwork.

An external evaluator will be appointed to measure the success of the project with the support of the Project Officer – Community Engagement.

A Participation Steering Group will support the delivery of the Activity Plan, to ensure the continued involvement of a range of stakeholders and partner organisations. The Steering Group will be formed of:

- Project team members
- Representative from the Senior Management Team
- Representative of Bruce Castle Museum & Haringey Archives
- Volunteer representative

The Steering Group will meet regularly, initially every quarter. The Group will monitor progress of the project against the Activity Action Plan and act as a sounding board for ideas as the project develops.

The Project Officer – Community Engagement will also meet with volunteers working on the project weekly/ bi-weekly to ensure a two way communication about the project as a whole is maintained.

All staffing and project management organisation has been carefully structured to maximise support for active involvement of people, heritage skills and training acquirement and a sustainable legacy for the project. Staffing costs identified within the budget at 2.11 includes:
- Project officer – Community Engagement and Learning (who will have responsibility for the delivery of the Activity Plan and recruitment and retention of volunteers of the project, the heritage trainee and work placements)

- Specialist practitioners – specialists will be brought in to work with project staff and volunteers on some of the creative project opportunities. This will include experienced community artists, architecture conservation specialists and museum and archive staff from Bruce Castle. The architecture conservation specialists will be working on the project as part of the capital works. These practitioners will specifically support active involvement of people and heritage and skills training by:
  - giving staff and volunteers access to heritage professionals
  - specialist practitioners sharing their practice and knowledge staff, volunteers and project participants to increase knowledge and understanding of the heritage
  - supporting volunteers in the development and delivery of the activities and events programme
  - giving people an up close and personal view of the conservation processes within the project through the eyes of a Heritage Champion or Heritage trainee – the project will offer the opportunity for a one year heritage traineeship. The trainee will receive practical on the job training by supporting the Project Officer as well as completing specified tasks within the project. They will in addition receive specialist heritage and skills training as required.

The traineeship will specifically support active involvement of people and heritage and skills training by:
- providing an opportunity for a trainee to gain experience of a practical heritage project
- providing training, skills and knowledge to equip the trainee with the confidence to complete the tasks requested of them
- provide a real opportunity to play a part in heritage engagement and collections management in action
- facilitate and enable the active involvement of others by providing project support for the Project Officer

2.7 Risk Management

The risks affecting the delivery of the Activity Plan will be minimised through careful planning and scrutiny throughout the delivery phase of the project. The Project Officer – Community Engagement will be responsible for managing risks on a day-to-day basis with support from the Project Team and other project staff.

Individual risk assessments will be made for each activity and event. However some general risks, applicable to the project as a whole, have been identified and summarised below.

<table>
<thead>
<tr>
<th>Risk</th>
<th>How likely is the</th>
<th>Impact of risk to</th>
<th>Actions to</th>
<th>Responsibility</th>
</tr>
</thead>
</table>

33
<table>
<thead>
<tr>
<th>Risk</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>Mitigate/ Prevent Risk</th>
<th>For Dealing with Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to recruit project staff</td>
<td>L</td>
<td>M</td>
<td>H</td>
<td>Widely publicise job through a variety of channels. Ensure salary is competitive</td>
<td>Project Team</td>
</tr>
<tr>
<td>Changes in personnel</td>
<td>L</td>
<td>M</td>
<td></td>
<td>Project board structure ensuring some continuity. Thorough work inductions</td>
<td>Project Team</td>
</tr>
<tr>
<td>Budget insufficient for project needs</td>
<td>L</td>
<td></td>
<td>H</td>
<td>Budget planning and monitoring</td>
<td>Project Team</td>
</tr>
<tr>
<td>Partners unable to take part in project</td>
<td>L</td>
<td>M</td>
<td></td>
<td>Range of potential partners approached. Key project partners involved in Steering Group. Working agreements signed at the outset for project work</td>
<td>Project Officer</td>
</tr>
<tr>
<td>Inability to recruit project volunteers</td>
<td>L</td>
<td></td>
<td>L</td>
<td>Work closely with existing volunteers and partner organisations. Work closely with a range of local volunteer recruitment agencies. Volunteer roles clearly defined</td>
<td>Project Officer, Project Team</td>
</tr>
<tr>
<td>Capital works delayed</td>
<td>L</td>
<td></td>
<td>M</td>
<td>Careful planning of Timetable. Flexibility built into activity planning</td>
<td>Project Director</td>
</tr>
<tr>
<td>Minor injury such as slips, trips and falls</td>
<td>L</td>
<td></td>
<td>L</td>
<td>Ensure appropriate H&amp;S training or</td>
<td>Project Officer</td>
</tr>
<tr>
<td>Issue</td>
<td>Level</td>
<td>Action/Recommendation</td>
<td>Responsible Party</td>
<td></td>
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<tr>
<td>Inappropriate behaviour towards children or vulnerable adults by project staff and volunteers</td>
<td>L</td>
<td>Relevant DBS (formerly CRB) checks carried out. All volunteers and project staff to be made aware of the council's safeguarding policy. Safeguarding training provided for project staff</td>
<td>Project Officer</td>
<td></td>
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<td></td>
<td>Project Team</td>
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<tr>
<td>Lack of people willing to share memories</td>
<td>L</td>
<td>Ensure specific, known people are targeted early on particularly those identified in the plan. Wide call for memories through existing networks. Use partner organisations to advertise call for memories</td>
<td>Project Officer</td>
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<tr>
<td>Project Team do not connect with project</td>
<td>L</td>
<td>Project team fully involved in Activity Planning process. Project team involved in management of the project. Project team responsible for delivery of elements. Ensure regular heritage familiarisation briefing/ training sessions for all staff. Offer all</td>
<td>Project Officer</td>
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<td></td>
<td>Project Team</td>
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<td></td>
<td></td>
<td>staff appropriate project training opportunities</td>
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</table>
2.8 Evaluation
Evaluation of the THI Heritage Activity Programme will take place throughout the duration of the project. This will enable a reflective approach to the project and iterative development of activities and interpretation with the support of an external evaluator. A summative report of the project methodology, achievements and learning points will be produced by the evaluator at the end of the project.

The activity in the THI Heritage Activity Programme will provide a wide range of benefits to people individually, organisationally and community wide. Some questions that the evaluation will explore will include:

- Who is participating in the project? How have audiences for the area’s local and community heritage developed?
- How are local people deepening their understanding of their local and community heritage as a result of the project?
- What has been the experience of project participants and volunteers?
- Have people felt engaged and inspired by the project?
- How have local people been actively involved in shaping, sharing and celebrating their local and community heritage?
- What impact has the project had on a sense of civic pride locally?
- What impact has the heritage training had on those participating?
- What evidence is there that staff, volunteers and participant’s attitudes towards the local and community heritage has changed as a result of the project?

The evaluator will use a variety of methods to collect data for the project alongside the project team including:

- Participant and volunteer attendance records
- Project staff interviews
- Participant and partner interviews
- Target audience and volunteer focus group sessions
- Public events feedback and possible surveys using the Survey Monkey tool, wherever possible (conscious that many local people may not have access to a computer)
- Participatory evaluation activities with the general public
- Observations at sessions and events

A broad framework with details of the project aims and measures of success can be seen below:

Aim 1:
To conserve and repair the fabric of historic shop-fronts identified for improvements

Measures of success:
- Restoration and conservation programme completed
- Shop-keepers and businesses are happy with the outcome of the work
- Shop-keepers and businesses actively participated in the process
- Participants gain a greater understanding of their local and community heritage and their connection with it
Target numbers
- Number of properties participating

Aim 2:
To enable the wider community to explore, appreciate, be inspired by and participate in North Tottenham’s heritage and future development

Measures of success:
- Production of new heritage resources including: enriched heritage web pages, workshops and resources for use with schools, community heritage leaflet
- New heritage material collected and made accessible via Flickr webpage
- Delivery of 20 events throughout a 2 year heritage events programme including: architecture tours, behind the scenes conservation tours, heritage open days, heritage talks
- Participant feedback shows high levels of enjoyment and engagement
- Participants gain a greater understanding of their local and community heritage and their connection with it
- Attendance at activities and events matches numbers of participants in participant numbers table
- Demographic of project participants reflects target audiences
- Event themes are seen by local audiences as relevant and appealing

Target numbers
- 200 memories and photographs collected and digitised for the website
- 800 participants involved in heritage events programme over two years
- 100 participants for interpretative community heritage leaflet of the area
- 2,000 heritage web hits

Aim 3:
To re-establish and celebrate the architectural significance of the North Tottenham Historic Corridor

Measures of success:
- Creation of architectural and community heritage leaflet
- Participation in Open House London weekend
- Attracting visits from specialist interest groups from outside Haringey
- Community responds to and engages with the project to celebrate their community and its heritage

Target numbers
- Numbers participating
- Number of times project and area showcased in local press
Aim 4:
To develop and deliver a series of ongoing activities that will enable the broadest community to participate in and share their local and community heritage, especially those more recent stories within living memory

Measures of success:
- strong network of local partners are established and partners evidence that the project has met their needs
- Local people are actively involved in the development of events through participatory project work
- Collaborative development of heritage school workshops and resources alongside local teachers
- Involvement of architecture students involvement of university or college students in the development of creative activities for events focusing on heritage
- involvement of local families in architecture and heritage hoardings interpretation project
- involvement of local heritage/local interest groups in the development of heritage events programming
- Participant feedback shows high levels of enjoyment and engagement
- Participants gain a greater understanding of their local and community heritage and their connection with it
- Attendance at project workshops, activities and events matches numbers of participants in participant numbers table
- Evidence of projects, activities and events resulting in attendance by new audiences
- Demographic of project participants reflects target audiences
- Evidence from project participants shows a shift in attitude towards their local and community heritage
- Local people who have been involved in event development feel a sense of ownership of the work and their contributions project work

Target numbers
- 5 collaborative development projects completed
- 20 participants representing different sections of the community involved in collaborative in the research, development and delivery of heritage tours

Aim 5:
To provide long-term access to their local and community histories as an online resource and reflected in the collections at Bruce Castle Museum and Haringey Archives

Measures of success:
- Creation of heritage enriched webpages, regularly updated and consulted

Target numbers
- Number of web hits
Aim 6:
To give local people in North Tottenham the opportunity to develop heritage and archive skills through opportunities for volunteering, and staff and volunteer training

Measures of success:
- A range of volunteer roles developed and recruited for heritage focused work
- Numbers of volunteers recruited through the project match targets in the participant number table
- An extensive heritage training programme developed for staff and volunteers alongside heritage partners
- Training programme is well attended
- Staff and volunteer feedback on the training programme indicates a positive impact on their work and heritage understanding
- Volunteers indicate they have enjoyed their training and experience
- Volunteers and staff indicate new skills have been acquired

Target numbers:
- 1 heritage traineeship
- 10 heritage work experience placements for CONEL students
- 10 heritage champions created within the community
- 40 volunteers recruited for the project
- 6 schools attended heritage workshops for schoolchildren about the High Street
- 15 young people recruited to deliver heritage trails
- 10 heritage skills and training events for staff and volunteers

2.9 Project’s lasting legacy
The THI Heritage Activity Programme and Plan has been designed to ensure there will be a number of lasting, sustainable benefits which can be categorised in the following ways:

Tangible benefits
The main purpose of the THI Heritage Activity Programme is to connect people in a relevant way with their local and community heritage and to generate an understanding and appreciation of the importance of the historic built environment around them. This will be achieved through the collecting of memories and photographs from the community to create an accessible and hands-on on-line resource, and revealing the importance of the architecture of the local streetscape and its heritage through volunteering, activities and events.

This Activity Plan uses these project elements as building blocks to create a number of tangible benefits which will continue to be available after the life of the project. These include:

- **Heritage trail, community heritage leaflet and school Story Maps** – the project will create a Heritage trail, community heritage leaflet and school Story Map (physically and on-line) which will explain, celebrate, showcase and explore the restoration project of North Tottenham THI, the neighbourhood and community
history and the importance of the Tottenham High Road Historic Corridor in the history of architecture.

- **Photograph and memories collection** – a number of photographs and memories will be collected during the project and will be added on-line as well as deposited (physically or in digital format) in the historic collections at Bruce Castle Museum. These will be made available in their entirety either online or through Bruce Castle Museum and Haringey Archives, and will also be used in a variety of interpretative ways throughout the project.

- **Heritage focussed web-pages** – a series of heritage focussed web-pages will have been developed. These will not only contain a record of the conservation project but will give access to the digitised material in an organised, thematic way with added interpretation.

- **High Street and local history resource and workshop for schools** – school heritage and object-handling workshops will be developed by Bruce Castle Museum in collaboration with 6 local schools. These will be created around the theme of the High Street and local history, using the museum and archive photographs, maps and object collections, oral histories and digitised material. These workshops and resources will be available for use after the life of the project.

**Community benefits**

As well as the tangible, physical assets that will be left as a sustainable project legacy, there will be wider community benefits that can be identified:

- **Community ownership** – the project will involve local people in the creation of the interpretation of the area (through heritage trails and community heritage leaflet), any collecting of memories and photographs and through the activities and events either developed or delivered by the volunteers and schools from the community. There will be project focussed opportunities to volunteer as well regular volunteering opportunities. This should build an increasing sense of community ownership and recognition of the local and community heritage.

- **Audience development in heritage** – the tours alongside activities and events should increase local knowledge of the North Tottenham THI and Tottenham High Road and its heritage and should also attract new visitors to the area. The heritage of the North Tottenham THI and the importance of the architecture of the Tottenham High Road Historic Corridor will become known and celebrated locally and further away.

- **Volunteer and participant training** – volunteers and participants in the project will be given the opportunity to develop a variety of skills which will be transferable beyond the project. One heritage trainee and ten Heritage Champions will be trained during the life of the project giving them a valuable insight into heritage projects and increased heritage skills and knowledge.

- **Volunteer base** – the strong focus on volunteering in the project will help to create a cohesive, interested, empowered and motivated group of volunteers who will continue their involvement with the local area beyond the life of the project ensuring the future sustainability of the legacy.

- **Increasing access** – the project will increase access to the local and community heritage and the built environment for local people by creating a range of activities and events, accessible to a wide range of audiences, recognising and targeting their
differing needs. It will introduce the local area in a positive light and will provide new routes into heritage.

Organisational benefits
The project will leave a number of long-lasting organisational benefits for Haringey Council which will aid the sustainability of the project:

- **Staff development** – the project will develop existing staff both through training opportunities and exposure to new practice and ways of working. The project will fund a Project Officer during the life of the project. This role will be key in equipping existing staff with heritage skills, knowledge and understanding to ensure that the use of heritage becomes embedded in future practice.

- **Embedding participation** – the project will explore a new ways to participation, utilising heritage for community engagement and collaborative working. These methods will be evaluated through the life of the project with a view to embedding them in future practice for any regeneration and heritage projects.

- **Partnership working** – elements of the project will be developed through working with a number of partner organisations. The project will develop existing relationships with a number of organisations consolidating their involvement with Haringey Council for the future.

- **Evaluation** – the evaluation of the project will be shared widely to ensure lessons learnt from the project and best practice developed are embedded in other similar projects.

2.10 Sharing lessons
The lessons learned during the THI Heritage Activity Programme will be shared via a number of routes, both during the project and after the project ends. This will ensure project learning can be transferred to wider working practices in the local area and more widely.

Ways in which project sharing will take place include:

- **Project evaluation** – the project evaluator will draw out learning from the project which can be shared internally to inform developing practice whilst the project is taking place. A summative evaluation report produced at the end of the project will distil the key learning from the work that has taken place both internally and externally.

- **Project training** – regular staff and volunteer training will enable specific heritage learning from the project to be distilled and shared with a range of staff and volunteers.

- **Participation Steering Group** – the steering group will act as a mechanism to share best practice amongst local internal and external stakeholders throughout the project.

- **Sharing through local partners** – local community partners involved in the project will be able to act as advocates for the project.

- **Advocacy work** – councillors and recruited Heritage Champions in particular will be advocates for the project and share its successes at suitable forums.

- **Feature pieces on the project in council publicity materials** – coverage of the project in programmes, brochures and on the front page of council’s website.
• **Feature articles in local and national press** – coverage of the project in local and national press at a number of points within the project will highlight the work to a wide and varied audience.