

Brox Rocks! Pulhams of Broxbourne
'Our Heritage' Heritage Lottery Funded
Evaluation Report

OH-14-09656

May 2017

Contents

1. Executive Summary

2. Project Background:

2.1 Approved Purposes

2.2 Project Need

3. Project Delivery:

3.1 Project Management

3.2 Project Outcomes

3.2.1 Outcomes for Heritage

3.2.2 Outcome for People

3.2.3 Outcomes for Communities

4. Review

4.1 Project Success

4.2 Lessons Learnt

4.3 Deadweight

5. Summary and Future Work

6. Appendix

1. Executive Summary

In November 2015, The Pulhams of Broxbourne Project was awarded £86,900 from the Heritage Lottery Fund's Our Heritage programme.

Pulhams of Broxbourne was a partnership project between Lowewood Museum, Broxbourne Borough Council and B3Living, celebrating the history of James Pulham & Son, one of the most important landscape designers of the 19th and 20th centuries.

The project conserved the remaining Grade II listed brick kiln and puddling mill of the former Pulham factory in Broxbourne, along with rejuvenating the surrounding garden area and installing new interpretation at the site.

In addition to this, the project created an exhibition on the history of Pulham which will go on tour, along with a series of on-line educational resources including films of five key Pulham garden sites.

An events programme accompanied the project, which included a conference, family activities, talks and workshops for British Science Week, providing enjoyable experiences for people to engage with this unique piece of history.

This report summarises the main results of the project, including how successful it has been in meeting the approved purposes, how it has met HLF's outcomes for Heritage, People and Communities, the changes that have taken place, the lessons we have learned, and what this means for the legacy of the project and future work.

This report has been written by Carly Hearn, Assistant Museums, Heritage & Culture Manager for Epping Forest District and Lowewood Museums. The report has been compiled in collaboration with Jennifer Rowland, the Pulhams of Broxbourne Project Officer, using audience data and feedback throughout the project, from its delivery to completion.

2. Project Background

2.1 Approved Purposes

The approved purposes of the grant were to:

- Deliver the project in partnership with Broxbourne Borough Council, Lowewood Museum and B3Living Housing Association as detailed within the partnership agreement submitted with the application.
- Carry out remedial works to the Pulham Kiln and Puddling Mill. Erect new railings around the structure.
- Enable young volunteers from the B3Living Green Team and volunteers from Tesco, Princes Trust, Jobs at Home and Community Rangers to clean up the surrounding garden area.
- Install interpretation panels on site.
- Appoint an Exhibitions Officer to carry out research for the project exhibition and to create educational resources including digital resources via History Pin and Herts Memories.
- Deliver a touring exhibition, *The Pulhams of Broxbourne*, to museums and venues in the area with accompanying events such as talks on the history of Pulhams.
- Organise 3 events at Lowewood Museum to promote the project and to make people more aware of the Broxbourne site.
- Evaluate the project and provide HLF with a report at project completion.

2.2 Project Need

James Pulham & Son were a nationally significant landscape design firm that transformed the British garden landscape between 1845 and 1939.

Working at over 300 sites around the country, their story spans a century of garden fashion, from the Victorian desire for romantic rustic scenes and to grow exotic foreign plants, to the Edwardian taste for Japanese and Italian style gardens. Pulhams could name the royal family among their clients and their work has been extensively published in both regional and national garden history publications, which accentuates the national and international significance of this company to the industrial heritage of Hertfordshire.

The company was based in Broxbourne from the late 1840s to 1939, when the firm closed. The Grade II listed kiln and puddling mill off Station Road, Broxbourne are the last remnants of the Broxbourne Pulham factory. Prior to this funding, both these structures were in a state of disrepair, with little interpretation to mark their significance.

In 2015, to help with the projects development, B3Living (owners of the site) funded Lowewood Museum to commission a conservation assessment of the site. The report indicated that the kiln and puddling mill required 'extensive preservation treatment. A project team was therefore assembled to develop an application to the Heritage Lottery Fund. During the development of the application, further conservation reports were undertaken in order to ascertain more accurate conservation costings. This reinforced the assessment report's findings, highlighting issues with the kiln caused by saturated masonry, and major structural issues with the puddling mill, making it unstable and in danger of collapse. The project would therefore aim to address these issues, along with providing a maintenance plan for site owners B3Living, to ensure any future deterioration of the site was appropriately managed.

This project was also supported by a number of individuals, community residents and groups, in which letters of support were provided. The project, through new interpretation boards at the site, an exhibition and events programme, also aimed to raise awareness of this unique piece of heritage to those currently unaware of the history of Pulham and their former factory within Broxbourne. The site itself is a popular cut-through walk-way for many people on-route to Broxbourne station. With little interpretation, the site's history was inaccessible and thus virtually lost to a whole new generation of individuals who should be made aware of its importance.

3. Project Delivery

3.1 Project Management

The Pulhams of Broxbourne project was a partnership project between Broxbourne Borough Council, Lowewood Museum and B3Living.

As per the partnership agreement, Broxbourne Council were the accountable body for the project, having responsibility for all project expenditure, procurement and promotion. Lowewood Museum (managed by a service level agreement between Broxbourne Council and Epping Forest District Council), through its Epping Forest District Council officers was the

project lead for the exhibition, management of the Project officer, all interpretation at the Pulham site and all online resources and events. B3Living (owners of the Pulham factory site) were responsible for the conservation of the Grade II listed Kiln and Puddling Wheel and rejuvenation of the surrounding garden space.

The main project team included:

Broxbourne Borough Council:

Tracey Brannick and Steve Dupoy

Lowewood Museum:

Carly Hearn and Jennifer Rowland (Pulham Project Officer)

B3Living:

Gary Bagnell, Russell Purvis, Matthew Norton, Charlotte Ward

The project team held meetings at Lowewood Museum and the project was completed on time and as per the project plan. Some changes to the project were instigated during the project delivery, mainly due to restrictions on the project budget, i.e. an approved purpose was to erect new railings around the Pulham site, however the escalating conservation costs due to unforeseen works needed, meant that this proposal needed to be re-thought. Instead, permission was granted to change this plan, with the railings being re-painted so that further expenditure, along with the projects contingency, could be spent on required conservation works.

The Pulhams project Officer was recruited by Epping Forest District Council, under its management of Lowewood Museum. The recruited officer, Jennifer Rowland successfully delivered the objectives of her role, however was successful with a new position on an Arts Council Resilience Project a few months before her contract ended. Remaining aspects of her role were therefore carried out by existing Lowewood Museum staff, which has caused some delay with the touring aspects of the exhibition – now to be marketed from May 2017 onwards. Further feedback gathered by the Pulhams project officer can be seen in section 4.2, lessons learnt.

3.2 Project Outcomes

The project achieved a number of outcomes for Heritage, People and Communities, as stated in the original application. The following outcomes have been identified through analysing a mixture of quantitative and qualitative data, through both formative and summative evaluation methods.

3.2.1 Outcomes for Heritage

Through undertaking this project, outcomes for Heritage included:

- Completed conservation and restoration of the Grade II Pulham Kiln and Puddling Mill
- Conservation and maintenance manuals for the Kiln and Puddling Mill, so that site owners B3Living can continue to appropriately manage and maintain the site
- Increased 'sense of ownership' of the site by local people and the site owners B3Living and its significance/importance as one of their assets

'Having been with my late grandfather to Pulham's water garden in Kingston as a boy, it's good to be living in Pulham's area'

Lowewood Museum Exhibition Comment Card

- New and improved interpretation at the site ensuring this piece of heritage is better recorded and interpreted, ensuring it is more readily available and accessible to more people
- A more aesthetically pleasing site for passers by and nearby residents, helping to foster a sense of pride in local heritage
- A wider range of people having learnt and engaged with the Pulham's history, through visiting the site, exhibition, events or on-line educational resources (e.g. Lowewood Museum's blog postings or YouTube videos of the Pulham sites)

'Pulhamite exhibition was excellent-been fascinated by this artificial rock since chancing upon a lake and rock garden at High Leigh nearby'

Lowewood Museum Visitor Comment, 27 April 2017

- Increased publicity for Pulhams heritage and the Broxbourne site throughout the project, including an article in The Garden News Magazine on the 28 February, and an interview with Nick Coffey at BBC Three Counties Radio on 9 February

- New films were commissioned, included five of Pulham's garden sites – <https://www.youtube.com/watch?v=8TsFEw0TQpl&list=PLRVwMmn5itpbfpbNJE97UhYZ7K0617hzG>
– Paris Vase film; Interview with Val Christman (Pulham Descendant); Highnam Court, Gloucestershire; Waddesdon Manor, Buckinghamshire; Sheffield Park, East Sussex; Dewstow Garden, Caldicot; Danesfield House, Surrey.

3.2.2 Outcomes for People

The Pulhams of Broxbourne project achieved a number of set outcomes for People, including:

- A number of People volunteered their time on the project. 360 volunteer hours were recorded, helping with a variety of different activities
- Volunteers learnt new skills and had an enjoyable experience, , feeling a sense of pride in the work they have achieved for their local community and heritage
- All of the individuals involved with the project, including new staff, existing staff and volunteers developed their knowledge and understanding of the Pulham's heritage
- A total of 94 people left a visitor comment at a Pulham event or after visiting the exhibition. A word cloud analysis of the comments received, populated words including, 'excellent', 'enjoyable', 'lovely', 'fun' and 'interesting'
- Over 2000 people came to see the Pulham exhibition, '*Romance in Stone. The Pulham Legacy*' at Lowewood Museum between the months of January to end of April 2017
- 466 public visitors attended 6 events in association with Pulham at Lowewood Museum. A variety of booked and drop-in events were available including stone carving workshops, family science fun days for British Science Week, a conference and talks on Pulhams, along with the exhibition and site launch

'A very interesting and rewarding day, good presentations, interesting slides and the museum exhibits most informative'.

Andrew Beattie, Attendee at Pulham Conference

'Had a really wonderful time! We were all made extremely welcome and it was so lovely that the whole family were allowed to join in the

pottery workshop!

Visitor Comment, 11 February 2017 Pulham Family Day

- New digital platforms enabled a wider number of people to engage with this project and the heritage of Pulham with a total of 304 views of the Pulham films on YouTube, 8105 views on Facebook, 38928 impressions on Twitter, 214 views on the blog

3.2.3 Outcomes for Communities

In addition, this project also helped to make a difference to our local community, by:

- Improving the aesthetics of the site itself, making it a more pleasing place for local residents and visitors to enjoy, allowing them to feel greater pride and belonging to their local area.
- Helped make our organisations more resilient by helping to establish stronger partnerships. Lowewood Museum in particular received the support of an additional member of staff who greatly supported existing staff capacity, enabling more projects to be developed – one such project is a successful bid to HLF's Our Heritage programme for a First World War Commemoration project, *Stephen Warner: One Man's Journey Through War*

4. Review

4.1 Project Success

The Pulhams of Broxbourne project was completed on time and within budget. The partnership between Lowewood Museum and B3Living worked particularly well, in that both organisations had clear roles and objectives to deliver from the approved purposes set by HLF. This partnership also greatly supported Lowewood Museum's capacity and ability to support and preserve local heritage. As a small local authority museum with a small team of staff, B3Living's knowledge and expertise on the build and conservation elements of the project was of prime importance in successfully preserving and protecting the heritage of this site. This freed the museum team to focus on the interpretation and curatorial side, without needing to manage the conservation aspects themselves.

The conservation of the site itself was completed on time by the recruited contractors Szerelmey, Ermine Engineering and Heritage Blacksmiths; all

managed by B3Living. The completed site is both a benefit to the protection and learning of local and national heritage, and to the local community in providing a more attractive space for people to enjoy and visit.

The launch of the site worked extremely well, and for the size of the space available (both at the site and at the museum) had an excellent turn out.

Having a recruited project officer for the project also was of great help. Again, whilst this project was initially developed by the Lowewood Museum team, the museum's capacity would not have allowed the successful completion without the support of an additional team member. The Pulhams Project Officer was an invaluable asset to this project, and reinforced the partnership links and communication from start to completion.

The accompanying events programme also worked extremely well and enabled more people to engage with this heritage, some of whom may otherwise have not been interested. The Pulham Family Days for example, enabled a younger audience to learn about the Pulham story, whilst the conference enabled more interesting groups and individuals to extend their learning on Pulham.

4.2 Lessons Learnt

In hindsight, if this project was to be done again and in thinking about future projects, for the scale and nature of this project, the recruited project officer would have worked more successful if full time as oppose to three days a week. The fixed one year nature of the post, over three days a week, meant that there was a great deal of work to do in the time available. If this post had of been full-time, the project and community would have benefitted more widely as the post would have been able to complete some of the outstanding elements of work, including a schools education pack being piloted within local schools, and the marketing and booking of the touring exhibition. These lessons have been noted and was one of the reasons for a full time post being costed within the recently successful *Stephen Warner: One Man's Journey Through War* HLF project.

Furthermore, whilst there was some great success and advantages around having two organisations focus on specific areas of the project; Lowewood and B3Living respectively, particularly with regards to capacity and successful completion on time; it would have been of benefit for the Project Officer to have attended more site 'conservation' specific meetings so that the officer had a more in depth knowledge of the various stages of the

conservation works carried out, which in turn would have had greater benefit for the publicity of this aspect of the project.

For Lowewood Museum itself, complications during the initial development of this project have led to greater thought and consideration on its management contract. The Service Level Agreement which the museum is operated within, placed restrictions on activities external to the museum that staff could lead on (with the museum being owned by Broxbourne Council, but the staff and programme management being the responsibility of Epping Forest District Council under the SLA). This meant that there were delays with the project development initially, and subsequently Broxbourne Borough Council having to have more direct involvement with the project grants submission coming in via them. This has thus led to a revised SLA which we are currently developing to give us greater flexibility.

4.3 Deadweight

There can be no doubt that much of this project would not have happened if we were not successful with Heritage Lottery funding. Whilst some of the project outcomes may have happened like an exhibition or events programme, they would not have been produced to the scale or quality which the funding enabled.

The conservation of the site itself was heavily reliant on funding. With local authority and housing association (B3Living's) capital and revenue budgets being reduced, external funding for projects such as this are all the more important and valued.

Without this project, the partnership between Lowewood Museum and B3Living would also have been unlikely, and so this project has established new working relationships and contacts for both organisations which are likely to be of benefit for future work.

5. Summary and Future Work

In summary, many successes have been achieved through the Pulhams of Broxbourne project. The approved purposes have been achieved, with only some slightly altered due to changes during the project or staffing capacity which has already been discussed. As previously mentioned, if we were to do this project again, one of the key changes would be to ensure enough staff time has been funded for the recruited project officer, in order to carry out the objectives to their full potential. Given the scope of this project, there can

be no doubt that a full time project officer would have been advantageous. Furthermore, if we were to undertake a partnership project of this nature again, whilst the partnership agreement clearly outlined the role and responsibilities of each partner, more cross-team project meetings would have led to wider knowledge across all members of the team of the various stages taking place. Lastly, for future projects it will be imperative to ensure evaluation is factored in more centrally at the start of the project, and that future work and opportunities post project completion are factored in to evaluation, to ensure all opportunities which have arisen during the project are taken advantage of.

Lowewood Museum Visitor Book comments relating to Pulham:

Never realised rocks could be so fascinating, even when fake!

Interesting displays

Lovely!

Great

Really interesting

Very interesting about Pulham

I liked the videos & the maps

Pulham Exhibition very interesting.

Excellent Exhibition well presented

Great to have made Pulham films

Very enjoyable, interesting exhibition thanks

An excellent display- no mention of Pulhamite Wall that was once in St Dominics School , now Broxbourne Park

Very interesting insight into local history and notables

Great Pulham exhibition & activities thank you

Lovely activities Hertfordshire finest

Descendant of Robert Barclay of High Leigh & Barclay Park

Brilliant!

Very interesting show

Great to look around

an exciting afternoon

Fantastic to see all the stuff

Very good exhibition

Excellent small displays on Pulhamite & Enid Blyton

Very interesting Pulhamite exhibition

Very interesting had to see the Pulham exhibits

Brilliant & helpful

Come to see the Pulham exhibition and enjoyed the rest

To visit Pulham Exhibition

Great Pulham information excellent well presented

Thoroughly well presented conference & exhibition

Excellent day & lovely museum

Wonderful place and so interesting

Great Pulham exhibition

Enjoyable activities interesting exhibition

Very interesting exhibition

Very interesting, learnt a lot more of local history

Really enjoyed Pulham Exhibition

Very interesting temporary exhibition I wonder where it is going next ?

Enjoyed the Pulham Exhibition very much

Brilliant Pulham exhibition very informative

Looking good very interesting

Pulham exhibition very interesting great museum keep it open!

Pulham Exhibition very interesting

Pulham Exhibition very interesting

Pulhamite exhibition was excellent-been fascinated by this artificial rock since chancing upon a lake and rock garden at High Leigh nearby

Excellent Pulham display

Pulham Exhibition excellent but touch screen volume far too low and very difficult to hear

6.3 Marketing Examples

Romance in Stone
The Pulham Legacy of Garden Design

14 January - 29 April 2017
Lowewood Museum

A Touring exhibition by Lowewood Museum

Free entry

Lowewood Museum
High Street, Hoddesdon, EN11 8BH
Tel: 01992 445596
E: museum.leisure@broxbourne.gov.uk
Open Wednesday - Friday, 10am - 4pm and Saturday, 10am - 5pm
www.broxbourne.gov.uk/lowewoodmuseum

@lowewood facebook.com/lowewoodmuseum

LOTTERY FUNDED

B3
MUSEUM
Epping Forest District Council
Borough of Broxbourne

Family Science Fun

BRITISH SCIENCE WEEK 2017

Lowewood Museum
Saturday 18 March
11am - 4pm

Join us for a range of activities inspired by the work of garden landscapers, James Pulham & Son including:

- * Rock experiments
- * Sand art
- * Bulb planting (take your plants home!)
- * Pavement art

All Activities FREE

Bookable Workshop
Pond-dipping with the Friends of Barclay Park

11am-12noon, 1-2pm, 2.30-3.30pm
Age 5 upwards

All children must be accompanied by an adult. Some activities are weather dependant and may be subject to change.

Lowewood Museum
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Hertfordshire, EN11 8BH
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www.broxbourne.gov.uk/lowewoodmuseum

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The National Lottery
Epping Forest District Council
MUSEUM
Borough of Broxbourne

6.4 Exhibition and Site images



