

BAT & BALL STATION

SEVENOAKS

BAT & BALL STATION RESTORATION PROJECT

Activity Plan Evaluation Report
December 2019





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EVALUATION

The purpose of this report is for Sevenoaks Town Council (STC) to fulfil the requirement of the Heritage Lottery Fund (HLF) to conduct a final evaluation of the restoration project Activity Plan. The evaluation will assess the activities which have been delivered, what the benefits have been for heritage and people and what the lasting impact the restoration will have made for the local community. The document is for Sevenoaks Town Council, Heritage Lottery Fund, participants, volunteers and the wider public.

INTRODUCTION

Bat & Ball Station building is a Grade II listed Victorian property which was constructed in 1862. The building is of significant historical interest as it was the first station in Sevenoaks and in 1867 used by Queen Victoria when visiting Knole House. The station was boarded from 1991 and gradually deteriorated over the following thirty years.

In 2018 Sevenoaks Town Council secured a £755,600 Heritage Lottery Fund grant towards the refurbishment of the station building. The project had an Activity Plan which set out a programme of events and activities to engage the local community and schools. The heart of the Activity Plan was to promote the heritage and history of the building and to bring a disused building back to life for community use. The Activity Plan was delivered by a Heritage Engagement Officer together with Council staff and volunteers.

The restoration took 26 weeks to complete and the building opened to the public in March 2019 providing heritage information, community rooms for hire, a café and public toilets.



BACKGROUND

• Friends of Bat & Ball (FOBB)

The Friends of Bat & Ball Station group was set up in 2014 with the aim to promote the regeneration of the Bat & Ball Station.

Objectives for Bat & Ball Station Friends Group

1. Support regeneration of Bat & Ball area, highlighting benefits of the station.
2. Promote the station.
3. Promote the building as a venue/facility.
4. Encourage integration with other community/business projects e.g. Britain in Bloom, Vintage Bus, Summer Festival/Arts.
5. Protect and inform re Historical/Conservation importance.
6. Provide information to the public.
7. Improve community safety and perception of community safety.

Regular meetings were held four times a year and every month during the restoration. Members included local councillors, residents, station users and representatives from local businesses and schools. Several FOBB members became further involved in the restoration project and helping to deliver the Activity Plan by researching the stations history, taking photographs, volunteering at events and school workshops.



External images of station prior to restoration

• Northern Sevenoaks Masterplan

In 2016 Sevenoaks Town Council developed a Masterplan looking at future development around northern Sevenoaks, ensuring it benefitted local people with improved services and movement throughout the area. In 2017 an extensive public consultation took place which highlighted Bat &

Ball station as a potential site for refurbishment bringing the station building back into active community use and improving the 'arrival experience' for visitors.

AIMS and OUTCOMES

There were six original aims for the restoration project all of which were addressed through the Activity Plan with different outcomes for heritage, people and the community.



Bring the Grade II listed building back to life



Provide a project with sustainable future for the building



Enable community use of the building



Provide a wider positive impact for the local community



Address public safety concerns & encourage more people to use the station



Enable awareness of the stations heritage

• Outcomes for heritage

- Saving a local heritage landmark
- Recording the restoration process
- Oral histories – recording memories
- Creating archive for local library
- Collecting/donation of artefacts

• Outcomes for people

- Volunteer opportunities
- Visitors to events
- Sales of local books
- Learning about local history
- Reminiscing about the past

• Outcomes for community

- Schools engaged
- Creating an attractive and safer environment
- Visitors/commuters to café
- Visitors/commuters using public toilets
- Visitors using access ramp
- Groups hiring community rooms

INFORMATION

Keeping people informed before, during and after the restoration project was essential in order to engage the local community. Different platforms were used including a leaflet, interpretation boards, newsletters and a website.

- **Leaflet and temporary exhibition**

Members of FOBB were asked to volunteer to research the history relating to the station. Several came forward and each was allocated a subject. The information was collated into subjects, restoration project, timeline, social history and Thomas Crampton then a 4-sided leaflet was designed. The same information was used on large poster boards which were displayed in various locations throughout Sevenoaks.



Information boards on Bat & Ball Station hoarding and Sevenoaks Station concourse

The information leaflet was a good tool to start discussions and to get feedback about the project. A survey was inserted into each leaflet with a postage paid section so people could post it back to Sevenoaks Town Council. 70+ surveys were completed and returned with 98% positive feedback about the project.

'I now have a better understanding of the Station history and how it relates to the development of Sevenoaks'

[respondent, Information leaflet survey]

'Yes, it helped me to understand the local history and the importance of retaining it whilst improving local conditions'

[respondent, Information leaflet survey]

'The leaflet involves the community in local heritage – they have a sense of ownership' [respondent, Information leaflet survey]

The temporary exhibition boards were placed on platform and roadside hoardings at Bat & Ball station for commuters and station users to read. The same panels were placed in mobile stands situated at Sevenoaks Station and Sevenoaks Library and a set was put in the Community Centre, opposite Bat & Ball Station.

The HEO and volunteers spent a day at each site handing out flyers, talking to the public and answering questions about the restoration project. It was not possible to count how many people engaged with the information boards, but the exhibition boards were in place for 6 months.

• Website and newsletter

A new website www.batandballstation.com was designed as a platform to find out about the restoration project and to show the week by week restoration progress images which were taken by members of Sevenoaks Camera Club. Other sections on the site included the history of the station and local area and people could submit a memory (linking to the station and local area) and these were then posted on the memories section. There was also a volunteering section with details about various volunteering roles plus news and events.

Although visits to the site were low between Sep-Dec 2018 (400), after the January Open Day and other events numbers increased steadily throughout 2019 (see below).



A monthly newsletter with news, information about events and volunteer opportunities was also produced monthly from October 2018 and emailed to around 200 people on the mailing list.

• Interpretation

Two internal interpretation boards were created for inside the Booking Hall and Café. A local artist (Georgie Bennett) was commissioned to design the panels and information gathered by the volunteer researchers was used for the text. One board shows a timeline of events during the life of the station and the other board highlights some of the characters associated with the station including Queen Victoria, the last Station Manager and the Mayor. Also commissioned was a map of Sevenoaks town showing the various places one could visit and a vintage style poster which will

be used for flyers and other marketing material in the future and possibly for the Community Rail Partnership.



Councillor Hogarth admiring an image of himself on one of the interpretation panels

COMMUNITY ENGAGEMENT AND PARTICIPATION

Several events were planned and delivered during and after the restoration work. As many local people did not know the station existed, or had never used the station, these events were opportunities to engage with the wider community, initially to inform the public about the refurbishment of the station and then subsequently to promote the new facilities available. Many of the event participants were also interested in finding out more about the history of the building, see the restoration in progress and learn more about the future plans to redevelop the area.

• Hard hat and restoration tours

Four tours were offered in consecutive months during the main transformation of the building. People who attended all tours were able to see the dramatic changes to the interior and exterior of the building. Two restoration tours, on the specific subjects of brick and wood restoration, were delivered by building conservation experts. These were opportunities for people to ask questions and increase their knowledge about heritage conservation.



“An excellent idea to invite local people to see the restoration, to learn about the historical aspects of the building and its structure.”

[respondent to event feedback survey]

• Open days and local events

There was a delay in the start of the restoration work, and it was unsure if a member of the Royal family would be able to attend the planned opening event. In order to keep the local community interested in the progress of the refurbishment it was decided to have two public open days in January and February 2019 prior to the station officially opening in March. The open days were a huge success with 250+ people attending each day and giving the public an opportunity to see the transformation of the building and the facilities which would be available.

After the station opened to the public in March 2019 it was important to continue to promote the new facilities particularly the café and room hire. The Wellbeing Show and Armed Forces Day were ideal community events to engage with a wider cross section of people, a good place to recruit volunteers to help with future projects and activities, and getting people to sign up to the Friends of Bat & Ball newsletter.

• Art and craft workshops



Queen Victoria dress Community artwork.



Luggage label bunting used to decorate the station

Several art and craft sessions were planned for families to engage with the history and restoration of the station. During 2018 four events took place in the Community Centre next to the station with over 130 children and adults attending. They made 3D cardboard steam trains and suitcases and luggage label bunting which was to be used to decorate the station opening events. A lantern workshop was delivered in December 2018 and many families made lanterns decorated with images linked to the station which were then used at the Christmas lantern parade in Sevenoaks Town centre.

HLF requested that one of the community projects would include lottery tickets in some way. An idea to create a dress for Queen Victoria was devised by the HEO and a professional artist. Members of the community took part in a workshop to create panels made of images, tickets, luggage labels etc. and embellishments made of beads and sequins. The final piece was brought together by the professional artist and displayed on a mannequin alongside an interpretation panel about Queen Victoria. The artwork was unveiled by the Mayor at the Heritage Open Day event in September 2019 and left on display in the station.

• National Festivals

Taking part in two national festivals; Heritage Open Days and Museums at Night, was an opportunity to capitalise on their online marketing campaigns. As these two events took place at the end of the HLF Activity Plan it was possible to showcase the restored building and its facilities in different situations and to different audiences. Both events were well received with positive feedback suggesting that Heritage Open Days and Murder Mystery events could become permanent fixtures on the Town Council event calendar in the future.

• Heritage Open Day

This event was a collaboration with National Trust's Knole House in Sevenoaks, who were also taking part in the Heritage Open Days Festival, and the local bus company, Go-Coach.

The bus company supplied a vintage bus (previously commissioned by STC to get visitors around Sevenoaks town during the summer holidays) and contact was made with other vintage bus owners resulting in total 8 vintage buses taking visitors on a round trips from Bat & Ball Station up to Knole House, Sevenoaks town and back.

Around 20 volunteers took part in this event; some driving and conducting on the buses and others delivering activities inside the station which included history talks, showing memorabilia, photography and object handling. The Queen Victoria dress community artwork was unveiled, the café was open, and over 200 adults and children attended the event.



Vintage bus outside Bat & Ball Station



Winning team at Brief Encounter Murder Mystery

• Museums at Night

Bat & Ball Station was the perfect venue to stage this fun 'whodunit' Murder Mystery based on Brief Encounter. 35 guests enjoyed a welcome glass of prosecco followed by a fish and chip supper and they were entertained by a cast of professional actors. Teams of 4-6 people sat on tables named after London railway stations, participants followed the clues and questioned the suspects to work out who did the deadly deed! The winning team each received a winner's certificate.

TIME CAPSULE AND NOVEMBER PREVIEW

Publicity was important to highlight the restoration of Bat & Ball Station as many members of the public were unaware of the station or where it was. Events were used to encourage people to visit the station and engage with the restoration project.

A suggestion was made to bury a time capsule under the floor of the main booking hall during the refurbishment, so this event was added to the Activity Plan. Items put inside the time capsule included newspaper cuttings, postcards, train and lottery tickets, toys and coins. Attendees to the 'burying ceremony' included local businesses, councillor members and youth council. This event was reported in the local newspapers, lifestyle magazines and filmed and shown on the local television channel.

The big opening celebration event listed in the Activity Plan was to recreate the previous royal visits with a Royal to officially open the station; thus, providing maximum publicity. However, the restoration start date was delayed and subsequently the opening date for the station, which should have been in November 2018 was moved back 3 months and no members of the Royal family were able to attend, and the event was cancelled.

Although the refurbishment not completed it was decided to organise a 'Preview' event and to invite VIPs, stakeholders and all involved in the project. Celebrity and train enthusiast Michael Portillo attended the evening, giving an entertaining speech, and the event was timetabled to coincide with a steam train passing through the station. The result was an increase in publicity about the station to a wider audience.



Mayor, Town Clerk and Michael Portillo at Preview Event



Time Capsule ceremony

VOLUNTEERING and EDUCATION

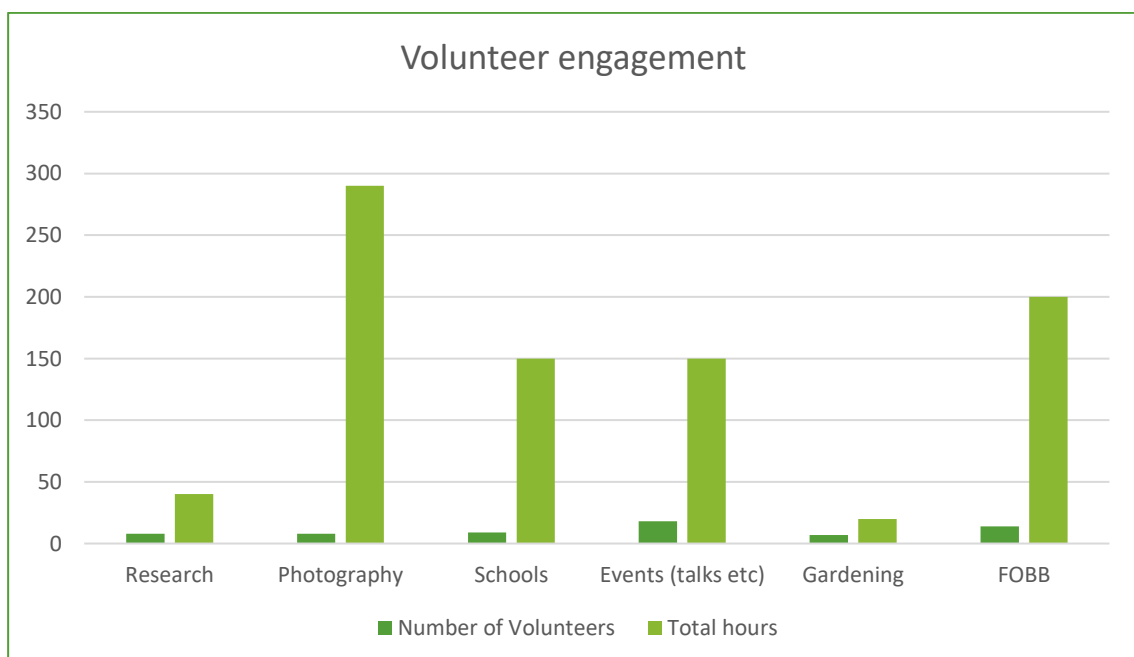


Education volunteers

At the outset of the project several volunteer researchers were recruited from the Friends of Bat & Ball group. These volunteers gathered information which was used for the information leaflet, website and interpretation panels.

As the HLF project progressed more volunteers were recruited to take on other roles (heritage explainers, photography, education, oral history and gardening). People who were interested were able to view detailed volunteer role profiles on the website and the same information was available in a printed copy, available at the station and events. The HEO attended local community events to engage with the public and talk about volunteering opportunities. Some coffee mornings were held at the station for the public to attend where they could ask questions, talk to existing volunteers and sign up.

Volunteers were offered the opportunity to take part in first aid course and Health & Safety training so they could undertake tasks, such as gardening, on or near the platform. In total volunteers contributed around 850 hours throughout the 18-month project.



• Heritage explainers and history talks

This volunteer role was difficult to fill even though many people involved in the Friends of Bat & Ball group who were researching the history, transcribing oral histories and engaging groups of school children. Most volunteers who were recruited during the restoration project agreed they had increased their knowledge of the heritage of the building.



History talk at Bat & Ball Station

“Fascinating to discover the need to build a railway line from Sevenoaks to London & how local industries developed as a result of the transport links.”

[response from Heritage Talk attendee]

Five history talks were offered to the public; three before the restoration began and two repeated inside the station building after the project was completed. These talks were delivered by local historians and authors on subjects including Social history, Impact of the Railway to Sevenoaks and Thomas Crampton and engaged over 200 people in total.

• Volunteer Photographers

The main volunteer contribution and commitment (nearly 300 hours over 40+ days including taking the images and editing them) was from the members of Sevenoaks Camera Club, two of whom visited the station on a weekly basis to record the progress of the restoration, taking over 1300 images. The images were uploaded onto the website each week for the public to view.



The members who have been most closely involved in this project agree that it has been a valuable and enriching project for them. For the club, the commitment to take part in this medium-term project encouraged members to improve photographic skills to deal with real issues we faced at various times, whether technical or aesthetic. As well as giving the Town Council a good free service, it has also been a great learning and doing experience for the club.

[volunteer photographer] [summary Evaluation report]

The two volunteers most involved in the project produced a book 'Restoration Station' which they sold at events in in the café. As a thank you the Town Council offered a free weekend hire to the Camera Club so they could hold an exhibition of some of the more unusual images taken during the project. They also offered a free talk about their experiences of photographing the restoration, which 60 people attended.

• Garden volunteers

Eight volunteers signed up to help with gardening at the station. The HEO organised an initial meeting for the group to view and discuss the areas which needed planting, to share ideas and look at planting schemes drawn up by a garden design professional. Planting was done by individuals and groups during the summer and autumn and ongoing, weeding is done ad-hoc to fit in with the volunteers own time. As the planting was on or near a working platform everyone attended Health & Safety training with South Eastern staff, and each received an ID card.

Opportunities for further involvement will arise such as maintaining the gardens in preparation for the South East in Bloom competition and fulfilling one of the Community Rail Partnership's objectives to improve external spaces at stations.



Garden volunteers taking part in Health & Safety Training

• Schools and education volunteers

A total of 3 schools, 13 classes and 386 children were involved in the education activities. The original Activity Plan split the workshops into separate history and science-based sessions, however it became clear when planning the activities, with limited resources and volunteers available, it was easier to combine the two subjects in one workshop.

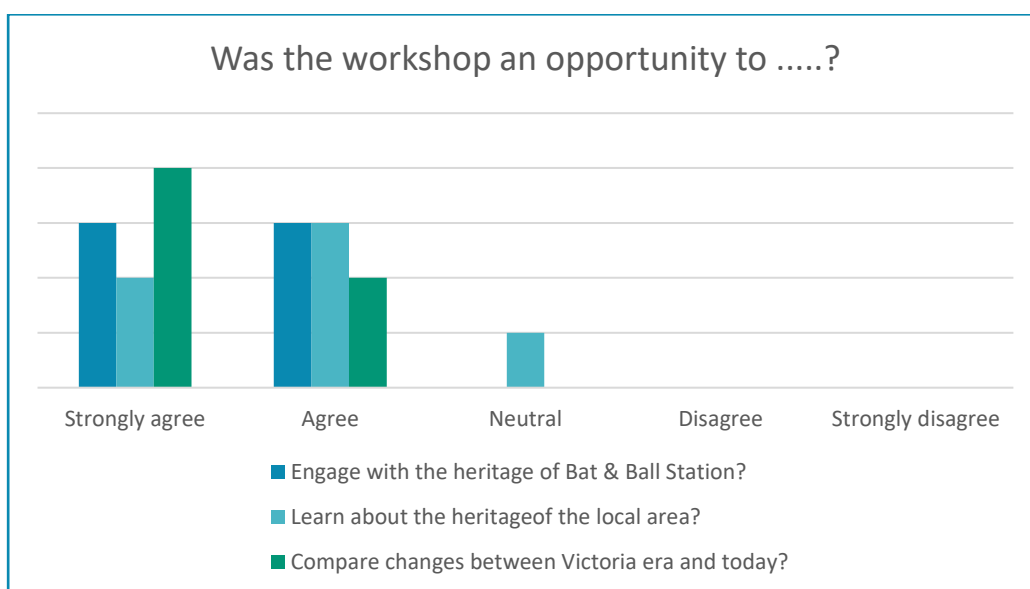
Each session lasted 1½ hours and could accommodate one class (up to 30 children) at a time. The workshop content included a whole class welcome presentation about the station, history and restoration. Classes then split into 4 groups, each with a member of staff and volunteer, and rotated around 4 different activities such as writing postcards, dressing up, object handling and (miniature) steam train demonstration. The children gave feedback at the end of each session by using post-it notes to vote of which activity they liked best. To further enhance their visit some school groups travelled to Bat & Ball Station by train.

After the visit all teachers were emailed a survey and asked to complete it in order to assess the content and whether the workshops were pitched at the right age group (see comments and results below).

“A really great trip out. Very accommodating for us. The dressing up was loads of fun and the girls all said it was a really fun too. I think they probably could have had more history too!” [Year 1 teacher]

“It was fantastic, and we thoroughly enjoyed it. The children were fully engaged and learnt a great deal- thank you!” [Year 2 teacher]

“The children really enjoyed the workshops and could remember a lot of what they had learned. They enjoyed all the activities, but the clear favourite was dressing up and weighing the suitcases.” [Year 5 teacher]



Teacher feedback

It was only possible to deliver the workshops with the help of volunteers as the different activities planned needed 4-5 volunteers to run and for Health & Safety reasons. Ten volunteers contributed their time to help deliver the school workshops. Some of these volunteers also helped at other events, gave talks and one (a local author) was able to promote her book to the schools.

Passing on knowledge to youngsters.

Seeing the children learn something about their local area & get enthused about how a past generation lived & travelled.

[Education volunteers]

• Stag Youth Theatre

The Stag Youth Theatre were commissioned to create a film based on 'The Railway Children' as part of the HLF Activity Plan. 36 young people were involved in a variety of roles including writing scripts, acting and filming which took place at various venues around Sevenoaks including Knole, Sevenoaks School and of course Bat & Ball Station.

However, there was a twist to the title:

Past generations when hearing Railway Children might immediately think of the classic film about a family living in Yorkshire. Sadly, today the term 'Railway Children' has a different meaning.

In the UK there are many young people who find themselves in danger in and around the transport network, this could be either by being bullied and physically hurt, robbed or a young person sleeping rough on the platform. www.railwaychildren.org.uk

The comedic short film which was produced charts the history of the station and the impact it has now and highlights some of the issues mentioned above.

I didn't know anything about the station but taking part in filming I now know about its history and the people connected to its past."

"It was an interesting experience filming on trains and at an old station. Something you don't often get the chance to do."

"Taking part made me think about what it would be like to have to sleep rough on a station"

[Stag Youth Theatre members]

The film premier was held at the local Stag Cinema in Sevenoaks town and was attended by 80+ friends and family of the actors, Friends of Bat & Ball Station, Town Councillors and staff.

Both the film and documentary were uploaded onto YouTube for those who were unable to attend the premiere and for anyone interested in viewing the film. A link from the website to YouTube was and is still available (**Film Documentary**). As of December 2019, the film had 512 views and the documentary 170 views.



School session



Reminiscence workshop

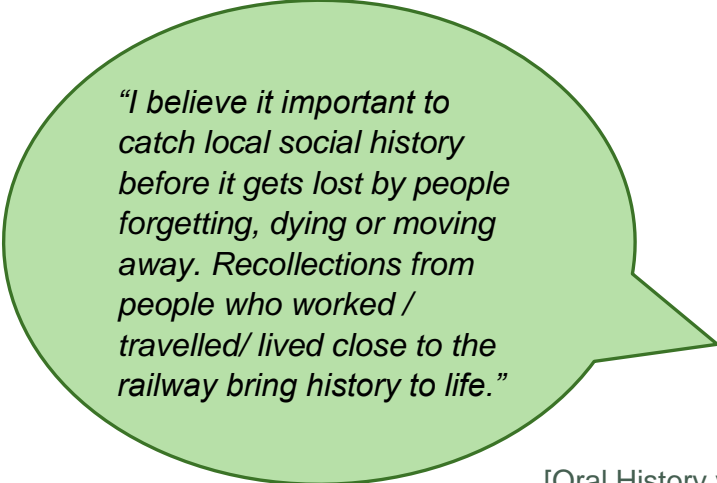


Stag Youth Theatre filming

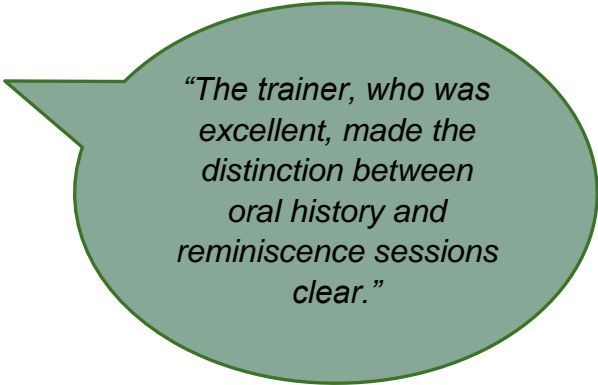
• Oral history and reminiscence

An oral history training session was held in 2018 which was attended by five volunteers and staff. As no one had any experience of taking part in oral history interviews previously, the training was essential to give guidance on best practice, using the equipment, consent, transcribing and archiving.

Unfortunately, none of the volunteers who took part in the training were able to help with interviewing. However, 2 other volunteers came forward later in the process and assisted with the interviews and all the transcribing.



"I believe it important to catch local social history before it gets lost by people forgetting, dying or moving away. Recollections from people who worked / travelled/ lived close to the railway bring history to life."

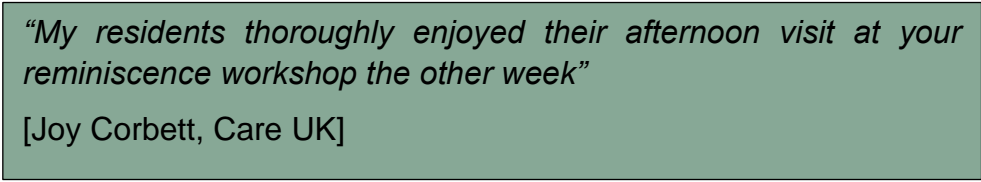


"The trainer, who was excellent, made the distinction between oral history and reminiscence sessions clear."

[Oral History volunteers]

Several local care homes visited the station with small groups to use the café facilities for an afternoon excursion. If the internal rooms are not being hired, the groups have been able to take the opportunity look around the building and see the selection of memorabilia. If a member of the café staff or the caretaker is available, they can share information about the history of the building.

A group from Age UK were invited to attend a workshop which included a presentation about the station restoration and other railway historic facts. The group were able to view the inside and outside of the building and see and handle a selection of artefacts and memorabilia, which stated discussions amongst the group who were able to reminisce about the past.



"My residents thoroughly enjoyed their afternoon visit at your reminiscence workshop the other week"

[Joy Corbett, Care UK]

STATION AMENITIES

- **Cafe**

"I am more likely to visit Bat & Ball Station because of the better facilities and the tearoom" [respondent, Information leaflet survey]

A few months after opening to the public the café had to alter the opening hours due to changes in staff, which had an initial impact of generating a regular customer base. It also made it difficult to do any marketing as the hours kept changing.

Comment cards and a comment book are available to complete for café and hall hire users to get feedback on their experiences of using the facilities. This will be monitored regularly by café and council staff.



"Best café I've been to in a long time, great food, friendly staff and beautiful building"

- **Kent produce**

The café subscribed to the organisation Produced in Kent, which offers marketing platforms and opportunities to link with local producers and makers. A small range of Kent Produce was initially sourced for use in the café, including apple juice and Kent Crisps.

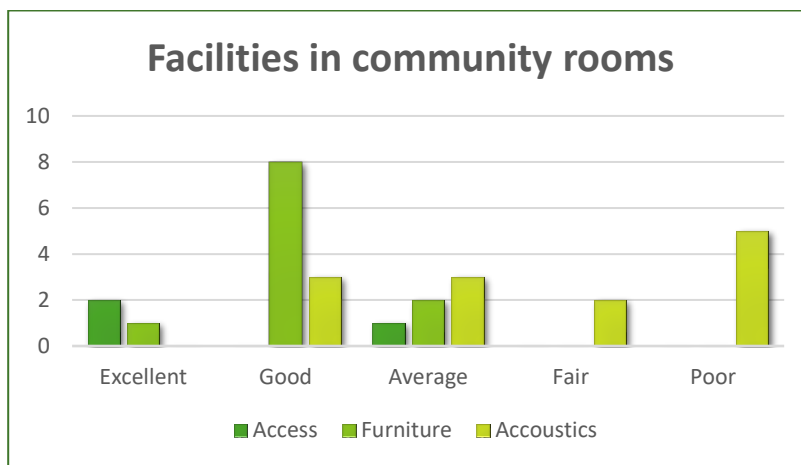
A range of lavender products from local supplier The Hop Shop have been available to purchase along with greetings cards and a book produced the volunteer photographers. A further four local authors also have their (history based) books for sale, which includes the local historian who gave two talks for the HLF project and an ex-librarian who took part in the school workshops.

- **Room hire**

Four months after the station was opened to the public a survey was sent to all people who had hired the community rooms and used the café facilities to get their feedback. 25% of hirers confirmed they travelled by train and those travelling by car 30% used the station car park (chargeable) and 70% used the community centre car park. (currently free)

"Helpful staff and good facilities"
"Aesthetically pleasing and good transport links"
"Was noisy but location was good" [respondents, Hirer survey]

Feedback from hirers was generally positive, the main issue which came out from the feedback was concerning the acoustics, which some hirers found problematic and challenging. It was noted that the building was not suitable for all types of event and any future hirers would be informed of the building’s limitations. Future soundproofing could be an option.



• Ramp

A new ramp was installed giving access onto the London bound Platform 1 from the Community Centre car park. This enabled anyone with access issues to be able to get to the platform without the use of the bridge, which was previously the only option. The ramp was opened in September 2019 and in the first three months of opening 20% more visitors to the station were using it to access the station facilities.

“The building is open and staffed, it is going to make the place feel a lot safer and will make a significant difference in the way the building is treated by people around it. When the access to platform 1 is complete I’m pretty sure that will increase footfall too”
 [respondent – Sevenoaks Rail Travellers Association]

AWARDS

Since completion, the refurbishment of the station has been recognised and commended for retaining the buildings original character and enhancing its historic features with contemporary design. The restoration project was nominated and shortlisted for several awards and won an Architects' Journal Retrofit Award, the Frank Marshall Award for Townscape Improvement (Sevenoaks Society) and the National Railway Heritage Award for Urban Heritage.

The station is a superb example of bringing an unused building back to life for use by the local community and has been visited by other groups and organisations taking inspiration from Bat & Ball for their own similar projects.



National Railway Heritage Awards 2019

CONCLUSION

The Activity Plan was created in order to deliver outcomes for heritage (Appendix 1), people (Appendix 2) and the community (Appendix 3).

Bat & Ball Station was successfully restored and brought back into community use. It has become known to many more people in the local area than it was prior to its restoration. It is recognised as an important local heritage landmark with its links to Queen Victoria and Thomas Crampton.

There has been an increase in people using the station, especially with the new ramp giving access to platform 1 from the Community Centre side of the railway and the station feels safer and the café and staff create a welcoming atmosphere.

The rooms are being hired by many local (and not so local) groups for meetings, workshops and other community events. The café has a regular clientele and with more staff and longer opening hours will increase ensuring a sustainable future for the café.

The schools who took part in the free workshops all expressed an interest in returning during the next academic year. With reduced school budgets and time constraints a visit to a local resource such as Bat & Ball, saves time and money. All schools who visited walked to the station and all workshop sessions were for half a day. There is potential to create a schools programme linking

with the National Curriculum (history, geography, science, art and design technology), however an officer would need to be employed and/or specific volunteers recruited, to make this sustainable.

There are opportunities for volunteers to continue to be involved at the station in the future; a larger team of volunteers would be required to assist with running school workshops and there are more gardening projects to be completed.

The restoration has become an example of good practice for other future projects locally and nationally.

Another legacy resulting from the project is the launch of the Darent Valley Community Rail Partnership (DVCRP) linking the six stations between Swanley and Sevenoaks, including Bat & Ball, to promote local tourism, non-car transport and raise awareness of local heritage and culture under a distinctive brand. Over the next three years there will be events and opportunities for funding to further promote Bat & Ball Station to the extended local area and in London.

‘The Town Council is to be congratulated on this project’

[respondent, Information leaflet survey]

‘A very worthwhile project to restore the station building and other improvements in the area’

[respondent, Information leaflet survey]

‘The Bat & Ball project is a fantastic way of bringing a historic station back to life, whilst involving and informing the community’

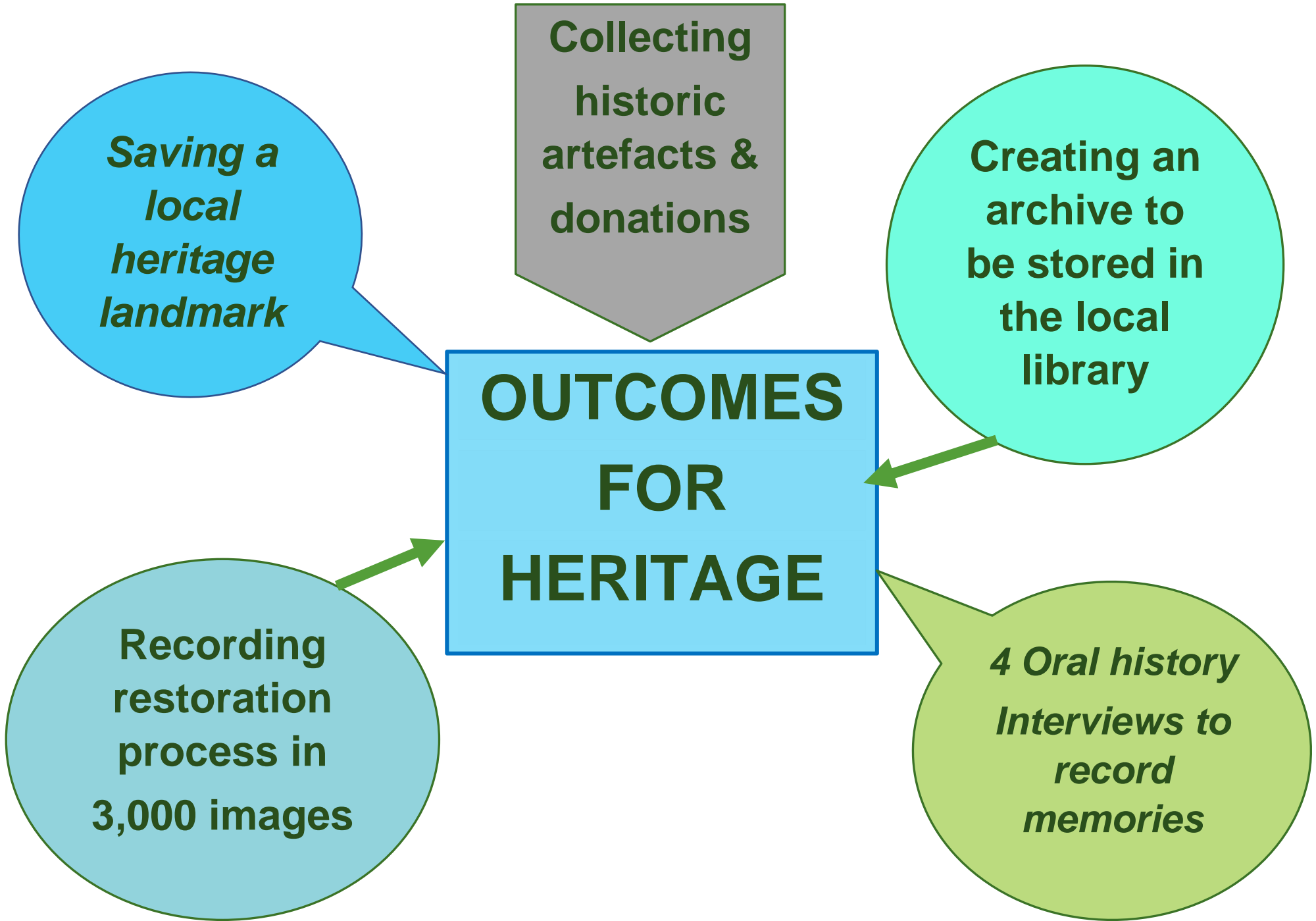
[respondent, Information leaflet survey]

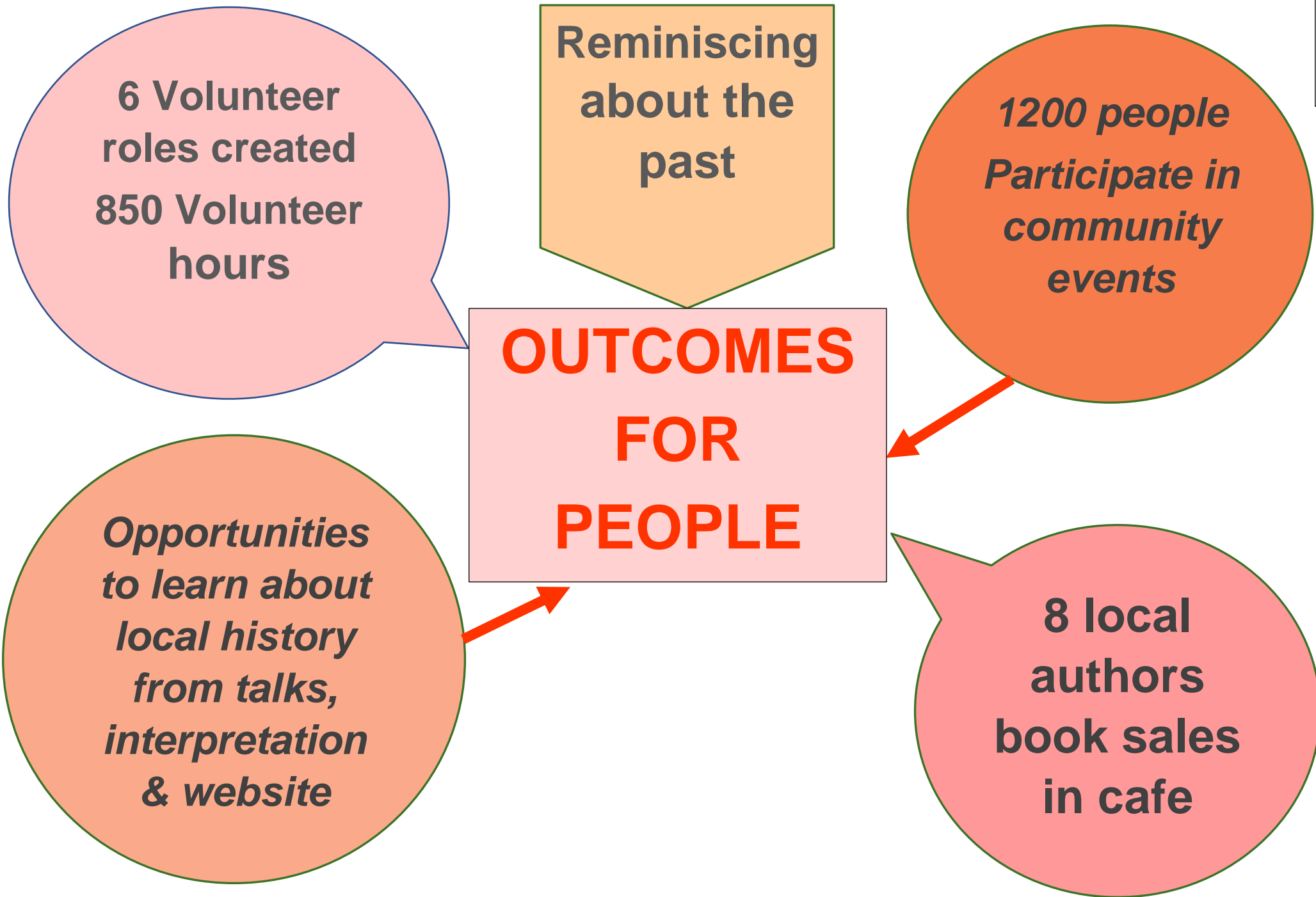
• Social/economic study

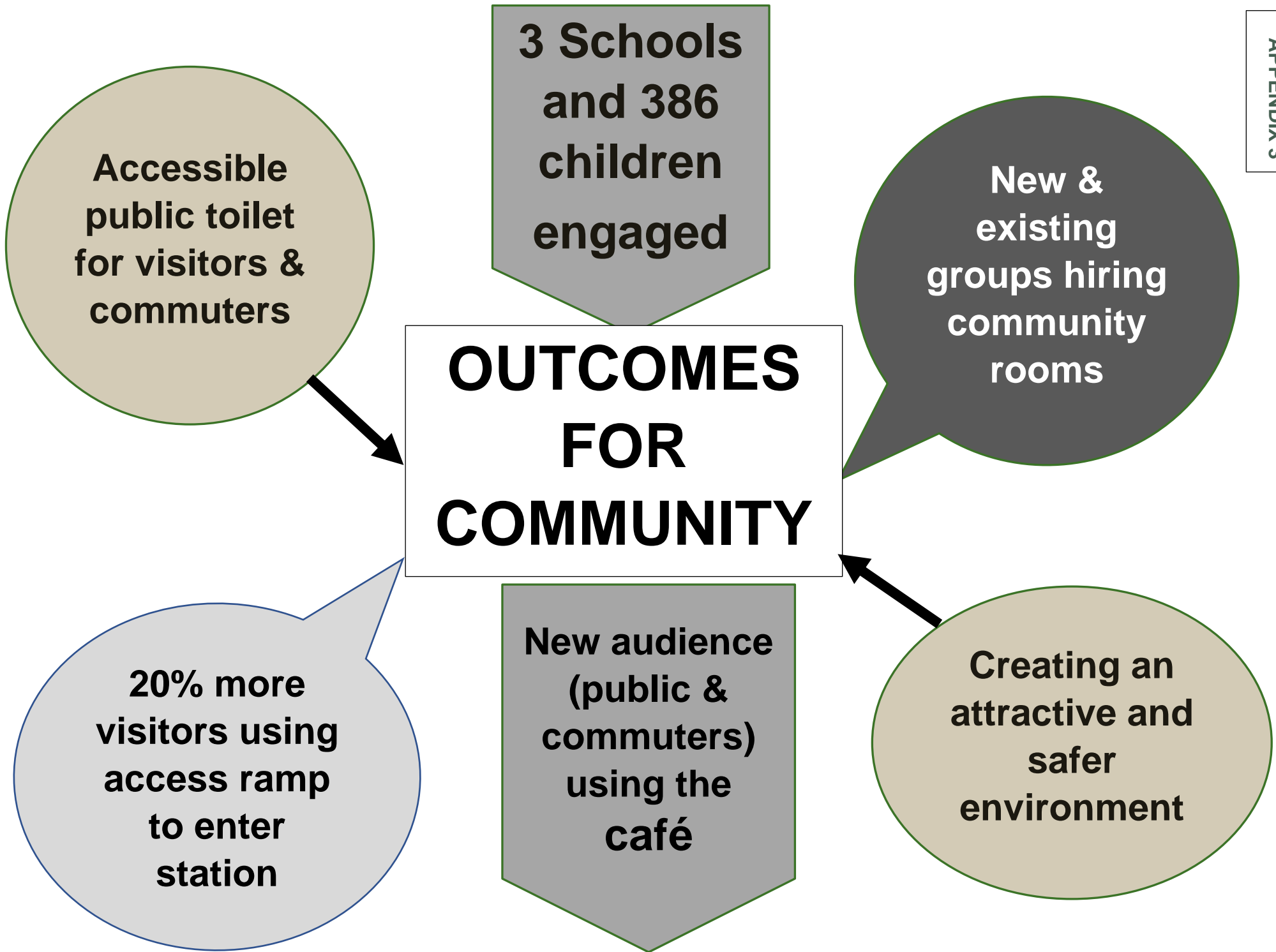
This report was completed at the end of the refurbishment and just before the facilities were opened to the public. The evaluation was intended to give an indication of perceptions of the redevelopment, and the economic and social outcomes created as part of the redevelopment. The report set out what had been achieved and gave an insight into the longer-term impact of the HLF investment.

The full report can be found here

http://www.batandballstation.com/Evaluation_Report_-_April_2019_26072.aspx







APPENDIX 4

	Activity	Outcomes	Evaluation	Measures	Results
1	Refurbishment of Building	Building protected. Building open to the public Building has sustainable use	Completion of project evaluated against budget and timetable. Number of people using the building. Review of Business Plan	Completed Sept 2018. Review against Tender contract. 35,000 p.a. (approx. 100 per day) Review actual v Prediction in Business Plan	Completed Feb 2019 due to later starting date. Open to public Mar 2019 Total visitors in first 6 months: 3500 from hirers 5500 café users Total 9,000 Community rooms - 200 bookings in first 6 months (internal and external)
2	Provision of Café	Provide venue for social and interaction and sustainable income. Enable commuters to have access to refreshments whilst waiting for trains. Also nearby residents and businesses to use the facility. New social meeting place for Northern Sevenoaks.	Registration by EHO Employment of qualified staff. Award of 'Score on the Door' Attendance numbers Sales & profit comparison to business plan. Sales of 'local produce' – e.g. Made in Kent.	3 Aim of 5 stars 14,000 p.a. (approx.40 /day) Review actual v prediction in Business Plan 10 products in year 1	2 part-time staff 1 full time 5,500 café users in first 6 months Hop Farm products 6 local authors
3	Provision of Public Toilets	Provide accessible and well-maintained public toilets for use by the community, school children and general public.	Completed facility. Number of people using facilities. Public feedback.	Completed Sept. 2018 17,000 (approx. 50 per day) Record compliments and complaints.	Comment cards Comment book
4	Provision of Community Rooms	Provide two community rooms for public and community use.	Number of times used. Number of people using rooms. Hire form to include information relating to number of people attending. Public feedback.	Daily 21,000 (approx. 60 per day). Feedback forms from hirers.	Feedback survey sent to hirers Comment cards Comment book
5	History Workshops for KS1 &KS2	School children will have the opportunity for hands on learning activity.	Pupil, teach evaluation by survey Feedback from Heritage Explainers Repeat bookings by schools	3 school visits per year. 180 children	History & Science workshops combined 3 schools 13 classes Total 386 children
6	Science Project for primary schools	Benefit for school children and teachers of linking a curriculum-based science activity with a local heritage project.	Pupil, teacher evaluation Potential combining with a steam train visit.	1 – 2 schools. 120 children.	
7	History Project	Benefit of linking art, drama and performing artwork to a local heritage facility.	Number of schools engaged.	2 schools per year. 120 children	

8	Apprentices	<p>Enable apprentices to learn from professionals in a relevant working environment.</p> <p>Young people with an interest in pursuing a career in construction attend ten-day course.</p>	<p>Number of apprentices engaged</p> <p>Number of young people attending the course.</p> <p>Number of young people completing the course.</p> <p>Pre and post completion of course surveys.</p> <p>Number of young people gaining work experience in the construction industry.</p> <p>Number of young people obtaining apprenticeships within the construction industry.</p>	<p>3</p> <p>10</p> <p>8</p> <p>5</p> <p>3</p>	<p>2 apprentices</p> <p>14 young people attended a Chamber of Commerce event</p>
9	Customer Service Training	<p>Staff and volunteers to benefit from customer service training.</p> <p>General public to benefit from customer service training.</p>	<p>Number completing customer service training.</p> <p>Public Feedback</p>	<p>3</p>	<p>First Aid – no attendees</p> <p>Southeastern H&S training 7 attendees</p>
10	History Lectures and talks via interactive slide presentations and Q&A.	<p>Enable public to learn about the heritage of the Bat & Ball station and station building and the restoration project.</p>	<p>Number of events held</p> <p>Attendance numbers</p> <p>Feedback sheets</p> <p>Repeat requests</p>	<p>3</p> <p>75</p>	<p>5 events (X2 talks repeated before and after restoration)</p> <p>Total 210 attendees</p>
11	Restoration Talks	<p>Enable public to learn about the building's heritage and past building skills from professionals.</p>	<p>Number of events held</p> <p>Attendance numbers</p> <p>Feedback forms.</p>	<p>2 events</p> <p>60</p>	<p>2 events</p> <p>Total 30 attendees</p>
12	Children Arts & Crafts Workshops	<p>Enabling children to participate in art activities at the same time learn about the heritage of the building.</p>	<p>Number of events held</p> <p>Attendance numbers</p> <p>Feedback forms.</p>	<p>2 events</p> <p>60</p>	<p>4 events</p> <p>134 attendees</p>
13	Reminiscence Workshops	<p>To help people reminisce about the past and start discussions.</p> <p>To collect information that would otherwise be lost for future generations.</p>	<p>Number of people involved.</p> <p>Information obtained.</p> <p>Feedback surveys.</p>	<p>10</p>	<p>Rem. Workshop 2 groups (x8) from Age UK attended</p> <p>Oral history 5 on training course 2 interviewers 4 interviewees</p> <p>Positive feedback</p>
14	Hard Hat Days.	<p>Enable public to learn about the heritage and significance of the Bat & Ball Station and station building and the restoration project.</p> <p>To view restoration taking place</p>	<p>Number of events held</p> <p>Number of people engaged.</p> <p>Feedback surveys</p>	<p>2 events</p> <p>30</p>	<p>2 events</p> <p>Total Attendees</p> <p>Positive feedback</p>

15	Temporary Exhibition	<p>Enable public to learn about the heritage and significance of the station and station building and the restoration project.</p> <p>To promote the volunteer role of the Heritage Explainers.</p> <p>To promote the future public facilities including community rooms and café.</p>	<p>Number of events held.</p> <p>Number of people engaged.</p> <p>Number of people interested in becoming volunteers.</p> <p>Feedback.</p>	<p>2 events</p> <p>80</p> <p>4</p>	<p>2 events (library and S/O station) before restoration 40 engaged</p> <p>2 events (Wellbeing Show/Armed Forces Day) after restoration 200 engaged</p> <p>X4 Potential vols</p>
16	Volunteer Researchers	<p>Obtain research relating to and create historical records.</p>	<p>Number of volunteer researchers involved.</p> <p>Number of volunteering hours.</p> <p>Quantitative and Qualitative research achieved.</p> <p>Future use of research.</p> <p>Feedback from those involved.</p>	<p>Target 3 – 6</p> <p>200 (approx. 4 hours per week).</p> <p>Number of completed surveys for other evaluation.</p>	<p>Number of vols</p> <p>Research history used for information leaflet and interpretation boards</p>
17	Heritage Explainers Recruitment and training of volunteers willing to be 'Heritage Explainers' to provide talks and information at public events.	<p>Volunteers will benefit through the act of volunteering and the new roles created.</p> <p>Volunteers will gain new skills and knowledge.</p> <p>Volunteers will gain from work experience.</p> <p>Community engagement.</p>	<p>Number of applicants.</p> <p>Number of volunteers recruited.</p> <p>Number of volunteers undertaking training.</p> <p>Number of volunteer hours.</p> <p>Turnover of volunteers.</p> <p>Feedback from volunteers.</p> <p>Feedback from public at events.</p>	<p>Target 6</p> <p>Target 6</p> <p>200 (approx. 4 hours per week)</p>	<p>8 volunteer researchers</p> <p>3 volunteers delivered heritage talks</p> <p>4 volunteers involved in delivering heritage activities for schools</p>
18	Picture / video recording of refurbishment of building.	<p>Create a pictorial record and or video of refurbishment for publication for during and at the end of the project.</p>	<p>Quality of production</p> <p>When in the public domain – number of views.</p> <p>Public feedback.</p>	<p>300 per annum</p>	<p>3 volunteers engaged</p> <p>See website stats for views</p> <p>Restoration presentation shown at all public events 2000+ views</p>
19	Railway Children	<p>Produce a reading or production of the Railway Children or similar. Working with local groups and using the connectivity of the station.</p> <p>Involve young people in the heritage of the station and station building via the arts.</p>	<p>Number of readings or productions created.</p> <p>Number of young people involved.</p> <p>Number of audiences.</p> <p>Public feedback.</p>	<p>1</p> <p>Target 10</p> <p>Target 70</p>	<p>1 event</p> <p>36 young people involved 80+ attended premiere Film (512 views at Dec 2019) and documentary (170 views) available on YouTube</p>
20	Creation of Technology Record	<p>Creation of website to enable public to see progress of refurbishment, access info,</p>	<p>Completed website.</p>	<p>1</p>	<p>Website launched August 2018</p>

		upload photos, comment on historical information & submit info. Enable general public to learn about heritage & significance of station/station building/ restoration project.	Number of visits, page views, how long on each page, pages most frequently visited.	50 pcm in construction, early stage. 150+ pcm unique once operational and information available on facilities.	400 (Sep-Dec 2018) 5300 (Jan-Nov 2019) See graph
21	Information Leaflets	Enable the general public to learn about the heritage and significance of the station and station building and restoration project.	Production of leaflet Feedback from leaflet.	5,000 copies Tear off response, Freepost address.	Handed out at all public events and to school groups Steam Railways x6 Available at Library and Stations
22	Interpretation Boards	To install temporary boards to enable the public to learn about the restoration project and heritage.	Installation of boards Public Feedback	4	5 boards designed Sets displayed at: B&B Station S/O Station Community Centre Library
23	Interpretation Boards	To install permanent boards to enable the public to learn about the restoration project and heritage.	Installation of boards Public Feedback	4	2 boards inside building – local artist commission to design artwork 2 boards positioned at x2 station entrances
24	Heritage Open Days	Open up the building on Heritage Open Days manned by Heritage Explainers to provide information about heritage.	Event takes place as planned. Attendance numbers Feedback and evaluation via on lie or printed surveys.	1 event Target 60	1 event 250+ attendees
25	Museums at Night Festival	Part of national scheme sharing promotion and publicity for the venue.	Event takes place as planned. Attendance numbers Feedback and evaluation via on lie or printed surveys.	1 60	1 event 30 attendees
26	Launch Event Intended to recreate previous royal visits arriving at the station and travelling to Knole.	To provide maximum publicity for the event.	Event takes place as planned. Attendance numbers Feedback and evaluation via on lie or printed surveys. Media coverage. Number of young people involved in pre event art workshops.	1 3,000 80	Royal unable to attend. Event cancelled Replaced by: Preview Event for VIPs – 200+ attendees 2 public Open Days Total 500+ attendees
27	Information Facilities	Installation of information screens enable information to be accessed from the building.	Information screen installed. Feedback from public.	1	Installed in café area
28	Heritage Engagement Officer	People to benefit from having a dedicated officer to develop and deliver activities and act on community consultation and feedback.	Number of applicants. Successful recruitment. Evaluation against Activity Plan.	1	Linda Redden recruited May 2018 start

29	Social Study	Research provided in two studies before and after restoration project relating to the impact of the building on local residents.	<p>Completion of two studies.</p> <p>Relevant findings and recommendations.</p> <p>Public feedback.</p>	2	SORI evaluation completed by Envoy Partnership April 2019
30	Economic Study	Review on completion of project economic impact compared to anticipated impact study carried out prior to the commencement of the project.	<p>Completion of study.</p> <p>Relevant findings and recommendations.</p> <p>Public feedback.</p>	1	



Linda Redden
Heritage Engagement Officer
December 2019