



## **Project plan for Homes for Heroes: 100 years of Council Housing and the Future**

Homes for Heroes is a partnership programme led by Bristol Cultural Development Partnership (BCDP) marking the centenary of the Addison Act, which heralded the first large-scale building of council estates in the UK. This heritage is important because it has significantly shaped the life of this country, across all sectors of society (both residents of the estates and outsiders), amongst all races and across generations. The programme is a partnership of many groups and organisations. The steering group is chaired by Bristol City Council's cabinet member for housing, Councillor Paul Smith, and he and his department have committed substantial financial and staffing resources to this. It is also supported by the mayor for Bristol, Marvin Rees.

The steering group includes representatives of key communities where projects will take place – Hillfields, Knowle West and Sea Mills – who have been working on developing contacts, content and activity plans over a considerable length of time, in some cases (such as Hillfields and Knowle West) over several years; housing experts, including Britain's first professor of housing; ward councillors for the areas involved; and representatives from Bristol's universities, business, heritage and cultural sectors. In addition to the three core areas of Hillfields, Knowle West and Sea Mills, activity will take place in other significant parts of Bristol with council housing, including St Judes.

BCDP is responsible for overall co-ordination and management, marketing and evaluation, working closely with Bristol City Council (a partner in BCDP) and all the other partners involved (Bristol City Council has commissioned BCDP to do this work – this is paid direct by Bristol City Council and is included in the budget; all funds raised from this application is devoted to the projects in the bid). BCDP will also run its own project within the Festival of the Future City 2019 as part of the year-round Festival of ideas – which will be both a showcase for all Homes for Heroes projects as well as a national debate about the past, present and future of council housing – and will link with, promote and help develop other projects. In addition, BCDP is responsible for three publications, which will be wide-ranging in content, distributed across the city (as well as being available online) and extensively promoted: The Comic Book of Council Housing in Bristol; The Festival of the Future City: Homes for Heroes book; The Homes for Heroes Book of Walks. A BCDP strength is being able to successfully bring together a disparate group of partners and projects to form high-impact, high-quality programmes: for Brunel200 (2006), BAC100 (2010) and Bristol2014 (2014) – all supported by HLF – this included international companies such as Rolls-Royce and Airbus, Bristol's universities, local primary and secondary schools, many voluntary organisations, community groups, professional membership organisations, cultural and heritage bodies and organisations, and parliamentary bodies, as well as dedicated individuals with interests in the particular theme.

The other projects are led by a range of organisations as indicated in the plan and application but all will work closely together to create a successful Homes for Heroes programme through the steering group.



The BCDP approach – the organisation has 25 years’ experience of running heritage and arts projects – is to encourage wide involvement at all stages of the programme. At the same time, engagement with just one element may be all that some wish to do (and this will still provide a valuable and enjoyable learning experience). What we hope will take place, for example, is that someone reading the comic will go on to be involved in a project on the estate they live in, go on to visit places in another estate in Bristol Open Doors, watch one of the films and then attend Festival of the Future City.

The programme aims to make a difference, particularly in relation to the following key HLF outcomes:

- People will have learnt about heritage – this is key to our work. The history of council housing is not widely known or appreciated; in fact, if there is a perception of council housing it is that of a generally failed system where troubled families are placed. Without hiding these issues, this programme will enable residents – and the wider city – to know how the places they have lived in/ are currently living in have developed over time; look into the heritage of their estate, especially how it started and who lived there before them; be inspired by the utopian visions of the early pioneers; and be involved in writing the history of the place and helping to determine its future.
- Heritage will be better interpreted and explained – through the use of archival documents, new research and the mass distribution of a comic on 100 years of council housing; new films produced and shown widely; books for free distribution (including a book of walks around Bristol estates and one showcasing the programmes and the debates around council housing as well as a unique Knowle West Pattern Book).
- Heritage will be identified and recorded – through the case studies on the estates, working with the residents and communities. All material gathered will be uploaded to Know Your Place (<http://www.kypwest.org.uk>) free and without copyright to provide a permanent archive.
- People will have developed skills – through volunteering and new work.
- People will have had an enjoyable experience – this is a key aim throughout – we’re keen to ensure that the widest range of people can gain access to the learning experience at whatever level is appropriate to them.
- People will have volunteered time – there is considerable volunteer contribution to this project – it is estimated that there will be at least 250 volunteers actively involved in developing, delivering and otherwise contributing to activity with a total of nearly 700 days of volunteer time (this does not include the volunteers accounted for in the Hillfields and Sea Mills project-bids that have been submitted previously). Many will continue to be mentored as volunteers, including through the on-going Festival of Ideas work with young people.
- More people and a wider range of people will have engaged with heritage – the aim is to take a subject often not covered at all or marginalised or treated negatively and promoting learning and debate through many different forms. This will be evaluated fully at the end of the programme.

Table 1 sets out the activity in the core projects and events; table 2 sets out the management, marketing and other central administrative activity that will draw these projects into a coherent programme.



### Notes

- As this is a programme of multiple projects with much of the activity running concurrently throughout the year – and in some cases well into 2020 – table 1 is grouped by project or event, with start and end dates and other specific dates shown within that project, making it easier to read than if the whole programme was described in strict chronological order. The key milestone dates in 2019 at which most projects will converge are in June (around the Sea Mills centenary and tree ceremony, which marks the official public launch of the programme), September (Bristol Open Doors) and October (Festival of the Future City).
- The projects Hillfields Homes for Heroes and Sea Mills 100 are subject to separate HLF applications but are included on this activity plan as they will be marketed and supported as part of the overall programme and will be contributing to the showcase events of Bristol Open Doors and Festival of the Future City. Both estates will also benefit from the community research, workshops and film-making activity that form part of the Architecture Centre project that is included in this bid.
- This plan does not include the initial stages of background research in the archives and in the estates concerned which began in 2018 or even earlier. This research has already contributed to the project in terms of developing interest and networking contacts. Research will continue throughout 2019 as part of all projects and activity but is not referred to specifically in detail in this plan as it is part of each individual element.
- The minutiae of planning public events – including scheduling the day; booking and confirming speakers, venues and AV; health and safety checks; set-dressing; issuing tickets; stewarding – has not been referred to in detail, but project leaders are experienced event managers so HLF can have confidence that this will all be in hand. Similarly, the detail of timetabling the design and production of publicity flyers and leaflets, posters, signage and other material for events or activities is not included.
- Bristol City Council is backing this project fully. It is devoting considerable leadership and financial resources to ensuring there is a citywide response for Homes for Heroes. Support is sought from HLF in this application to cover aspects of the heritage elements of the project not covered in the applications already submitted for work in Sea Mills and Hillfields. Though Homes for Heroes is made up of many partners and funders, it will be portrayed throughout as one programme, with use of common branding and logos. All the individuals and groups mentioned here are part of the overall planning group for the programme. A partnership agreement is in place and is included with this application.



**Table 1: Homes for Heroes: Projects and Events**

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><b>Jan 2019 – Feb 2020: 100 Years of Knowle West Style</b></p> <p><b>The Knowle West Pattern Book</b></p> <p><i>See rows below for key dates</i></p>	<p>Focus of the project is exploring, understanding and telling the story of three distinct layers of estate heritage and how they manifest, interact, adapt and re-mix themselves over time: landscape and architectural inheritance; domestic interiors; everyday lived culture. Through a participatory process, this project would significantly contribute to the identification and recording of the cultural and aesthetic heritage of garden city suburban areas like this estate</p> <p>There are three elements:</p> <p>(1) Participative Inquiry            (2) Pattern Making            (3) Sharing and celebrating</p>	<p>Knowle West estate with wider dissemination in Bristol and nationally and internationally</p>	<p>Facilitated by Knowle West Media Centre (which has over 20 years of experience in working with people to engage creatively with heritage, place and community through arts and technology) working with residents and artists</p> <p>Local people will be recruited from the start of the project and will volunteer their time to learn about heritage from expert exchanges / visits and talks as</p>	<p>Local community but of citywide, regional, national and international interest (the Knowle West housing project We Can Make has recently been listed as one of the UK's 50 top radical projects by the Observer)</p> <p>People will be involved in learning about histories / gathering heritage material / conducting interviews and documenting / creatively re-telling stories and compiling research material into the Knowle West Pattern Book that will allow makers from all backgrounds to freely</p>	<p>Increasing confidence and pride within a community whose rich living heritage is often over-looked and under-valued both by the people who live there and by those looking in from outside</p> <p>An accessible and enjoyable celebration of working-class heritage, that includes participatory activity and public events</p> <p>Learning about the Garden City movement and what it tried to achieve</p> <p>Previously under-represented heritages and histories will be</p>

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			well as practically through workshops and participatory activities	access the previously hidden heritage of the estate	<p>better interpreted and explained, identified and recorded</p> <p>The Knowle West arts team staff are expert at ensuring that all participants have an enjoyable time working on projects as well as moving through a well-planned and supported learning journey to develop new skills, confidence and learning</p>
<i>Jan-Mar 2019:</i>	Artist selection and recruiting local people as volunteers	Knowle West	Knowle West Media Centre	Local community	Development of committed cohort of volunteers who will: learn about Knowle West heritage; develop skills to document and tell this heritage story; become ambassadors and performers of their own histories / heritage; inspire others to find out more about

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					their heritage
<i>Apr-July 2019:</i>	<p>Participative inquiry module: local residents collaborating with an artist and heritage specialists to make the research process as accessible, visible, and engaging as possible</p> <p>Will include a mix of activities: training and skills workshops in documentation, research skills and working with archives; heritage expertise exchanges; gathering archive material; style appreciation; a series of ‘Home Tours’ of the estate through the decades with representatives of different generations; interviews and documentation with ‘Knowle West Style Icons’</p> <p>Numbers involved include:</p> <ul style="list-style-type: none"> <li>• 8 volunteers who co-design process and work with artist to research.</li> <li>• 10 participant homes/ families (c 30 participants in total)</li> </ul>	In public spaces and the public realm (the library, tattoo studio, community centre, hair salons, and chicken shop) with The Studio at Knowle West Media Centre used as an open ‘live archive’ space for the duration of the project	Knowle West Media Centre working collaboratively with local people	Local people	As above

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	<ul style="list-style-type: none"> <li>10 participant style icons (individual people)</li> </ul>				
<i>Aug-Oct 2019:</i>	<p>Pattern making module: a collaborative process to reflect, filter and sort the material of shared heritage. An artist will work with local volunteers in a participative way and undertake a mix of activities: identify and develop iconography, and visual and audio representation of 100 Years of Knowle West Style; hands-on making and experimenting sessions; using public and community spaces to create a 100 Years of Knowle West Style Collection of domestic objects</p> <p>Numbers involved include:</p> <ul style="list-style-type: none"> <li>6 volunteers involved in making / co-design of process</li> <li>60 participants</li> <li>3 heritage volunteers giving expertise</li> </ul>	Knowle West	Knowle West Media Centre working collaboratively with local people	Local people	The creation of resources to enable more people and a wider range of people to engage with heritage
<i>Sept 2019:</i>	Participation in Bristol Doors	Knowle West	Knowle West	Local people acting as	Increased awareness of

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	Open (see Architecture Centre project)		Media Centre and the Architecture Centre working with local people	tour guides to visitors from wider city and elsewhere, showing homes through the decades with representatives of different generations	Knowle West heritage and an enjoyable experience
<i>Oct 2019:</i>	Participation in Festival of the Future City council housing day (see separate project)	City centre and Knowle West	Knowle West Media Centre, Festival of Ideas and Festival of the Future City	Local people, the wider city and also of national and international interest	Increased awareness of Knowle West heritage and an enjoyable experience
<i>Oct- Nov 2019:</i>	Designing and making the Knowle West Pattern Book; preparing for the sharing and celebrating module  The pattern book will contain iconography and patterns that can be shared and used as a community resource (including textile patterns featuring architectural drawings of the estate with patterns for soft furnishings, such as curtains, table cloths, house coats)	Knowle West	Knowle West Media Centre	Local people	The open-source pattern book (made available in print version and online) and the products made using the patterns will live on in the neighbourhood and act as talking points for increased ongoing engagement with heritage
<i>Dec 2019:</i>	Sharing and celebrating:	Knowle West	Knowle West	Local people, national	People will have learnt

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	<p>representing the heritage of Knowle West back to the wider community and inviting people locally and from elsewhere to engage with it in creative ways. The artist(s) will work with local volunteers to create: a series of Parlour Room Afternoon Tea events, including fitting out a parlour room in a Knowle West home using the home furnishings made in stage 2 with local volunteers acting as hosts inviting visitors to interact with a performed heritage story; a celebration light/audio event where patterns and images from the pattern book will be projected on a Knowle West home (contributing to the Christmas Lights Season, which is a major event on the estate); a Christmas faire where products created by residents using the pattern book will be available for sale to raise funds for future heritage work; a film documenting the project</p>		<p>Media Centre working collaboratively with local people</p>	<p>and international interest</p>	<p>about heritage associated with the nationally significant Addison act through Knowle West histories, told by those who live there</p> <p>The pattern book will be converted into an online open source resource that will be available for people worldwide to use to make their own heritage inspired objects</p>

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	<p>Numbers include:</p> <ul style="list-style-type: none"> <li>• 8 volunteers to help design and host the afternoon teas</li> <li>• 30 participants in the afternoon teas</li> <li>• 8 volunteers to help host the light show and faire</li> <li>• Audience for light show: 120 people</li> </ul>				
<i>Jan-Feb 2020:</i>	Screening of the documentation film	Various venues including a special showing as part of the Festival of Ideas in Bristol city centre and online	Knowle West Media Centre working with screening venues	Local, national, worldwide audience	People will have learnt about heritage associated with the nationally significant Addison act through Knowle West histories, told by those who live there
<p><b>Jan 2019-October 2019:</b>  <b>Festival of the Future City Homes for Heroes Council Housing Day</b></p> <p><i>See rows below for key dates</i></p>	<p>Festival of Ideas/ Festival of the Future City research programme brings together data, interviews, articles for background to festival work/ events/ debates</p> <p>Festival of Ideas (FOI) website</p>	Bristol city centre (Watershed for housing day sessions), estates involved in projects (for tours) and	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	<p>Local, national, worldwide audiences</p> <p>Local participants in the relevant estates</p>	High-profile showcase for the Homes for Heroes programme as part of an intellectually stimulating, wide-ranging and inspirational series of debates on the past,

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	<p>(<a href="http://www.ideasfestival.co.uk">www.ideasfestival.co.uk</a>) will be used for widely publicised blogs about council housing as well as promoting the Homes for Heroes programme and projects in the months leading up to the festival (promotion to include through the permanent FOI Facebook page and Twitter using appropriate hashtags and the temporary Festival of the Future City website <a href="http://www.futurecity.co.uk">www.futurecity.co.uk</a>)</p>	<p>online</p>	<p>Festival of the Future City is a partnership of organisations and venues across the city, nationally (including Centre for Cities, InnovateUK, Future Cities Catapult and many more) and internationally (we are working with, for example, festivals in Lagos, Melbourne University, City of Mannheim, to include case studies on public housing in different continents in the Homes for Heroes council housing day). These will all be involved in developing, advising, marketing</p>		<p>present and future of council housing</p> <p>Greater awareness of the heritage of council housing in cities; problems now in the housing crisis; and some of the solutions being debated, developed and implemented in cities nationally and internationally</p>

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			and participating in the festival		
<i>Jan-Oct 2019:</i>	Festival of Ideas maintains database of all material from Homes for Heroes for use in all Festival of the Future City work (and for wider programme and evaluation and for uploading to Know Your Place)	Online	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	BCDP and all partners	Providing key resource for use in projects and marketing of programme
<i>Jan-June 2019:</i>	<p>Identify speakers for main sessions and invite to attend – aim for 30 in total (not all will require fee) including those who have contributed to book (see below)</p> <p>Case studies – in addition to the Homes for Heroes projects – will include Vienna’s post-First World War extensive public housing programme (and the pressures it is under now); Cabrini-Green public housing in Chicago; Mannheim’s public housing (Mannheim is a partner in the festival and will run a linked Festival of the Future City in October 2019) which will use</p>	Locally, nationally, internationally in event and online	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners and others providing input	BCDP and all partners; attendees at the festival; wider public; other local authorities and national government	<p>Ensure diverse and engaging sessions at the October festival that will lead to greater learning about heritage of council housing</p> <p>Ensure that residents of council housing – past and present – have an opportunity to contribute to national debate</p>

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	<p>Bristol as a case study in some sessions</p> <p>Will include local, national and international speakers: residents, funders of project – including HLF – politicians, writers, artists, historians, change-makers, journalists, activists, economists, philosophers, national housing agencies, city and combined authorities</p>				
<i>March-June 2019:</i>	Identify speakers from Homes for Heroes book to speak and invite (see below for details of book project)	Locally, nationally, internationally	Led by and managed by BCDP staff/ Festival of Ideas staff with all Homes for Heroes partners providing input	BCDP and partners	Ensure diverse and engaging sessions at the October festival that will lead to greater learning about heritage of council housing
<i>June 2019:</i>	Finalise programme; publish on <a href="http://www.futurecity.co.uk">www.futurecity.co.uk</a> ; and prepare printed brochure to be published in September	Online and in print	BCDP staff/ Festival of Ideas staff	BCDP and partners	Ensure wide-spread awareness of programme to maximise engagement
<i>June-Oct 2019:</i>	Work with Young People’s Festival of Ideas, Bristol’s Youth Mayors and Freedom of the	Bristol	BCDP/ Festival of Ideas/ Festival of the Future City	Local young people	Greater awareness of issues relating to housing in relation to

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	<p>Mind Festival (volunteer-run initiative set up by young people to open up discussion around mental health and wellbeing through a series of events across Bristol) on young people and future housing for events at the festival and linked event (date to be confirmed) – 100 attendees; five volunteers supporting event management</p>		<p>with young people</p>		<p>young people linked to learning about heritage</p> <p>Policy makers aware of young people’s views on future housing</p>
<p><i>June-Oct 2019:</i></p>	<p>Media and social media campaign</p>	<p>Locally, nationally, internationally</p>	<p>BCDP/ Festival of Ideas/ Festival of the Future City</p>	<p>BCDP and partners</p> <p>Local communities</p> <p>Of city-wide, national and international interest</p>	<p>Wide spread awareness of events and overall programme</p> <p>Sharing of heritage stories about council housing in Bristol and elsewhere as well as practical ‘what’s on’ info about sessions</p> <p>Further opportunity to encourage the uncovering, identifying and recording of heritage material for donation to</p>

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					appropriate archives
<i>Sept 2019:</i>	Place two-page feature and advertising in the Observer as part of sponsorship agreement with FOI	Locally, nationally, internationally	BCDP/ Festival of Ideas/	BCDP and partners	High-profile coverage of programme and events in prestigious national and international outlet
<i>16 Oct 2019:</i>	<p>Council Housing Day at festival linked to Homes for Heroes programme: talks and debates on the past, present and future of council housing as well as showcasing of Homes for Heroes projects (participants from the key estates will be given free entry to sessions and support for transport to the city centre)</p> <p>Guided walks organised of the three main estates covered in the programme – at least one in each area (two walk leaders; 25 participants in each)</p> <p>At the end of the day, and prior to the Mayor’s annual State of the City address which will focus on housing in the city</p>	<p>Bristol City Centre (Watershed), estates involved and online</p> <p>Guided walks in estates</p>	BCDP/ Festival of Ideas/ Festival of the Future City working with venue staff, event management volunteers and others	<p>Local, national and international interest</p> <p>Audience including members of the general public, housing professionals, residents of estates, housing charities, heritage organisations, think tanks, project participants, academics, local authorities, national government</p> <p>Audience drawn from wide geographic area</p>	<p>Opportunity to make connections between local communities who are sometimes marginalised with a diverse audience, enabling residents to challenge and debate with policy-makers and experts</p> <p>Volunteers will gain experience in event managing and reporting</p> <p>People will have had an enjoyable experience through the sessions, the films and the celebration at the end</p>

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	<p>(likely attendance based on past five years – 900 people) there will be a celebration for all involved in Homes for Heroes – estimated participation 200 people</p> <p>A linked film programme will show at least five relevant films – historic and modern – which cover housing issues</p> <p>Live news streaming by student volunteers during the day (five students)</p> <p>Student volunteers will film complete sessions and 10 short interviews with participants/ speakers for uploading to YouTube channel and promoted through social media (five students and one academic involved daily)</p> <p>Volunteers will help with event management (three per day – one day each)</p>				

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	<p>Publish book of walks and Festival of the Future City Homes for Heroes book and distribution of those and the comic (see separate project entries)</p> <p>Other numbers include:</p> <ul style="list-style-type: none"> <li>• Eight housing events in day (65 events overall in festival)</li> <li>• 200 audience members in day – most will be free/ invited places (circa 13,000 admissions overall based on 2015 and 2017 festivals)</li> <li>• 30 speakers in council housing session (200 speakers overall)</li> <li>• 90%+ positive audience response (in 2017 Festival of the Future City 91.48% regarded the events they attended as good/ very good)</li> </ul>				
<i>End Oct 2019:</i>	Upload all events recorded online and promote – in	Online	BCDP/ Festival of Ideas/ Festival of	Film, podcasts and audio material available	Raising awareness of how heritage has been

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	<p>addition to films will include audio recordings of events made available on SoundCloud (eight complete sessions and three shorter podcasts with speakers and attendees)</p> <p>FOI website used after the event for written blog reviews and follow-up reports about sessions</p>		the Future City	worldwide	<p>better interpreted and explained and more people have learnt about and been engaged by it as a result of the programme</p> <p>Wide promotion of learning and lessons of the year-long programme and the different activities</p>
<p><b>Jan 2019-Oct 2019: Festival of the Future City Homes for Heroes book</b></p> <p><i>See rows below for key dates</i></p>	<p>Book providing first-hand accounts by existing writers and new writers about the experience of growing up in council housing, the impact on their lives and lessons learned plus an overview of the Homes for Heroes programme and what it has achieved</p>	Bristol/ national	BCDP	Local and national audiences	<p>Permanent legacy for the Homes for Heroes programme from which people can learn about council housing heritage for years to come</p>
<p><i>Jan-Mar 2019:</i></p>	<p>Commissioning of authors and writing of first drafts</p> <p>Invite 10 established writers/ artists/ scientists to write an article (various word lengths) on</p>	Local/ national	<p>BCDP/ Festival of Ideas/ Festival of the Future City</p> <p>All project partners (those running</p>	<p>BCDP/ Festival of Ideas/ Festival of the Future City plus partners and authors</p>	<p>Ensure diverse range of voices with which to engage readers and encourage learning</p> <p>Mentoring of new</p>

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	<p>their experience of growing up in council accommodation and what this has meant for their lives, communities and work</p> <p>Open call for up to 10 additional new/ aspirant writers living in council accommodation to write about the experience now. These to be developed and mentored in partnership with other projects (such as Architecture Centre)</p> <p>Possible commissions from existing writers include:</p> <p>Alan Milburn (former MP and former chair, Social Mobility Commission/ grew up in council housing)</p> <p>Alan Johnson (former MP, now writer/ grew up in council housing)</p> <p>Andrew Neill (grew up in council housing in Scotland)</p> <p>Emily Thornberry MP (grew up in council housing near London)</p>		<p>projects in the estates) will help identify suitable writers for commission and developing of their work</p> <p>Aspirant writers on council estates – a key priority will include members of the Somali community in Sea Mills. We have an ongoing partnership with the Bristol Somali Media Group in the Festival of Ideas and will work with them on this</p>		<p>writers</p> <p>Identifying speakers talking about council housing from a personal perspective for the Festival of the Future City Homes for Heroes council housing day</p>

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	<p>David Harewood (actor/ grew up in council housing in Birmingham)</p> <p>Tony Walsh (poet/ grew up in council housing in Manchester)</p> <p>Lynsey Hanley (writer / grew up in council housing in Birmingham)</p> <p>Andrew Adonis (Member of House of Lords/ grew up in council housing)</p> <p>Kerry Hudson (writer/ grew up in council housing in Scotland)</p> <p>Book will also contain a report on the Homes for Heroes activities</p>				
<i>Apr-May 2019:</i>	<p>Editing of first drafts and rewrites</p> <p>Identifying material that could be adapted for online marketing and content (eg blogs on the Festival of Ideas website)</p>	Local/ national	BCDP working with authors	BCDP and authors	Ensure content is of a quality that people will enjoy reading and learn from
<i>May-June 2019:</i>	Final editing	Local/ national	BCDP working with authors	BCDP and authors	Content completed in timely fashion to meet deadlines

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<i>June-Aug 2019:</i>	Design and proofing (3 volunteer proof readers)	Bristol	BCDP will commission designers and manage proof-reading (requesting volunteer help through existing contacts)	BCDP and authors  Volunteer readers	Book designed in timely fashion to meet deadlines and in good quality so that people will enjoy looking at it
<i>Sept 2019:</i>	To print – 1,000 copies for free distribution in Festival of the Future City	Bristol	BCDP will commission printers	BCDP and authors	Book printed in timely fashion to meet deadlines and in good quality so that people will value owning it
<i>Oct 2019:</i>	Publication (hard copy and online PDF) and distribution	Local/ national/ international	BCDP and partners in programme	Local people (hard copies), national and international readers (online PDF)  Authors	Greater awareness of the value of council housing and what is being achieved now  Changed perception of council housing from being places associated with social problems to places that provided secure housing and built stable, nurturing communities  10 new writers

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					developed and published, with the printed book providing a permanent legacy to be treasured
<b>Feb 2019: Homes for Heroes programme launch event</b>	<p>Soft launch of programme at special event</p> <p>Measurable targets to include:</p> <ul style="list-style-type: none"> <li>• 200 audience members</li> <li>• Five speakers</li> <li>• 20 mentions in social media and other outlets</li> </ul>	City-centre venue and in Hillfields/ Sea Mills	<p>Led by BCDP staff in association with Bristol City Council and all partners in the programme</p> <p>Bristol Post and other media to carry call for relevant ideas, stories and artefacts based on the soft launch</p>	Members of the general public; participants in projects; partner organisations; Bristol Post and local media; residents of estates to let them know what is happening but also to encourage participation through providing stories	<p>Raising general awareness of the programme</p> <p>Outlining the story of council housing in Bristol and also the facts about council housing in Bristol: past, present and aspirations for the future.</p> <p>Encourage contributions of material, stories and time for the various projects, supplementing direct approaches and other engagement strategies</p>
<b>Feb 2019-Oct 2019: Architecture Centre: Homes for Heroes</b>	Project comprises working with three Bristol communities (Hillfields, Sea Mills and St	Architecture Centre plus other sites as	The project will be led and partly delivered by	Residents from the three communities	People will have learnt about heritage, gained skills and had an

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<p><i>See rows below for key dates</i></p>	<p>Judes) plus a separate film commission to be shown widely including online</p> <p>The project is made of three strands.</p> <ul style="list-style-type: none"> <li>• Strand one: Community engagement and participant training and upskilling</li> <li>• Strand two: Production of community film and involvement in Bristol Open Doors</li> <li>• Strand three: Digital Output as Film Commission</li> </ul>	<p>indicated below</p>	<p>Architecture Centre staff who have extensive experience in managing community-based projects with a national and international profile that equip and inspire citizens to shape the place they call home</p> <p>Others who will carry out the activity as indicated below</p>	<p>Volunteers, participant residents from each estate, freelance staff</p> <p>General public of Bristol, tourists, businesses</p> <p>Other groups identified below</p>	<p>enjoyable experience</p> <p>Other outputs and outcomes indicated below</p>
<p><i>Feb-Mar 2019:</i></p>	<p>Strand 1 - recruit community participants and project volunteers</p> <p>15 resident participants from the three communities recruited</p> <p>Volunteers and freelance/ project staff recruited</p>	<p>Architecture Centre</p>	<p>Architecture Centre Staff (support from community groups)</p>	<p>Residents in three Bristol communities (Hillfields, St Judes, Sea Mills)</p> <p>Volunteers/ freelance staff</p>	<p>Recruitment of participants and volunteers</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><i>Apr-mid June 2019:</i></p>	<p>Strand 1: Delivery of training with community participants and devising of project. Workshops led by trainers, archival guides and filmmakers            Session 1: How to Research your History; Session 2: Working with Archives (facilitated at Bristol Archives); Session 3: The Art of Storytelling and Audience Engagement; Session 4: Developing your film; Session 5: Developing the festival film screening and venue tour / exhibition</p> <p>Strand 2: Bristol Open Doors festival programme curation including compiling printed programme, website content and production of 3 community films</p> <p>Strand 3: Film production brief put out to tender. Applicants reviewed and freelance filmmaker contracted</p>	<p>Architecture Centre, archives, community centres, libraries</p>	<p>Architecture Centre Learning and Participation Manager supported by trainers, archival guides and filmmaker</p> <p>Project volunteers</p> <p>Programme Co-ordinator</p> <p>Marketing and Communications Manager</p>	<p>Residents</p> <p>General public</p> <p>Project team</p>	<p>Residents learn/ improve in a range of heritage, film, public engagement skills</p> <p>Festival programme content confirmed, including community entries</p> <p>Experienced / good value for money filmmaker recruited, contracted and briefed who will tell the story of the Addison Act, using archive material and interviews to engage citizens of Bristol and beyond with social and architectural history (including both the national and local context) and the story of the communities built in the city after 1919. It will also</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					include international perspectives on the innovative provision of social housing today worldwide
<i>Mid-June-Aug 2019:</i>	<p>Strand 1: Development of community tours/exhibitions for the three estates</p> <p>Strand 2: Community films produced</p> <p>Strand 3: Production of film on housing</p>	The three estates and various other locations	<p>Residents with the support of Learning and Participation Manager, filmmaker, project volunteer</p> <p>Programme Co-ordinator</p> <p>Historian</p>	<p>Residents</p> <p>Content of tours/ exhibitions/ films created will be of interest to general public/ Bristol Open Doors festival attendees</p>	<p>Community tours/ exhibitions/ films created for the public to engage with over festival weekend and learn about heritage that has been better interpreted and explained</p> <p>Strand 3 film created for the public to view over festival weekend/ disseminated widely post-event for learning about heritage and contemporary housing issues</p>
<i>Aug-early Sept 2019:</i>	Strand 2: Press, and marketing of Bristol Open Doors including distribution of 20,000 brochures	Architecture Centre	Marketing and Communications Manager	General public of Bristol, tourists, businesses	Festival will be effectively communicated to a large and diverse audience, generating

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					interest/ event participants
13-15 Sept 2019:	<p>Strand 2: Residents on the three estates open houses/community venues to the public over Bristol Open Doors weekend with tours/ exhibitions/ film screenings (50,000+ estimated attendance at Bristol Open Doors in total)</p> <p>Community film screenings at three venues to an expected audience of 450 people (based on the audience for the 2018 film programme From Tobacco to Silver Screen). They will later be shown as part of an exhibition at the Architecture Centre, toured in local libraries, at Festival of Future City (estimate audience 200), RIBA Housing Conference and the annual Bristol Heritage Forum</p> <p>Strand 3: Premier film screening at city centre venue</p>	<p>Hillfields, Sea Mills, St Judes – including libraries and community centres</p> <p>Bristol city centre</p>	<p>Residents with the support of Learning and Participation Manager, project volunteers</p> <p>Filmmaker, Programme Co-ordinator, project volunteers</p>	General public/ festival participants	<p>Bristol Open Doors is the largest celebration of architecture, heritage and culture in the region and an effective platform for audience engagement and widespread dissemination in the city for championing architectural heritage so provides an ideal platform to profile the Homes for Heroes programme and celebrate the centenary of the Addison Act</p> <p>Participation in Open Doors Bristol will provide promotional opportunities for other aspects of the programme as well as provide a springboard</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					<p>for Festival of the Future City</p> <p>The public will visit new community venues and view community and professional films to learn more about local heritage / housing / contemporary design and issues</p>
<p><i>Late Sept 2019:</i></p>	<p>Strand 2: Dissemination / celebration / evaluation session with communities</p> <p>Strand 3: Digital / social media dissemination / communications campaign</p> <p>Targets based on current/ past experience include:            Architecture Centre website reach of 12,000 monthly users and social media each at 17,000 followers; Bristol Open Doors website reach at &gt;40,000 and social media reach at 9,000</p>	<p>Architecture Centre/ online</p>	<p>All Architecture Centre staff, community participants, project volunteers</p> <p>Marketing and Communications Manager</p>	<p>Architecture Centre, community participants from three estates, project volunteers</p> <p>Diverse online audience</p>	<p>Project outputs celebrated with community participants / immediate qualitative evaluation data collected / discussed</p> <p>A diverse online, international audience will learn more about heritage and contemporary housing design and issues</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	followers. There will also be digital sharing through national partners including: New London Architecture, Architecture Foundation, Architecture Journal, UCL and Open City; a media partnership with Bristol 24/7 and Bristol Post; and paid-for distribution through sponsored social media posts at relevant Bristol demographics (postcode spread)				
<i>Oct 2019:</i>	Festival of the Future City contribution (see above) and complete evaluation	Architecture Centre	Programme Co-ordinator in conjunction with evaluator appointed by BCDP for overall Homes for Heroes evaluation	Architecture Centre, partners, funders	Thorough, reflective evaluation undertaken, contributing to quality, future public programme delivery
<b>Feb 2019-Oct 2019: Comic History of Council Housing in Bristol</b>  <i>See rows below for key dates</i>	24pp comic history (A4/tabloid newspaper format) of history of council housing in the city as well as the national context continuing track-record of previous successful comic books published by BCDP for heritage projects including Brunel	Hard copies locally/ downloadable PDF online	Local author and artist to be commissioned by BCDP who will manage design, print, publication and distribution	General public but aimed particularly at those with reading age of around 12 years old and upwards	Provision of accessible means of explaining the past, present and future of council housing either as an end in itself or to encourage further exploration of a

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>biography in 2006 and The Bristol Story in 2008</p> <p>See author brief for outline of topics to be covered</p>				complex subject through other means
<i>Feb-Mar 2019:</i>	<p>Finalise research and writing of text</p> <p>Appeals to public made for stories, including through Bristol Times (the weekly heritage supplement in the local evening paper, The Post) and other print, online and social media. Project leaders to identify stories from Sea Mills, Hillfields, Knowle West, St Judes and other parts of the city</p>	Local	<p>BCDP will commission author who will work collaboratively with illustrator</p> <p>Programme partners to provide guidance on content and introductions to residents on estates who can contribute stories/ material</p>	BCDP, partners, author	<p>Content to encourage people to have a closer look at the environment around them and to understand how things they might take for granted have come about</p> <p>Opportunity to collect heritage material to be used elsewhere in programme and/ or retained for long-term archiving</p> <p>Accessible and fun style of prose will encourage an enjoyable experience</p>
<i>Mar-May 2019:</i>	Illustration of text	Local	BCDP will commission	BCDP, partners, author, illustrator	Provide engaging visual material for wide range

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
			illustrator who will work collaboratively with author		of social media and traditional media use in addition to content for the comic
<i>Mar-June 2019:</i>	Teaser campaigns using images	Online and in local print media	BCDP will manage promotion	BCDP and partners	Awareness raised of forthcoming publication and Homes for Heroes programme
<i>May 2019:</i>	Sent to print after proofing (three volunteer proof readers)	Local	BCDP will manage print stage with help of volunteer proofers	BCDP	Publication of hard copy with PDF also available for uploading online
<i>June-Oct 2019:</i>	Publication and distribution  Numbers to include: <ul style="list-style-type: none"> <li>• At least 50,000 hard copies distributed</li> <li>• Minimum readership 100,000 people (based on two readers per copy on average)</li> <li>• 500 downloads/ view of PDF (based on past experience of projects)</li> <li>• 90%+ satisfaction rating from readers who complete survey</li> </ul>	Copies will be available at the launch event in June, at Bristol Open Doors events, on the estates covered in Homes for Heroes and at Festival of the Future City as well as through the local libraries	BCDP will manage print and distribution	General public	Wide range of people will have learnt about heritage and had an enjoyable experience from their reading  Comic will have a long life beyond programme in both hard and PDF form

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><b>5. Feb-Oct 2019: Homes for Heroes Book of Walks</b></p> <p><i>See rows below for key dates</i></p>	<p>68pp A5 paperback to include four new walks linked to exploring local council estates (routes developed as part of projects) using successful format of BCDP's previous walking guides and books</p>	<p>Hard copy locally/ PDF online</p>	<p>BCDP will lead with support of partners, volunteers and participants in projects</p>	<p>General public</p>	<p>A range of self-guided walks around key local council house estates to explain and raise awareness of their significance and of the people who live there</p> <p>Greater longevity than a walking app as not dependent on technology that requires regular updating</p>
<p><i>Feb-May 2019:</i></p>	<p>Research, writing and gathering of pictures</p> <p>8 volunteers to test routes and fact-check (2 for each estate)</p>	<p>Bristol</p>	<p>Written by BCDP research director with input from partners as required (routes co-created by residents)</p>	<p>BCDP, partners, residents</p>	<p>Routes devised with residents to ensure heritage and present-day life of the estates is understood by others</p> <p>High-quality, practical, permanent means of sharing some of the stories uncovered through research phases of the estate-based projects</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
					Content completed in timely fashion to meet deadlines
<i>June-Aug 2019:</i>	Design and proofs (3 volunteer proof readers)	Local	BCDP will commission designer and manage proofing supported by volunteers	BCDP	Book designed in timely fashion to meet deadlines and in good quality so that people will enjoy looking at it
<i>Sep 2019:</i>	To print	Local	BCDP will supervise print	BCDP	Book printed in timely fashion to meet deadlines and in good quality so that people will value owning it
<i>Oct 2019:</i>	Publication and distribution (with downloadable PDF)  Measurable targets to include: <ul style="list-style-type: none"> <li>• 3,000 copies distributed</li> <li>• 100 downloads/ view of PDF</li> <li>• 90%+ satisfaction rating</li> </ul>	Launched and distributed at Festival of the Future City (October)  Available through libraries, Destination Bristol and other public venues	BCDP will manage distribution working with partners	Local people  Visitors to Bristol  For use by individual walkers, families and walking groups of all ages (with special guidance for those with visual or physical disabilities)	People will have learnt about heritage while having an enjoyable and healthy experience  People on estates involved in the project will have had opportunity to contribute to both the book and the devising of the walks

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		Given to partners to distribute in estates			Long life beyond programme in both hard and PDF copy
<b>6. Feb 2019-Oct 2019: Bristol Libraries</b>	<p>Providing research material and guidance to all projects</p> <p>Presenting displays of archive material, recommended books, outputs of projects and programme marketing material in 26 branches and at Bristol's Central Library</p> <p>Encouraging people to contribute stories and fresh material prompted by displays</p> <p>Branch libraries on relevant council estates will be physical hubs for information and activity for some of the projects</p>	Across the city	Bristol Libraries staff	<p>Local communities, city-wide community</p> <p>Regional, national and international interest</p>	<p>Greater awareness of heritage contained in library archives as well as of books about local history</p> <p>Greater sharing of and engagement with archives</p> <p>Possibility of new heritage material being uncovered in response to what is put on display</p> <p>Provision of focal point within estates, helping to raise awareness and support of this invaluable service</p>
<b>7. Feb 2019- Oct 2019: Bristol Museums and Archives</b>	Providing research material and guidance to all projects	Bristol Record Office, Bristol	Bristol Museums and Archives staff	Local communities, city-wide community	Greater awareness of heritage contained in

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<i>See rows below for key dates</i>	<p>Creating an online digital guide to archival sources in collections on Bristol's housing history</p> <p>Council housing content at M Shed to be combined into an online exhibition/ trail</p> <p>Refreshment of Places to Live and Enjoy display cabinet at M Shed to highlight council housing in the city</p>	Museum and Art Gallery, M Shed and city-wide, including Kings Weston	supported by local historians	Regional, national and international interest	<p>museum and record office archives</p> <p>Greater sharing of and engagement with archives</p> <p>Better interpretation and explanation of existing displays to highlight housing theme</p> <p>Possibility of new heritage material being uncovered in response to what is put on display</p>
<i>Early 2019:</i>	Exhibition at Bristol Cathedral on post-First World War Bristol devised by local historian Clive Burlton in association with Bristol Record Office to include reference to housing with inclusion of original material that has a particular focus on the 1919 Housing Act (may later be displayed at the archives and	City centre and other sites in Bristol	Bristol Archives working with local historian	General public	<p>Increased learning about heritage</p> <p>An enjoyable experience</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	toured locally). Target of 1,200 initial visitors				
<i>20 June 2019:</i>	Public lecture at museum by Peter Malpass – Britain’s first professor of housing – on council housing in Bristol from the start to today	City centre	Museum staff	General public	Increased learning about heritage  An enjoyable experience
<i>July 2019:</i>	Bristol’s Brilliant Archaeology event focussing on Kings Weston Roman Villa on the Lawrence Weston council estate. Activities at Kings Weston will include a pop-up display based on the archive and/or dramatised guided tour (involving the museum’s Youth Panel). Target 1,200 visitors  Bristol Museum to also create a digital story about the villa and other archaeological discoveries that resulted from building the estate	Lawrence Hill (in person)/ worldwide (digital element)	Museum staff	General public	Increased learning about heritage  An enjoyable experience  Increased awareness of the significance of the building of a major council housing estate after the Second World War
<i>July-Aug 2019:</i>	Walking tours on housing theme as part of summer programme	Bristol	Museum staff and guides	General public	Increased learning about heritage and an enjoyable, healthy experience

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<i>Sept 2019:</i>	Participate in Bristol Open Doors, focussing on housing and having further activity at Kings Weston Roman Villa (target of 400 visitors)	Bristol	Museum staff	General public	Increased learning about heritage and an enjoyable experience
<p><b>8. Feb 2019- June 2020: Hillfields Homes for Heroes project main period of public activity</b> (see separate HLF application for full details including target numbers)</p> <p><i>See rows below for key dates</i></p>	Community-focussed project that aims to raise awareness of the heritage of Hillfields, one of the country's earliest council estates	<p>Hillfields estate with wider dissemination</p> <p>Hillfields Library will provide the project hub</p>	<p>Myers Insole Local Learning and Know Your Place staff working with community participants</p> <p>Hillfields Homes for Heroes Facebook page co-ordinated with the assistance of UWE history students</p>	<p>Local community participants and an audience made up of family and friends. This includes: pupils from Minerva Primary School; their parents, grandparents and carers; older members of the community particularly those with physical access needs</p> <p>A wider audience visiting the estates and learning about the project at other Home for Heroes events and online</p> <p>Also of city-wide, regional, national and international interest</p>	<p>The first estate residents will have been remembered and celebrated and connected to the community that lives in Hillfields today</p> <p>Information and stories uncovered, identified, created, recorded and collated during the project will be available to a wider audience via digital and print media (including a 20pp A4 legacy booklet) as well as being archived for future researchers</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<i>Feb-Mar 2019:</i>	Preparatory work with local pupils and older residents undertaking research about the estate	Hillfields	As above	As above	Intergenerational links will be established
<i>April 2019:</i>	Know Your Hillfields exhibition at library based on preparatory phase (target 1,200 visitors)	Hillfields	As above	As above	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>6 April 2019:</i>	Community launch event at library based on preparatory phase findings will include collecting further memories and memorabilia of first housing and surrounding area, and recruiting local residents to participate in next stages of project	Hillfields	As above	As above	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>May 2019:</i>	Beginning of next phase of community research to feed into touring exhibition  Research guidance and support given will include actor-led tour of the estate and a community	Hillfields with visits to city centre	As above	As above	Volunteers will be trained in research and develop new skills including writing questionnaires and interview techniques

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>bus trip to the central Bristol archives to find out about the houses of Hillfields</p> <p>Intergenerational pinhole camera photography workshops</p>				Intergenerational links will be strengthened
<i>Sept 2019:</i>	Contribution to Bristol Open Doors (see Architecture Centre project)	Hillfields	As above in association with the Architecture Centre	Local community, visitors	<p>Widely publicised showcase for project</p> <p>People will learn about heritage while having an enjoyable experience</p>
<i>Oct 2019:</i>	Photography exhibition at library	Hillfields	Myers Insole Local Learning and Know Your Place staff working with community participants	Local community, visitors	Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it including the use of archives
<i>16 Oct 2019:</i>	Contribution to Festival of the Future City – presentations on project (see separate entry)	<p>Hillfields and city centre</p> <p>Online dissemination after the festival will have world-</p>	As above in association with BCDP/ Festival of Ideas/ Festival of the Future City	Local community, festival audiences, online audiences	<p>Widely publicised showcase for project at event and in festival publicity</p> <p>People will learn about heritage while having</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		wide reach			an enjoyable experience
<i>Jan-May 2020:</i>	Writing workshops, tapestry workshops, script-writing workshops to co-create material for the final celebratory event	Hillfields	Myers Insole Local Learning and Know Your Place staff working with community participants	Local community	Production of material that will help people to learn more about Hillfields heritage
<i>6 June 2020:</i>	Centenary of Hillfields Demonstration Area marked by celebratory day in Market Square that will include performances, gameshow, legacy booklets, cardboard city builders, music, junk models of ideal homes, photography exhibition, community tapestry map, cookery workshop	Hillfields	As above	Local community and visitors	People will have had an enjoyable experience while engaging in local history that has a personal resonance
<b>4 June 2019: Centenary Celebration with Tree Ceremonies</b>	Birthday event to mark the centenary of the planting of the Addison Oak (the official start of work at Sea Mills in 1919) linked to a ceremonial planting of a commemorative tree at the new council housing estate at Ashton Vale	Sea Mills and Ashton Vale	Led by Bristol City Council housing and media staff with contributions from local community and Bristol City Poet (commissioned by BCDP)	Local community	Focus for publicity and media coverage for the programme as well as a symbolic gesture acknowledging the connection between the past and the present

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Likely attendance – 50 people</p> <p>Bristol’s City Poet – Vanessa Kisuule – will write and read a special poem for the event that will be posted on the Festival of Ideas website blog and filmed for use on social media and elsewhere</p>				<p>Newly planted tree will provide a legacy of the centenary celebrations</p> <p>New poem to use in promotion of programme</p> <p>People who attend the event will have an enjoyable experience</p>
<p><b>June 2019-June 2020: Sea Mills 100 project main period of public activity</b> (separate HLF application for full details including target numbers)</p> <p><i>See rows below for key dates</i></p>	<p>Community learning project in one of the country’s earliest garden suburb council house estates</p> <p>The information collected during the course of project will be incorporated into a booklet and the Sea Mills trail will be included in the Homes for Heroes Book of Walks (see separate project)</p>	<p>Sea Mills estate</p> <p>Sea Mills Library will provide the project hub including as a venue for an exhibition of research and artefacts as discovered by volunteers that may tour to other branches</p> <p>Bristol Archives will provide</p>	<p>Sea Mills Community Initiative</p>	<p>Local community primarily but also of regional, national and international interest</p>	<p>The first estate residents will have been remembered and celebrated and connected to the community that lives in Sea Mills today</p> <p>Heritage will be better interpreted and explained and more people will have learnt about and been engaged by it</p> <p>New stories and material will be</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
		<p>training in research skills using their collection both at the Record Office and in the local library, and provide copies of key documents from the archives</p>			<p>uncovered, identified and recorded</p> <p>Intergenerational links will be established including through LinkAge tea-party and work with local primary school</p> <p>Information discovered, created and collated during the project will be available to a wider audience via digital and print media, as well as being archived for future researchers</p>
<p>8-9 June 2019:</p>	<p>Centenary weekend of community events.</p> <p>Stories collected from residents in Who Were the Heroes element of the project will become part of a trail around the estate with volunteers who have</p>	<p>Sea Mills</p>	<p>As above</p>	<p>Local people and visitors</p>	<p>People will learn about heritage while having an enjoyable experience</p> <p>People will have volunteered and learned new skills</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>researched their homes or public buildings displaying that information outside those properties</p> <p>The disused K6 Gilbert Scott phone kiosk next to the Addison Oak will be restored and used as a mini museum throughout the centenary year. Material collected in oral history project will become the basis for audio interpretation in the kiosk and the core of a radio documentary</p> <p>Old signage will be recreated</p> <p>New interpretation board by the Addison Oak will be permanent</p>				<p>New interpretative material available for the long-term</p>
<p><i>Sep 2019:</i></p>	<p>Involvement in Bristol Open Doors (see Architecture Centre project) for the first time</p>	<p>Sea Mills</p>	<p>Sea Mills Community Initiative in association with the Architecture Centre</p>	<p>Local people and visitors</p>	<p>Widely publicised showcase for the project</p> <p>People will learn about heritage while having an enjoyable experience</p>



When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
16 Oct 2019:	Involvement in council housing day at Festival of the Future City (see separate project)	Sea Mills and city centre  Dissemination online after event will reach worldwide audience	Sea Mills Community Initiative in association with BCDP/ Festival of Ideas/ Festival of the Future City	Local community, festival audiences, online audiences	Widely publicised showcase for project  People will learn about heritage while having an enjoyable experience

**Table 2: Homes for Heroes: Management, Marketing and Evaluation**

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p><b>Jan 2019-Feb 2020: Ongoing work of steering group</b></p> <p>Regular meetings of planning group to ensure coordination and deliver</p>	<p>Bi-monthly meetings of management group – average of 25 participants each meeting – to ensure consistency of approach; ensure each project is marketed, managed and evaluated effectively; and make sure that Homes for Heroes is seen as one overall initiative throughout</p>	<p>Citywide</p>	<p>Meetings chaired by Bristol City Council’s cabinet member for housing</p> <p>Overall planning and delivery led by BCDP staff</p>	<p>For partners to manage the progress, delivery and impact of their projects and the overall programme</p>	<p>A successfully run programme that achieves its aims and makes a difference</p> <p>Successful coordination of all initiatives – making one overall project out of many</p> <p>New partnerships for future heritage projects (it’s worth noting that the partnership BCDP formed for Bristol2014 – an HLF-funded project – has continued to meet over the last four years with a number of new projects resulting from this)</p>
<p><b>Jan 2019-Feb 2020: Ongoing work of expert group</b></p> <p>Meetings of expert group to</p>	<p>At least five meetings of the expert group – made up of two academics from University of Bristol and the University of the</p>	<p>City-wide</p>	<p>Led by BCDP staff</p>	<p>For the effective delivery of the programme as a whole</p>	<p>Historical accuracy in all work</p> <p>Access to latest</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	maintain rigour in material used	West of England (which has Britain's first professor of housing) and others.			research and incorporation of this research in all Homes for Heroes work  Links between experts and projects for future heritage projects
<b>Feb 2019: Programme launch event</b>	Soft launch of programme at special event (note that the June tree ceremony will be the official start of the programme)  Measurable targets to include: <ul style="list-style-type: none"> <li>• 200 audience members</li> <li>• Five speakers</li> <li>• 10 mentions in social media and other outlets</li> </ul>	City-centre venue  Bristol Post to carry call for ideas, stories, artefacts.	Led by BCDP staff in association with Bristol City Council and all partners in the programme	Members of the general public; participants in projects; partner organisations; Bristol Post	Raising general awareness of the programme  Encourage contributions of material, stories and time for the various projects, supplementing direct approaches and other engagement strategies
<b>Feb 2019-Mar 2020: General marketing</b>  Ongoing online presence with peaks around key events including the tree ceremonies in June, Bristol Open Doors in September, Festival of the	Use of existing social media by all partners to promote overall programme and individual projects/ activities (eg: Festival of Ideas, Knowle West Media Centre, Architecture Centre)  Establish and keep up to date a	Online and in print	Led by BCDP staff working with other partners as appropriate and coordinated by the bimonthly meetings of the steering group.	General public  Students and other young volunteers given opportunity to develop promotional	Widespread awareness beyond the participating communities of the scale and scope of the wider programme and how people can contribute to, share or



When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
<p>Future City in October</p> <p>Regular coverage in Bristol Times supplement in <i>The Post</i></p>	<p>new Facebook Homes for Heroes page in which all social media activity can be collated (target of 500 followers). Kept active until at least the completion of the Hillfields Homes for Heroes and Sea Mills 100 projects</p> <p>Use of Festival of Ideas (FOI) e-newsletter to promote programme and individual projects (the current mailing list is 14,355)</p> <p>Use of other mailing lists and direct contact methods used by partners (subject to GDPR conditions)</p> <p>Targeted approaches to key groups, including BAME community, achieved through local network contacts (eg: BCDP through FOI has close partnership links with Ujima Radio, Black South West Network, Somali Media Group)</p>			<p>images</p> <p>Students and other young volunteers given opportunity to contribute to social media messaging and blogging</p>	<p>access information, material and other outputs produced</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>Calls in local media for ideas/stories to be used in resources/activity to be linked to marketing (eg: Eugene Byrne, editor of the popular Bristol Times in The Post, which focusses on heritage stories and encourages reader contributions will seek stories through the year; BCDP through FOI has close links to Bristol 24/7 news website)</p> <p>Inclusion in the 10,000 copies of the Festival of the Future City brochure (also available as PDF), highlighting achievements to date as well as the events in the festival (Festival of the Future City will also have its own temporary website for use in marketing)</p> <p>Measurable targets to include:</p> <ul style="list-style-type: none"> <li>• 20 mentions in Festival of Ideas (FOI) e-newsletter with average of 30% open</li> </ul>				

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	<p>rate per issue</p> <ul style="list-style-type: none"> <li>• 50 FOI Facebook posts (currently have 5,648 followers)</li> <li>• At least 100 FOI Twitter posts (currently have 25,501 followers)</li> </ul> <p>Awareness of the marketing material/ campaign included in evaluation questions</p>				
<p><b>Feb 2019-Mar 2020: General Evaluation</b></p> <p><i>See rows below for key dates</i></p>	<p>Comprehensive evaluation programme that covers individual projects and programme as a whole</p>	<p>Via email, online, telephone and in person</p> <p>Mainly local but some national and international data may be included</p>	<p>Led by BCDP Research Director, conducted by commissioned evaluator with input from all projects and partners</p>	<p>Providing feedback to funders, participants, organisers to assess whether aims met, outcomes achieved and overall impact</p>	<p>Thorough understanding of how the programme was delivered and its impact to use in reporting to funders/ partners/ supporters/ the public and in the planning of future partnerships</p>
<p><i>Feb 2019:</i></p>	<p>Appointment of evaluator</p> <p>Agreement across projects as to the key data to be collected in order to produce coherent</p>	<p>As above</p>	<p>As above</p>	<p>Evaluator and partners</p>	<p>Evaluator and partners have clear understanding of what is to be collected, when, how and why</p>

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	overall programme evaluation				
<i>Feb 2019 to end of individual projects or key milestones:</i>	<p>Collect data from project leaders, participants, audiences, mailing lists, social media, emails and other sources to assess effectiveness and impact</p> <p>Material also used in reporting on the programme (ongoing and at its conclusion) as part of marketing campaign</p>	As above	As above	As above	Purposeful, accurate data source for use in evaluation, forward planning and marketing
<i>Sep 2019:</i>	Advisory group meeting to assess work to date. Create and test overall online survey to assess coherence and impact of wider programme	As above	As above	As above	As above
<i>Oct 2019:</i>	Audience surveys at council housing day at Festival of the Future City to include reference to overall Homes for Heroes programme	As above	As above	As above	As above
<i>Nov 2019:</i>	Advisory group meeting to assess work to date. General survey uploaded to Festival of Ideas website and regularly promoted to gather final	As above	As above	As above	As above

When	What	Where	Who will carry out the activity	Who the activity is for	What will be achieved
	overview of how the programme went from the public				
<i>Dec 2019:</i>	Start drafting overall evaluation report. Start one-to-one debriefs/ interviews	As above	As above	As above	As above
<i>Jan 2020:</i>	Circulate draft report for comment and proofing	As above	As above	As above	As above
<i>Feb-Mar 2020:</i>	Report sent to design and print. Hard copies or PDF links sent to funders, partners and others	As above	As above	Funders, participants, organisers and other partners  Possibly some media interest	Accessible means of understanding how the programme was delivered and the impact it made