

Heritage Lottery Fund Restoration Project - Evaluation Report

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The author would also like to acknowledge the authors of the Cliffe Castle Park Restoration Project 2012 Activity Plan written prior to the Heritage Lottery Fund Grant being awarded which outlined a number of activities and audiences that would benefit from a fully restored Cliffe Castle Park and which formed the background for this HLF Restoration Evaluation Report and the Cliffe Castle Park HLF Restoration Project Evaluation 2017.

The author would also like to thank the project team and partners of Cliffe Castle Park who have submitted their feedback which is an important contribution to this evaluation.

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I. Executive Summary

“The enhancements to the park have, we believe, been a big factor in the success of our event” – Event Director of Keighley Parkrun

“Overall, Cliffe Castle the Museum and grounds can be described as a great tourist attraction for Keighley” - Lord Mayor of Bradford

The Heritage Lottery Fund (HLF) aims to fund projects that make a difference for heritage, people and communities and the quotes above illustrate that the Cliffe Castle HLF Restoration Project has fulfilled those aims.

The main restoration is complete and the City of Bradford Metropolitan District Council’s (CBMDC) original vision for the park is achieved.

“Restore and renovate the park in order that its various communities have access to a well-designed Park, maintained to Green Flag standards, and have a wide range of opportunities to learn about the Heritage Value of the park”

The completion was celebrated by the Grand Opening Event in December 2017.

Visitors to the park can appreciate the difference that the HLF funded restoration has made. From the many restored historical features to the bustling café. Gone are the neglected glasshouses, run down café, damaged fountains and overgrown borders and paths.

The images within the report provide photographic illustration of the restoration. Cliffe Castle management has made great effort to engage people with the historical aspects of the park from the early days of Heritage Walks to inviting local schools to take part in creating their own Time Capsule and enjoying the Butterfield’s American connections with the Teddy Bear’s picnic.

Hopefully the heritage themed events will not only instil memories for a new generation but also promote an interest in history particularly of Cliffe Castle and its environment.

The park has attracted 90% more visitors than target and has increased its range of audiences. Cliffe Castle Park has enjoyed a full programme of activities from mid-2017, throughout its first fully restored year and is continuing into 2019 with additional activities being considered.

Cliffe Castle Park and Museum are now working together with events and activities being planned and managed together reflecting what the visitors and local community have always regarded Cliffe Castle as “one site”.

Cliffe Castle is creating an expectation; for a varied programme of activities and regular events and for two “big” annual events being the Garden Party in June and Christmas at the Castle in December with each event attracting more than 5,000 attendees in 2018. These events not only increase the number and range of audiences to Cliffe Castle but more importantly show the CBMDC that Cliffe Castle is a tourist attraction, the impact of this could be to economically benefit Keighley and the surrounding area and provides a firm base to build on.

Cliffe Castle management has embraced the concept of partnerships which bring a variety skills, and events to the park and engages a number of volunteers.

The International Parkrun event brings over 200 runners and volunteer marshals to the park every Saturday morning. Cliffe Castle management collaborated with the local schools to stage the Literacy Festival lasting over three weeks culminating with the Celebration day bringing over 2000 pupils plus families. The local branch of the Cactus & Succulent Society provided their expertise to restore and now maintain the Cacti and succulents in the Glasshouses. The Sue Ryder Charity, who raised £20.7m in 2017-18, raised over £90k for the local Manorlands Hospice from events staged at Cliffe Castle.

The impact of these and other organisations working in partnership with Cliffe Castle is that the local community benefit from events that otherwise would not exist, visitors from further afield are introduced to the park and the organisations appreciate Cliffe Castle as an asset.

"We are delighted to encourage our supporters to go to Cliffe Castle as it is such a nice place to be and that reflects well on us" Fundraising Team leader
Sue Ryder

Cliffe Castle was awarded the Green Flag award which demonstrates that the park is a well-managed, attractive park with excellent visitor facilities. The visitor survey reveals over 95% of visitors rate the park as excellent or very-good. This should encourage visitors to the park.

The restoration process took longer and was more difficult than anticipated but hopefully the experiences recounted and the Lessons Learnt will help the next HLF projects.

Despite all that Cliffe Castle Park is a great asset to the City of Bradford Metropolitan District Council and the local community:

"Overall, Cliffe Castle the Museum and grounds can be described as a great tourist attraction for Keighley" - Lord Mayor of Bradford

"A lot of heritage money has been spent on it and the museum and park now looks absolutely stunning, it's been brought back to life". – Keighley's Mayor

The main body of the report assesses all aspects of the completed restoration project and its activities and the overall assessment is that it has achieved the Heritage Lottery Funded desired outcomes.

"I am sure the HLF has got excellent value for money with their funding of this scheme, it is exactly what funds should be used for as it has ticked every box". – Fundraising Team leader, Sue Ryder

II. Introduction

The Heritage Lottery Fund (HLF) Parks for People awarded a grant to the City of Bradford Metropolitan District Council (CBMDC) towards the funding for the restoration of Cliffe Castle Park.

CBMDC's vision for Cliffe Castle Park can be summarised as *"Our aims for the project are to restore and renovate the park in order that its various communities have access to a well-designed Park, maintained to Green Flag standards, and have a wide range of opportunities to learn about the Heritage Value of the park"*.

On awarding the grant HLF set out five approved purposes:

- Restore the landscape of Cliffe Castle Park
- Reinststate key heritage features including the palmhouse, ornamental pond and urns
- Provide a café on terrace
- Deliver an activity programme
- Employ an Assistant Park Manager / Interpretation Officer

This evaluation of the project, is written to demonstrate that the award has made a difference and that the desired outcomes have been achieved. The evaluation attempts to be an objective assessment of the completed restoration project and reports on the activities undertaken and the impact of the restoration with regard to the HLF outcomes:

- Increasing the range of audiences
- Conserving and improving the heritage value
- Increasing the range of volunteers involved
- Improving skills and knowledge through training
- Improving management and maintenance

This report has been formulated from evidence provided by previous reports, members of the project team for information about the restoration project, feedback from groups that work with Cliffe Castle and visitors' comments.

III. What we wanted to happen

1. The Background

The Park was looking neglected, the glasshouse structures were degenerating and the café in the same area was failing and in need of refurbishment.

The two Italian fountains which were significant historic features were damaged and did not function and in the past there was a pond that had been filled in. Despite a reasonable number of visitors, the support for the park was decreasing.



After two successful park Heritage Lottery Funded restoration projects in Bradford the CBMDC applied for an HLF Grant to restore Cliffe Castle Park in Keighley. This was awarded in July 2013.

The overall requirement was for a landscaped park, with restored heritage features and café for the benefit of the local community.

2. The Aims

The aims for the project are covered in the vision for the park which was to:

“Restore and renovate the park in order that its various communities have access to a well-designed Park, maintained to Green Flag standards, and have a wide range of opportunities to learn about the Heritage Value of the park”.

The original consultations in 2012 resulted in a number of requirements and wishes for the Park these were summarised as

- activities for all age groups
- play schemes and activities for children and youths
- sports themed events
- music concerts on the performance stage including theatre style plays
- walks with guided history tours and talks, nature walks identifying the flora and fauna
- a broader range of animals and birds in the park
- animal workshops for children and young people on the various species and how to care for them
- training schemes and apprentice opportunities
- creative projects including artwork, writing and photography
- events aimed at bringing the diverse multicultural community together

3. What has changed?

An “Action Plan 2013 – 2015” was created from the original consultations with a range of activities. This plan was created with the Cliffe Castle Park Conservation Group (CCPCG) taking a lead on the activities, with the expectation of a number of permanent on site members of staff and that the restoration would be completed before 2017.

Since the first Action Plan the CCPCG spent most of its energies on the actual restoration project and has been now been replaced by the Cliffe Castle Support Group (CCSG).

The Heritage Parks Officer is a permanent member of staff and is supported by the CBDMC Parks and Neighbourhood Team. The park restoration was only completed in December 2017. The Action Plan 2013 -2015 has been updated as “Action Plan 2017 -2021” in Appendix I.

Another change is that the Cliffe Castle Museum and Park now plan and deliver events and activities together resulting in a cohesive set of activities for schools, partners, volunteer groups and the local community with each of the main events attracting an audience of over 5,000.

4. Evaluating the difference

The “What actually happened” Section below covers the key areas for evaluation in detail. This section sets out the criteria for the evaluation

Qualitative and quantitative methods have been used to gather evidence for evaluating the events and activities at Cliffe Castle. Visitor numbers are monitored at special events. Visitor counts were undertaken in 2011 and 2012 prior to the restoration and in 2018 following the completion. Cliffe Castle Museum count visitors “through the door” on a regular basis. These counts provide the evidence for “increasing the range of audiences”.

A survey of eighty-four visitors, asking a range of questions was undertaken in the park last year, the results are included in the report with more detailed information and a dashboard summarising the results in Section VI. What did happen –Visitor Survey Results.

Feedback has been obtained from a number of groups that work with Cliffe Castle Parks which contributes to the key areas of schools, volunteering and partnerships. The analysis of the use of social media is used as evidence for improving skills. The Green Flag Award is evidence of the improving management and maintenance and a key element of the Cliffe Castle Park vision. In addition press releases have also been examined to provide further information, see Appendix II. Images have also been used throughout the report as evidence for the restoration of the park and events and activities.

The events and activities have been evaluated using a template which groups the activities under the HLF Outcomes with additional sub-categories, detailing the output, with numbers of attendees and its impact. Any relevant assumptions or external factors have been added. The complete Event and Activities Programme 2017-2018 – Evaluation document can be found in Appendix III with excerpts included in the relevant Section V. What did happen - Key areas for Evaluation.

The original submission in 2012 proposed targets against a number of audience groups. The activities have been analysed against these groupings. A summary of activities against HLF Outcomes and attendance numbers split against the target audience can be found in Events and Activities Statistics Appendix IV.

IV. What did happen – The restoration

Results

The evaluation of the Cliffe Castle Restoration project is an assessment of the completed restoration, one element is to report on the *impact* of the restoration. This section summarises the physical elements of the restoration with evidence in the form of images of some of the restored features.

The vision

- ✓ Cliffe Castle park has been restored and renovated,
- ✓ Cliffe Castle's various communities have access to a well-designed Park,
- ✓ Cliffe Castle has been awarded the Green Flag,
- ✓ Cliffe Castle provides a wide range of opportunities to learn about the Heritage Value of the park.

HLF approved purposes

- ✓ Restore the landscape of Cliffe Castle Park
- ✓ Reinststate key heritage features including the palmhouse, ornamental pond and urns
- ✓ Provide a café on the terrace
- ✓ Deliver an activity programme
- ✓ Employ an Assistant Park Manager / Interpretation Officer → Heritage Parks Officer

Activities

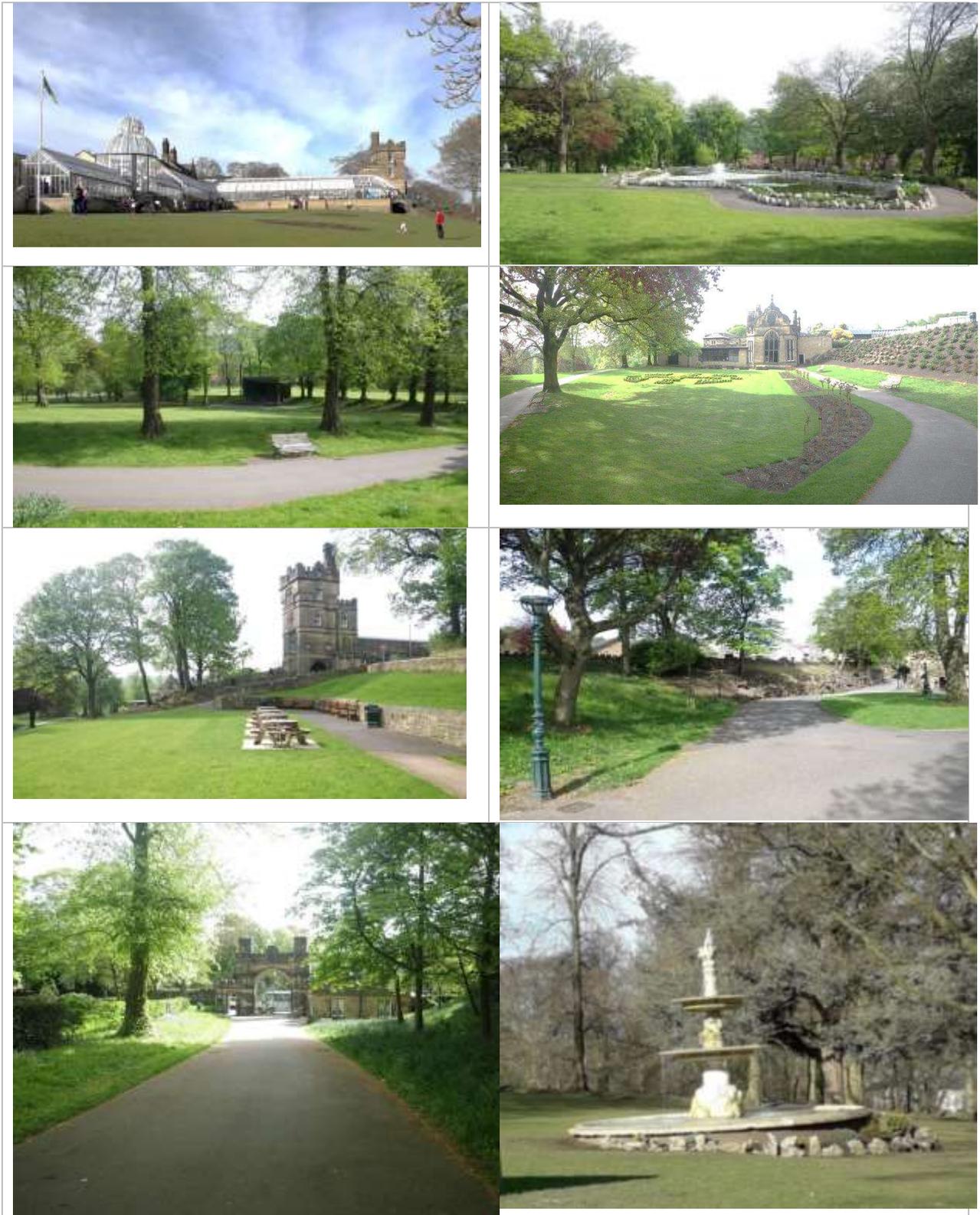
- ✓ activities for all age groups
- ✓ play schemes and activities for children and youths
- ✓ sports themed events
- ✓ music concerts on the performance stage including theatre style plays
- ✓ walks with guided history tours and talks, nature walks identifying the flora and fauna in the park
- ✓ animals and birds in the park
- ✗ animal workshops for children and young people on the various species and how to care for them
- ✓ training schemes and apprentice opportunities
- ✓ creative projects including artwork, writing and photography
- ✓ events aimed at bringing the diverse multicultural community together

Awards in 2018

- ✓ Green Flag award
- ✓ Yorkshire in Bloom, Platinum award
- ✓ BALI National Landscape Award

Note ✗ Askham Bryan and Craven College supervise a number of young people animal care volunteers, there are no plans for animal workshops for children

Evidence



V. What did Happen - Key areas for Evaluation

The evaluation of the Cliffe Castle Restoration project is an assessment of the completed restoration project, one element being to report on the *activities* undertaken. This section considers the key areas for evaluation against the HLF Outcomes. The Events and Activities Programme 2017-2018 Evaluation is a key document and can be found in full in Appendix III.

1. Green Flag Award

Cliffe Castle Park was awarded the Green Flag in July 2018 with the comment "A great site with a good range of facilities and features. The recent HLF investment means some elements of the park are exceptional, particularly the core central area of the park and the historic structures.

This reinforces Cliffe Castle as a well-managed and attractive park. As Councillor Ferriby, Healthy People and Places, for Bradford says

"Cliffe Castle gardens have been beautifully restored to their former glory and in doing so have become accessible to all visitors of the Park Land with wonderful architectural features and landscaping"



2. Engaging Audiences with Heritage

Any visitor to Cliffe Castle can see the restored heritage features as they walk about the park (see map below).



Entering the Park from either the Gatehouse Entrance, or Holly Lodge Entrance the visitor walks through large green historic gates. As the visitor continues through the park the restored pond with its fountain comes into view which is flanked by the two renovated original Italian fountains. Looking up the hill the Victorian Cliffe Castle Museum building is seen. Walking around the park there is a number of planted urns adorning steps and walkways. Continuing up the hill or entering the park from the Car Park the restored Glasshouses come into view with

the animal and bird houses on one side and the café on the other. The planting also reflects Cliffe Castle heritage with features like the Maltese cross and rhododendron bank reflecting the Butterfield era which have been inspired from historical photographic evidence.

The museum and park have a programme of events and activities to attract more audiences to Cliffe Castle (see below) however many of historic features can be seen by just walking about the Park. The newly restored stained glass windows in the museum add to the visitor's engagement with Cliffe Castle as a heritage site.

The survey of park visitors shows that they appreciate the new historic features.

3. Visitor Numbers (See Parks for People Monitoring Data Sheet – Appendix V)

Visitor counts have not been undertaken during the restoration process. Counts were carried out in 2011 and 2012 and a target figure calculated. A count was undertaken in 2018 and this shows the restoration has had a big impact on visitor numbers indicating 666,286 visitors to the park. This equates to a rise of over 90% from the baseline figure of 350,000 visitors.



The large rise in visitors is consistent with the results at Roberts Park in Saltaire following their HLF Restoration.

Museum Visitor Numbers



The museum counts visitors as they walk through the door. The numbers reflect the park restoration with a reduction in visitors during the restoration period with increased numbers following completion.

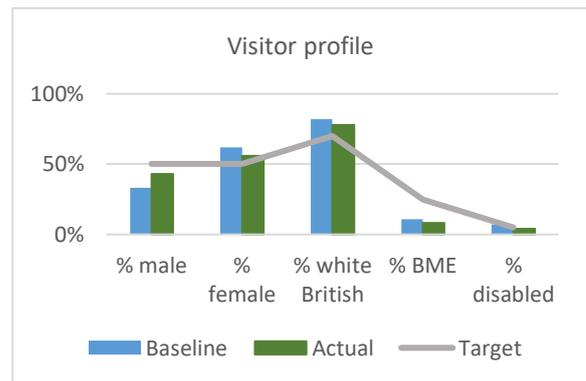
Note: The museum visitor count reflects the restricted opening hours (6 days per week and 10am to 4pm) compared to the park being open 24 hours.

Population / Age / BME

The target is for fifty percent male and fifty percent female visitors and whilst there has been an increase of 10% for males there are still more female visitors to the park.

The BME visitor numbers are low given the local demographics (See Appendix VI) and the target has not been met.

According to the Heritage Parks Officer the visitor count does not reflect the actual;



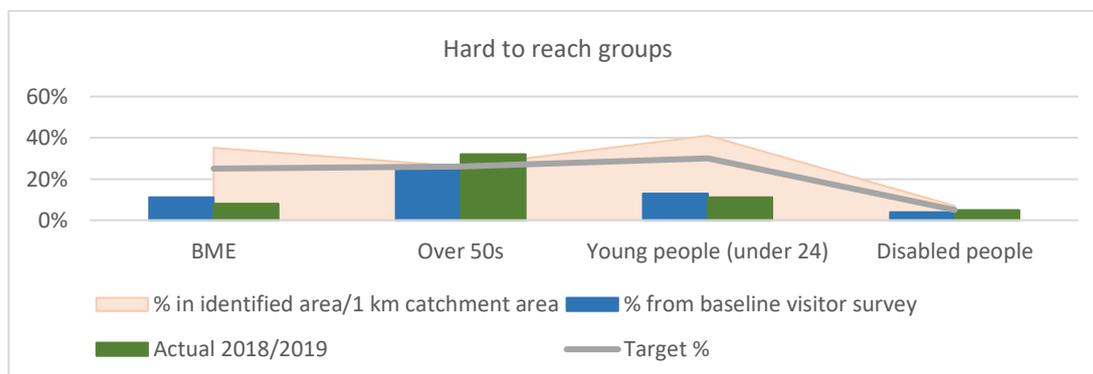
“The local BME community were entering later in the day when few monitoring staff were around. Whilst White British families tended to be around between 12:00 and 16:00, BME come in family groups between 16:00 and 20:00. This generally followed for the first year, when it was noted that a greater mixing of white and BME occurred throughout the day and at organised events. I would estimate the split to be nearer to 30% BME 70% white British.”

Independent observation is in agreement with this comment.

Cliffe Castle management are working with local councillors to ensure that the local BME community are engaged with activities at Cliffe Castle.

Young people (16-24)

Young people are a hard to reach group and as can be seen from the graph below, these visitor numbers are below target. Highfield Centre in Keighley is specifically targeted for youth groups and the HPO works with them loaning equipment to support their events rather than specifically targeting activities at Cliffe Castle although he is working with the Youth Workers to see what opportunities can be created at Cliffe Castle.



4. Heritage Activities

Cliffe Castle has a range of activities that are related to heritage engaging children and families with Cliffe Castle's story (site story).

There is an annual **Teddy Bear's picnic** for pre-school children and their parents celebrating the Butterfield link with Teddy Roosevelt which attracts over 2,000 children.

Last year the **Easter Event** celebrated the opening of the restored Animal house and attracted over 1,200 visitors.

The wider heritage story was marked by remembering World War I and Keighley's role in the war.

The main event was a **World War I Day** held in the park attracting more than 1500 attendees. The CCSG helped with the event by creating bread and cakes from authentic Cliffe Castle war recipes and offering free tastings. The museum held a series of WWI themed craft sessions complementing the WWI Day, throughout the summer and had a WWI trail of war memorabilia within the museum.



Heritage planting is in evidence all around the park the following details are extracts from the Cliffe Castle Park Management Plan 2017-2019.

"There is a heritage dahlia bed in the formal gardens together with bedding displays, a community vegetable plot and two herbaceous knot gardens in the main entrance from the car park.

The area to the rear of the museum houses a series of rose beds and a large planted Maltese cross the planting, layout and colours reflects the Butterfield era circa 1860. A heritage rose hedge surrounds the museum building with the rose "Boule de Nieve" chosen for its introduction year of 1867. To restore the Victorian feel there is a mass planting of various Rhododendron, Azaleas and Camellia species.

The large mixed shrub hedge that runs the entire length of the terraces are planted with heritage shrubs and recreate the images of the Butterfield period and the herbaceous border surrounding the pond follows the plant selection criteria of being in cultivation pre 1880 where possible.

The grotto created in 1870 has been replanted with evergreen shrubs”

Cliffe Castle Park has been awarded the Green Flag which is a declaration of a well-managed and attractive park with excellent visitor features.

The evidence of the impact of part of the planting can be seen by these before and after images of the Maltese cross and rhododendron bank.



Whilst many of the activities can be categorised under a number of the HLF Outcomes, the activities categorised as under the HLF Outcome Conserving and Improving the heritage value can be found in the Events and Activities Programme 2017-2018 Evaluation document below.

HLF Outcome – Conserving and improving the heritage value – Category – Site Story

Outputs – Activities	Output	Outcomes
Drawing the restoration	Blog with sketches showing the restoration of the Park as it happened	The sketch blog led to “Sketch What you see” sessions in the park The sketchbooks showing the restoration were turned into exhibition in the Museum for all visitors to see. Heritage walks stimulated interest in the restoration works and maybe led to attendance at later events.
Heritage Walks (April – July 2017)	CCPCG volunteers gave a talk and walk around the heritage features that were being restored 100 attendees	Children will want to return to the Park and show family and friends
Time Capsule Parade (June 2017) Time Capsule Burial (Oct 2017)	5 schools collected items to put into a time capsule, dressed in Victorian costumes and paraded around the Park. The capsule is buried under the tree in the Glasshouse Dome with a commemoration plaque 5 schools, 255 children plus local dignitaries	Children in the park promotes a non-threatening environment Increases awareness of Cliffe Castle facilities for local community Creates memories
Annual Teddy Bear’s picnic (August 2017/ 2018)	Pre-school children and families picnic in the Park with their teddy bears - run by the Keighley Central Library 2000+ pa pre-school children and families	Teddy Bear’s picnic tells/reinforces the link of Teddy Bears, Teddy Roosevelt and the Butterfield Family. Seen as a safe environment for all ages of children and families
Opening of the Animal House - Rabbits returning to the Park (March 2018)	Easter Event celebrating the restoration of the animal house Rabbits to view plus ferret racing and reptiles in the Glasshouse Rabbit mask making in the Museum 1200 Attendees	Animals attract young and older children, creates an additional area of interest in the park
Assumptions		External factors
Library Services will continue to support Teddy Bear’s picnic		

HLF Outcome – Conserving and improving the heritage value – Category – Wider Story

Outputs – Activities	Output	Outcomes
WWI Event in the Museum and Park (August 2018)	WWI Trail in the museum WWI tent with volunteers offering tasters from genuine WWI Cliffe Castle recipes Staff and volunteers dressed in WWI costumes 1500 attendees	WWI Events linked the national narrative of the centenary with Cliffe Castle and Keighley's role in the war Brought alive historical events Museum, Park and Cliffe Castle Support Group working together to create a successful event
WWI series of events (August 2018)	Responses to Art inspired by Suffragettes in the Park and Glasshouses Ambulance making / Suffragette rosette making Animals in the war / Paper doll activity / Gift boxes 460 for all activities	The lectures may bring in visitors to the Park who wondered have visited without the draw of the lecture Longer term Cliffe Castle supporting Keighley Town initiative may lead to support for future events and funding.
Historical Lectures	Lectures in the museum on a wide range of historical topics 210+ visitors	
Assumptions		External factors
		Positive Press feedback Local artists being available to create interesting images for WWI Guide and animal house signs

HLF Outcome – Conserving and improving the heritage value – Category – Planting

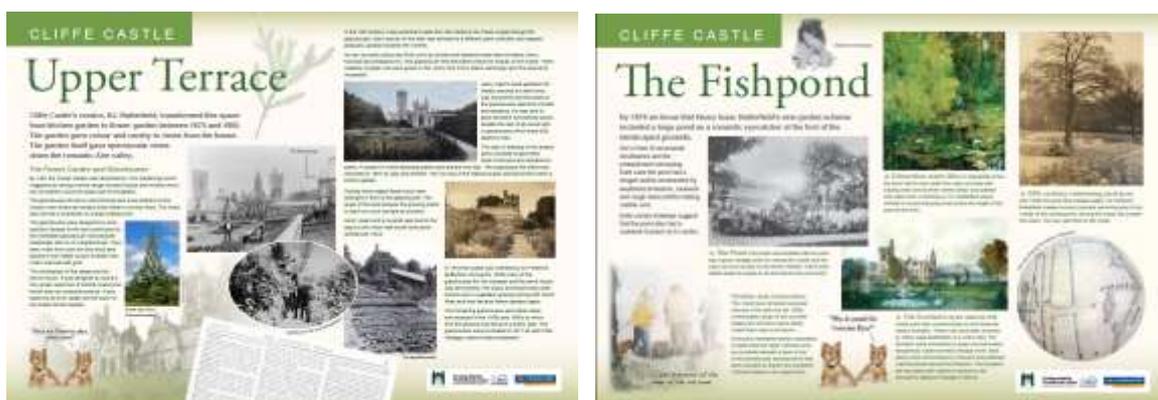
Outputs – Activities	Output	Outcomes
Planting throughout the Park Formal gardens Rose Garden and Maltese Cross Rhododendron, azaleas, Camellia species Shrub beds Herbaceous border Grotto Wildflower area Urns Woodland area	Planting, design and species reflecting the heritage of the park Green Flag Award (2018) Yorkshire in Bloom Award (2018)	Varied landscape to enjoy Local community can be proud of standard reached for the Green Flag Award Positive comparison with other Local Parks with Green Flag Award May ensure Bradford Council continue to maintain and support the Park.
Assumptions		External factors
		External standards achieved to achieve Green Flag award and Yorkshire in Bloom Weather was a major factor in 2017 and 2018 with very heavy rain and very dry summer

5. Facilities and Equipment

A number of items have been purchased to assist in the delivery of events and activities such as gazebos, tables, PA system. This equipment has also been used to support events in other Parks and the Play Rangers a youth organisation run by the Highfield Community Centre.

6. Interpretation

All the interpretation signs are installed and tell the story of the site. Two examples are shown below.



The Interpretation boards are sited at the historic features around the park and the Butterfield family timeline is on display in the Conservatory. There are site maps at every entrance with finger posts directing visitors to the features and attractions within the park.

In addition there is a new Guidebook of Cliffe Castle available in the Museum bookshop.

The CCPCG have written story trails to support the big events which guide children around the park visiting the heritage features whilst following the trail.

Whilst many of the activities can be categorised under a number of the HLF Outcomes, the activities categorised as under the HLF Outcome *Conserving and Improving the heritage value* – sub category - Interpretation can be found in the Events and Activities Programme 2017-2018 Evaluation document below.

HLF Outcome – Conserving and improving the heritage value – Category – Interpretation

Outputs – Activities	Output	Outcomes
Interpretation Boards installed throughout the Park Butterfield Family Tree Cliffe Castle Timeline Finger posts throughout the park New Guide Book World War I Exhibition Guide Animal House signs	Interpretation boards “tell the heritage story” deployed in the Conservatory Guide book souvenir WWI – unique Guide created from sketches of WWI artefacts rather than photographs	Promotes interest in the history of Cliffe Castle Cliffe Castle is differentiated from other Parks and Green spaces in Keighley its more than a park Guide books create a wider appeal to tourists WWI Guide perhaps created wider interest due to its “different” look Drawing volunteer’s talents to provide “different” images for brochures and signs

7. Schools and Education

Cliffe Castle Park has built up a good relationship with local schools. The museum already had an enviable reputation for providing Learning facilities based around the national curriculum and the restoration of the Park has allowed the park to build on this reputation.

Deputy Head Teacher at Holy Family Secondary School in Keighley said *“The renovation of Cliffe Castle has had a dramatic impact on the extra-curricular impact on Holy Family as well as the Healthy Living objectives that every school strives to hit. Many subject areas now take students to the park to examine social class in Sociology A-Level or urban regeneration in Geography. This number has increased exponentially since the beautiful renovation”*.

Claire Ackroyd, Learning Manager at Bradford Art Galleries and Museum selected three school events, see Appendix VII for full comments:

- a) **Time Capsule** (June 2017) – Following the news that a Victorian Time Capsule had been found in the old Keighley College building the CCPCG had the idea that local schools may like to create and bury their own Time Capsule at Cliffe Castle. Six local schools visited the museum to find out about a time capsule, then went back to school to select their objects for inclusion in their Time Capsule. Approximately 250 children dressed up and paraded around the park, attended by local dignitaries with the time capsule being buried under the tree in the Glasshouse Dome.



- b) **Keighley Past Present and Future** (December 2017). Two local Schools visited the museum to learn about the history of the park and the making of the museum and to consider what it would be like in fifty years. The pupils used this inspiration to create a story and ten minute drama pieces which they performed at the Grand Opening of the Park, Christmas Event.

“Pupils have been totally enthralled with the workshop and are now putting the finishing touches to their production. The children have been very engaged with the project from the start and are eager to share their newly- acquired knowledge about our local history with others, they feel proud to be asked to take part in this special opportunity and are really rising to the challenge” Assistant Headteacher, Ingrow Primary School.

- c) **Literacy Festival** (June and July 2018). Four schools took part in the Keighley Links Children’s Literacy Festival at Cliffe Castle the festival allows sharing of best practice and ideas between schools. Over 2,000 pupils took part and attended the final Celebration Day with their families, schools and local dignitaries. Working collaboratively, exploring themes and books using the collections and resources in the museum and park enabled Cliffe Castle to host the Literacy Festival and was awarded the Partnership of the Year Award in recognition of its contribution.



Some comments from Pupils, families and staff.

"I enjoyed showing my work to my mummy and daddy. I also enjoyed my ice –cream."

Year 1 pupil

"I enjoyed the rainforest project because we learned different things about the rainforest."

Year 4 pupil

"A wonderful family event and a great pleasure to see such fantastic work being displayed for all to see." – Family

"Wonderful work and lovely to see all the schools in Keighley working together." Family

"It was lovely to see such great work! I know my children really enjoyed the whole experience of being outside the classroom." Staff

"What a fabulous project! The children and adults have had a great time, what an amazing way to learn and make new friends across the Keighley community." Staff

Inter Schools Cross Country Competition

On 12th February 2019 – Cliffe Castle

1.00pm Secondary Schools

1.30pm Primary Schools



Besides the educational activities at Cliffe Castle, the park also attracts School sporting events. The Inter Schools Cross Country event runs at three different venues, one of which is Cliffe Castle Park, throughout the winter season and attracts primary and secondary schools. The course starts and ends in the main park with part of the course running through Moorhouse Woods.

In summary, the link with local schools is inspiring and will hopefully lead to the children and parents plus members of the school staff returning to Cliffe Castle. The positive outcome of collaborative working between schools, museum and the park should lead to further opportunities of working together in new ways in the future.

Keighley is a multi-racial population and Keighley Central as one of the five Council Wards in Keighley has the lowest number of people born in the UK, 73%. Nearly 20% were either born in Pakistani or Bangladesh and 51% of the population of Muslim religion, see the Keighley Demographics in Appendix VI. The local community of Cliffe Castle reside in Keighley Central. According to the Northern Data Hub Bradford has the fourth highest percentage of under 16s in England.

The Cliffe Castle management team believe that working collaboratively with the local schools and helping local children and their parents build positive memories together with a wide range of events and activities should attract all aspects of the local community to Cliffe Castle.

All school events can be categorised as HLF Outcome, *Increasing the range of audiences* – sub category BME in the Events and Activities Programme 2017-2018 Evaluation document, due to the population in the local area. However these events and activities can also be categorised under a number of HLF Outcomes for instance the Time Capsule is categorised as heritage whilst Keighley Past and Present is classed under family events for purposes of this evaluation. The activities categorised as HLF Outcome, *Increasing the range of audiences* – sub category BME are detailed below.

HLF Outcome – Increasing the range of audiences, Category – BME

Outputs – Activities	Output	Outcomes
Literacy Festival (June 2018) Literacy Festival Celebration Day (June 2018)	Heritage Office with the Museum Learning Team created a series of inspiring workshop days focussed on bring reading to life outside the classroom 2000 children with their family joined in the celebration	Children will want to return to the Park and show family and friends Children in the park promotes non-threatening environment Increases awareness of Cliffe Castle facilities for local community Cliffe Castle seen as a Park for all not a segregated place
Interschool's cross country events (throughout the year)	A number of schools across the area take part in a cross country event. Cliffe Castle is one of three sites to hold the competition 400 young people	Seen as a safe environment for all ages of children and families Partner of the Year Award 2018 for the Literacy Festival Closer working between the Museum and Park enabled Literacy Festival and other events. Closer working relationship with Schools Interschool challenge brings children and schools from outside the locality visit Cliffe Castle. <i>Longer Term</i> Awards may promote increased spending for Keighley from CBMDC Seen as role model for integration and lead to close co-operation with Keighley Council for events (Event in June 2019)
Assumptions		External factors
The schools of the area reflect this mix of population and therefore attracting schools and pre-school children with their families is an approach used to include the ethnic mix of the local community. In Keighley Central 73% of the population were born in England with 19% born in either Pakistan or Bangladesh		Positive Press feedback Support from local schools

8. Training

There has been a number of formal technical training courses undertaken by staff to ensure Health and Safety at work and also develop skills that are required to maintain the park to Green Flag Standard.

Staff have also been trained in soft skills i.e. social media, this was to improve the awareness of Cliffe Castle and promote events through Facebook and other social media.

Members of Friends Groups were also offered training on social media to promote the use for local parks as well as Cliffe Castle. Cliffe Castle parks, museum and support group have individual Facebook pages however many of the events are “co-hosted” and postings shared as the pages have different followers.

Cliffe Castle Parks Facebook page has grown to over 1,500 likes. The social media training about how to attract more viewers has resulted in interesting postings which have reached many people.



Postings on WWI Day reached 6,248 people, Hallowe’en postings over nearly 11,000, interest in the first Parkrun attracted over 28,000 and the “naughty” elf story at Christmas reached 16,429 Facebook users. The postings can be viewed in Appendix VIII.

Informal training has also been a feature since the completion of the renovation with members of staff meeting up for internal staff events e.g. Christmas picnic and also dressing up for events like the World War I Day and the Hallowe’en events run by Sue Ryder which helps to create an awareness of the different roles at Cliffe Castle and also promotes team spirit.

Whilst many of the activities can be categorised under a number of the HLF Outcomes, the activities categorised as under the HLF Outcome *Improving skills and knowledge through training* can be found in the Events and Activities Programme 2017-2018 Evaluation document below.

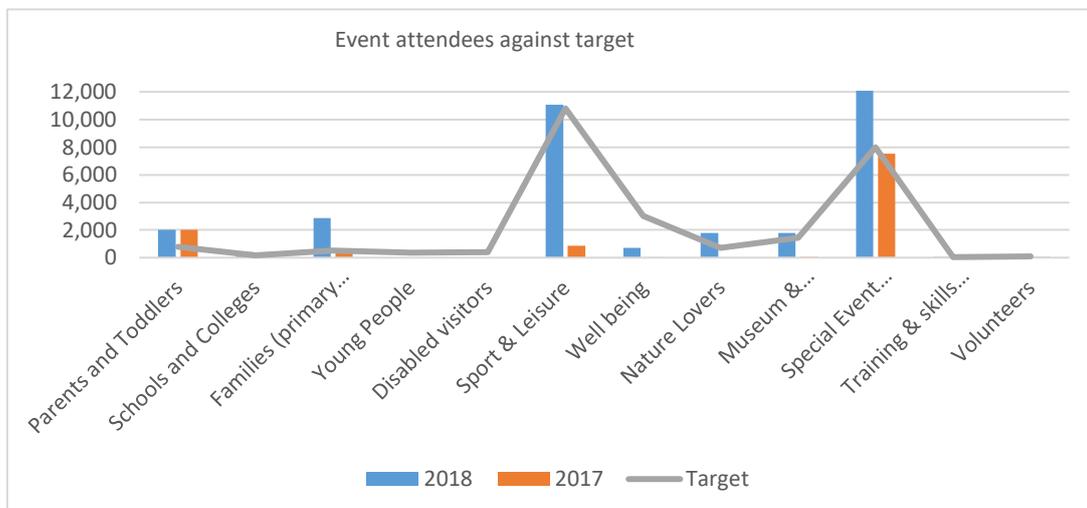
HLF Outcome – Improving Skills and knowledge through training

Outputs – Activities	Output	Outcomes
Therapeutic Horticultural sessions	Run by Bradford Works who supervise clients of Cellar Trust Volunteer gardener's restored a "small oasis" for disabled people to use 25 people	<i>Cellar Trust</i> Small safe area of Cliffe Castle Park is available for disabled people from the Cellar Trust to come and enjoy being in a safe outdoor area. Students
Work experience	Beechcliffe Shipley College Children in care work with Bradford Council Depot – based at CC 3 students	Gain valuable work experience which may help them gain confidence and lead to job opportunities in the future. <i>Technical Training</i> Shows staff are appreciated
Animal care volunteers	supervised by the colleges 3 volunteers, 2 colleges	Improves job satisfaction Reduces wasted time working out how to do things if already trained
Horticultural Course (June 2017)	Horticultural course run by Park with Shipley College for unemployed & benefit	Increase confidence Possibly leads to retention of staff which enables build-up of skills and intangible knowledge
<i>Visits</i> Visit to Temple Newsome Grounds and Café (April 2017) Visit to York Gate Grounds Visit to Leeds Park Nursery (April 2018) Tree walk (Devonshire Park)	12 staff and volunteers	Green Flag Award <i>Social media</i> Improvement in engagement of followers and increase in numbers <i>Horticultural</i>
<i>Formal Training – Staff</i> Fine Turf Management Shipley College PA Spraying training Ride on tractor Driving Lessons Social Media Training	Increased knowledge Competence gained to be able to perform job safely (.e.g PA Spraying), Tractor) 62 staff	Improvement in knowledge Interest in other Park areas <i>Informal Gatherings</i> Awareness of other people and their roles Promotes Team spirit Feel good factor working at Cliffe Castle Helps promote the new joined up approach of the museum and Park
Formal Training – Volunteers First Aid Training Social media training	Needed to take part in certain activities 20 people	Feeling of belonging <i>Stories</i>
Informal Gatherings / additional support Dressing up for WWI Literacy Festival Staff leaving do Green flag Award Halloween events Christmas picnics	Park & museum staff, volunteers 20 people	An informal way of sharing knowledge brought alive by seeing / handling and artefact. <i>Longer term</i> Parks Department are seen as good employers which results in improved staff retention and knowledgeable staff Increase number of visitors due to high standard of Park management
Story to Tell	Monthly museum activity based around an artefact from the Museum's collection	
Installation of microscope in Glasshouses	Encourages exploration and self-study	
Assumptions		External factors
		Induction needed by Heritage Parks Office or Bradford Council and then visitors are self-contained CBMDC are re-organising and potential for staff redundancies

9. Events

Event attendees

The numbers used in this section have been collected at the events and not from visitor counts or surveys. The Events and Activities Statistics in Appendix IV is the full programme of events and activities shown against the HLF Outcomes and the numbers are categorised under the original criteria for target numbers of visitors.



As can be seen from the graph below the majority of targets audiences have been achieved and in some cases exceeded. However the problem areas of young people and disabled visitors match the visitor counts in the earlier section on visitor numbers. As was mentioned above, Cliffe Castle management are working with Youth Leaders to increase the young people visitor numbers.

Well-being / Cultural

The well-being category is difficult to identify exactly, in this evaluation the cultural activities have been classed as “well-being” and the main activities evaluated are sketching in the park, Shakespeare in the Park and music events at Cliffe Castle.

Sketching in the Park - has transitioned through one person enjoying sketching in the Park, to publishing the sketches and writing a blog of the restoration of the park, to inviting other members of the Urban Sketchers to an event in the Park. This led on to a trial event followed by four Sketch Walks in 2018 with 50 people talking part. In 2019 with support from the park, museum and Cliffe Castle Support Group, Cliffe Castle is hosting a series of six “Sketching what we see” tutored sessions; sketching foraged items from the park, taking inspiration from the collections in the museum and also the buildings around the site.



Shakespeare in the Park – an open air performance of “As You Like it” brought classical drama to Cliffe Castle with two free performances attracting an audience of over 200 people. Possibly bringing Shakespeare to people who would otherwise never have been interested. Shakespeare in the Park are performing again in 2019.

Music in the Park – there are a number of bands that have played music around the park, from the bandstand, under the pavilion of the café in winter and on the middle terraces. It is difficult to access how many people are attracted by the music as it is usually part of a larger event. The museum also offer popular regular Music at the museum events and have a full programme for 2019.

Whilst Cliffe Castle has not reached the official target of 3,000 attendees for well-being activities as defined as “cultural” for this evaluation there are sporting events held in the park for example the Parkrun that can be classed as well-being. However Cliff Castle does need to ensure “well-being” activities are planned into the Activity Programme and discussion is underway to bring Tai Chi to the park.

The main activities under for HLF Outcome *Increasing the range of audiences*, sub category Well-being / Cultural can be found below

HLF Outcome – Increasing the range of audiences - Category – Cultural

Outputs – Activities	Output	Outcomes
Sketching in the Park, Glasshouses and museum	Urban sketchers in the park A trial walk was undertaken with volunteers to check feasibility 4 further sessions teaching people about sketching and how to appreciate the surroundings Feedback requested more sessions 47 people took part	Sketching: Supporting local artists to develop independent entity in the Park Promoting Health and Wellbeing through social and cultural activity Promoting sketching / art and drama as an outdoor art form Shakespeare in the Park:
As You Like it Shakespeare performance in the Park (June 2018)	Free event run by Shakespeare in the Park 2 performances 200+ audience	Brought classical drama to an audience that possibly would not have paid or travelled to see a Shakespearean play. Free event in the park with no booking necessary on a Sunday evening introduced regular park visitors to something novel
Slow Art Day (April 2018)		Longer term May attract support from local council / grants to promote Wellbeing in Keighley Cultural activities improve social / education for local community
Assumptions		External factors
		The weather – outdoor cultural activities need good weather to prosper. Other outdoor activities need to consider contingency arrangements for the weather.

Family Events

There are a number of family events held at Cliffe Castle with two of the events being “large events” attracting over 5000 attendees, namely the Garden Party in June and Christmas at the Castle in December.

The Garden Party in June 2017 was planned to be the Grand Opening celebrating the completion of the Park’s HLF restoration Completion. A decision was made to cancel the Grand Opening event due to “incomplete works” of the restoration. VIP invitations were cancelled and many of the attractions, however Cliffe Castle management were able to stage a smaller event – the Garden Party which attracted 2,500 visitors.

The **Garden Party** was organised again in June 2018 with more stalls, music and entertainment in the park, crafts in the museum and the formal opening of the café, attracting 5,000 locals and visitors.

Grand Opening / Christmas Event 2017 – This was a Victorian themed event with local dignitaries cutting the ribbon in the dome of the glasshouses. Local schools performing a re-enactment of Christmas Carol and singing carols in the museum, with outdoor entertainment and a Christmas market, plus Father Christmas in the museum. Attracting over 5,000 attendees on a bright but snowy day.



Christmas at the Castle 2018 – Another joint museum and park event with music on the top terrace and in the museum, the Christmas market with over 40 stalls, reindeers and birds of prey around the park. Father Christmas and the CCSG offering heritage themed craft in the museum. Bracewell the Dragon was introduced at this event. The dragon is a modelled from the dragon on top of Cliffe Castle Tower which is a familiar landmark with locals, Bracewell is intended to create a recognisable mascot for future events. The Christmas event had attractions for all the family and attracted over 5,000 attendees.

Other events through the year were “Mini beasts” which was a family activity learning about and “spotting” insects and worms in and around the park with craft in the Conservatory, attracting over 1,500 people. Sue Ryder ran two Hallowe’en themed evening events turning Cliffe Castle into a ghostly race for charity. There are also a number of other family activities that have been discussed under Heritage events; the annual Teddy Bear’s picnic in August and the Opening of the Animal House at Easter 2018

Summary

The historic themed family events have drawn visitors to Cliffe Castle and have begun to be established as annual events, however the continuing success will be dependent on future funding. These large events have drawn in people from around the community by attracting small businesses to take a market stall, local groups to play music and perform dances, schools to participate, local businesses displaying posters, partners of Cliffe Castle e.g ABKA, Sue Ryder, Friends groups having stands or crafts activities and volunteers helping set up and manage the day and interested Facebook groups and individual followers sharing postings.



Images of activities at Cliffe Castle

The main activities under for HLF Outcome *Increasing the range of audiences*, sub category Families can be found below

HLF Outcome – Increasing the range of audiences, Category – Family Groups

Most of the events at Cliffe Castle are themed as historical events therefore covering the heritage story of Cliffe Castle across to the visitors with a fun event.

Outputs – Activities	Output	Outcomes
Garden Party (June 2017)	Outdoor stalls, music, Morris dancing, heritage games 2500 attendees	Big events attract a wider audience and if they have a good experience are liable to return
Grand Opening / Christmas Event (2017) (Victorian (heritage) themed event) Joint Museum and Park event	With schools contributing a re-enactment of Christmas Carol, craft for the glasshouses, and a choir. Outdoor stalls, entertainment, music and Christmas in the museum 5000 attendees	Big events attract press and social media articles which possibly brings in local and visitors from further afield plus volunteers are encouraged to join the Cliffe Castle Support Group or other volunteer groups. The Grand Opening Event 2017 was cancelled as the Park was not ready. However a Garden Party was held with minimum budget and this has now become an “annual event”.
Circus skills in the Park (April 2018) with circus themed crafts in the museum	Joint Park and museum event with circus themed craft 440 attendees	As the park and museum are working closer together outdoor events are supported by similar themed indoor events or crafts e.g Grand reopening / Christmas event, Rabbits returning to the Park and the Circus skills in the Park.
Mini Beasts in the Conservatory and Park ((May 2018)	Family activity learning about and searching for insects and mini beasts in the Park 1500 attendees	Local businesses are involved by displaying posters – help to promote a sense of community. Supportive of local small businesses / entrepreneurs have stalls at the Garden Party and/or Christmas events which may lead long term to economic advantage for local people.
Garden Party (June 2018) with stalls in the museum	Outdoor stalls, music, outdoor entertainment Craft stalls in the museum Grand opening of the cafe 5000 attendees	Café that attracts visitors in its own right <i>Longer Term</i>
Punch and Judy (Sept 2018)	Indoor heritage family attraction 150 attendees	Local Councillors attend events which increases Cliffe Castle’s profile within the Council Chambers. Promotes pride in a local attraction Will attract additional visitors to Keighley Town Centre and surrounding area.
Sue Ryder Halloween Monster Dash (Oct 2017, 2018)	Run by Sue Ryder supported by Cliffe Castle staff and volunteers 300 attendees and 100 volunteers over 2 years	
Christmas in the Park and Christmas at the Castle (2018)	Outdoor stalls, music, outdoor entertainment, reindeers, Father Christmas In the museum Volunteers running Heritage craft run and bee related activities. 5500 attendees	
Assumptions		External factors
Events are co-ordinated where possible to avoid other local events CCSG provide physical support at big events		Car Parking in the park or surrounding areas is not sufficient for large events Support from local businesses, partnerships and volunteers

10. Individual volunteers

Increasing the numbers of volunteers was seen as a major key to success of the Cliffe Castle HLF in the original HLF submission and there are now a number of volunteer groups working in and around Cliffe Castle Park all of which have positive comments on the restoration of the park, these groups are discussed under partnerships (see below).

In addition there are a number of individuals who volunteer their skills around the park:

Animal Care – The volunteers are from two different colleges who work with the animals in Cliffe Castle Park under direct supervision of the Colleges.

Elysium Health Care – Clients of EHC can be seen around the park picking litter.

Drawing the work – Deborah Rehmat started sketching the restoration and has shared her sketches and thoughts via her blog. The sketchbooks of the restoration process were displayed in the museum and later the glasshouses for visitors to view. Deborah's unique images have been used in other forms for instance the WWI museum trail.



Park of many parts – Deborah Rehmat, having completed "Drawing the work" is now sketching and commenting on areas of the park.

Animal signs – Another volunteer has created signs for the animal houses.

In summary, Cliffe Castle provides a number of opportunities for volunteers which require no supervision or are independently supervised with Cliffe Castle management or CBMDC only needing to provide an induction to the site.

11. Staffing and Partnerships

It was recognised that the delivery of the Activity Plan is dependent on a range of providers both from internal CBMDC staff and external groups and partners.

CBMDC staff resources

Resources at Cliffe Castle Park consist of:

The Heritage Parks Officer whose role is to deliver activities outlined in the HLF Action Plan facilitating the development of the ongoing activities and the Parks Maintenance Staff who are deployed on maintenance tasks.

Cliffe Castle Museum and Park

Cliffe Castle Park is in the Parks and Neighbourhood Department of CBDMC with the museum managed by the Department of Place. Despite the different managing departments CBMDC recognised that Cliffe Castle is one entity as far as the public are concerned and re-branded the park with the museum.

The park and museum support each other by sharing plans and activities and the main events being managed jointly.

This has meant that events like the Literacy Festival could happen because the Heritage Parks Officer and the Learning Manager of the Museum worked together with the four local schools to bring this event to fruition.

Café

The café is an independent business. It has proved to be an asset to the Cliffe Castle Museum and Park attracting customers in its own right. According to the customer survey approximately 62% of park visitors call in the café. With 67% rating the café excellent or very good although a few people commented on it being very busy or expensive.



The café supports the park's initiatives and opens earlier than normal on Saturday morning to support the Parkrun. The café is overwhelmed with the large number of visitors at special events and is has a mobile ice cream unit and a barbeque area to

support these events.

Cliffe Castle Park Conservation Group (CCPCG)

Cliffe Castle Park Conservation Group was set up in April 2010 to support CBMDC's bid for funds to restore Cliffe Castle Park. Members were from a number of professions, conducted surveys and consulted public opinion as well as using their expertise to contribute to the bid. The group continued to support the restoration by contributing to the development of plans and the actual restoration. The contribution from the CCPCG is acknowledged by members of the restoration project and the group was awarded the Service Excellence Award from CBMDC in 2017. The CCPCG undertook a series of Heritage Walks throughout the restoration process explaining to members of the public the renovations and painting the vision of the future. However, the group dissolved in September 2018 believing "their work was done" following the completion of the Park's restoration.

Cliffe Castle Support Group (CCSG)

The Cliffe Castle Support Group was formed with the idea to support Cliffe Castle as one entity, the new members felt that "Henry Isaac Butterfield made no distinction between his house and his pleasure grounds and now neither do we." Some of the members of the CCPCG and the Friends of Cliffe Castle Museum (FoCCM), who were disbanding due to dwindling membership, have joined the new group safeguarding some of the historical knowledge within the two former groups. The secretary of the newly formed group says

"Now the new Cliffe Castle Support Group has been formed enthusiasm is restored and has resulted in a full programme of varied events and activities supported or organised by CCSG. These range from those with an education or cultural focus to well-being activities and catering. As the group grows its pool of supporters it plans to put their skills, knowledge and time to further imaginative uses; taking full advantage of the new potential created by completion of the HLF refurbishment."



CCSG share information about the group's activities, publicise Cliffe Castle's own activities and events and also events run by other organisations held in the park such as the Parkrun; through its growing membership and the group's social media. CCSG has grown to 177 members with over 300 people following the Group's activities on social media.

12. Other Partners

Part of the success of the newly restored Cliffe Castle Park is the number of partnerships working with the Park Heritage Officer bringing their event or expertise into the park. These partnerships seem to share a sense of being part of “something good” and able to make use of the newly restored grounds and at the same time proud to support Cliffe Castle. The information for this section is taken from feedback received from the people forming the partnerships. (See Appendix IX).

Airedale Bee Keepers Association (ABKA)

Bees are a popular feature in Cliffe Castle museum where they have their summer hive. ABKA have been involved with the restoration project from early on, seen here helping out at the “Pop-Up Park” during the restoration. ABKA are a regular contributor to the main events running beeswax candle making and craft activities.



The Secretary of ABKA and a member of the museum Observation Hive Team says “

“I feel that the refurbishment of Cliffe Castle Park has been one the best things to happen in Keighley for many a long year!

The increase in visitor numbers, especially in good weather, is transparent for all to see, with representatives from all ages and sectors of the local community.

I have often been made aware of how significant Cliffe Castle has been as a place of shared history for generations of local visiting families. It seemed as if this was once the “go to” site for all sorts of fondly remembered activities and events, before slowly going into a state of sad neglect and decay. It is lovely to see that same potential re-awakened. Well done everyone concerned!”

Bradford Branch of the British Cactus & Succulent Society (BCSS)

The Bradford Branch of the British Cactus and Succulent Society have played a significant part of the restoration of the Glasshouse display of cacti and succulent plants and have a historical link with Cliffe Castle advising on the previous glasshouse display. It was natural that the BCSS were invited to participate fully with the transfer of plants during redevelopment and on their temporary relocation and care.



The society worked closely with park staff planning the planting of the new display, sourcing additional plants and supporting the planting. The BCSS perform ongoing maintenance of the display. The glasshouse display also includes information and advice for growing cacti and succulents.

The chairman of the Bradford Branch of the BCSS says:

“We feel that all our involvement is an important factor in the success of the whole project, as it involves directly members of the local community in the work and objectives of the park.

And goes on to say: “In our opinion, the new conservatory, and all the other new and redeveloped facilities of the park, are a significant local asset and we have observed their extensive use for children’s educational visits where the displays and information prove very popular”.

Friends of Devonshire Park (FoDP)

Devonshire Park is sited opposite Cliffe Castle Park and has not benefitted from an HLF Restoration Grant however the Friends of Devonshire Park have a good relationship with the Heritage Parks Office and the CCSG and work together where possible.



The FoDP have been able to offer wreath making, basket making and willow weaving workshops using the raw materials from Devonshire Park and utilising the Conservatory at Cliffe Castle to house the workshops. The FoDP hosted a Tree Walk as an educational experience for members of the Cliffe Castle maintenance team.

Keighley Green Spaces Forum

The friends and support groups of the parks and green spaces around Keighley meet up together with the Keighley Central Ward Officer on a quarterly basis to share issues and experiences. Cliffe Castle Park management supports the forum and has been able to provide loan to the Friends Groups equipment like gazebos, tables and PA equipment to support their events and also provide equipment and opportunity for fundraising at Cliffe Castle’s events.

Out in the Aire

Out in the Aire is a Forest School providing outdoor learning experiences through nature play, stories and craft for the under 5’s and their parents.

Out in the Aire have run a series of summer, autumn and winter events at Cliffe Castle, activities take place outdoors in the park although Cliffe Castle benefits from a Conservatory that can be utilised if the weather is bad.

The leader of Out in the Aire says

“Cliffe Castle has been key to the success of our nature learning programme which has been highly successful partly due to the location of the sessions.

The park is a wonderful learning ground for children and we have been able to use the well maintained areas to teach preschool children about nature.

The staff have been amazing and supported our work since the start and we hope to continue passed our funding grant.



Parkrun

Parkrun is the name given to a collection of five kilometre running events that take place every Saturday morning in nineteen countries across five continents. As of 30th May 2018 there were close to 4.5 million registered runners in the world with over a million and a half attending the 533 runs in the UK.

Cliffe Castle Park takes part in the global event by hosting a parkrun every Saturday with an average of 194 runners per week, making an annual total number into the park of 10,000.

Work to develop a parkrun in Keighley started in November 2017 as Cliffe Castle was coming to the end of its restoration. CBMDC supported the venture and the first Cliffe Castle parkrun took place on 15th September, 2018 with 450 runners.



Parkrun – practice

Carol and David Senior, who are the creators and joint Event Directors of the Keighley parkrun say:

“The enhancements to the park have, we believe, been a big factor in the success of our event.

The work has encouraged our team to try to put back into the park. Every week we complete a litter pick prior to the event and, with the co-operation of the park manager, we have managed to upgrade two paths which were not included in the original scheme.

To say the upgrade to Cliffe Castle has been a success would be a gross understatement. A couple of weeks ago we had, what we call a ‘Takeover’ when six local GP practices came together at the parkrun to offer health screening and advice. Our local hospice Sue Ryder Manorlands works with us in the part to raise awareness of their cause and publicise future events. The café owner is very pleased with the early footfall on a Saturday morning.

This would not have happened without the recent work. The park had become ‘tired’ and locals had no reason to visit. Now the general public have taken it back, the playground and café are often full and there’s a brilliant ‘vibe’ about the place. People are getting out in the fresh air and exercising, one of the founding principles of parkrun.

The Parkrun is introducing new visitors to the park as you can see from just two of the comments left on the Parkrun Facebook page:

✚ *“You know its years since I last came to Cliffe Castle, it’s amazing what’s been done.”*

✚ *“The museum is worth a visit – I never realised what’s in there”*

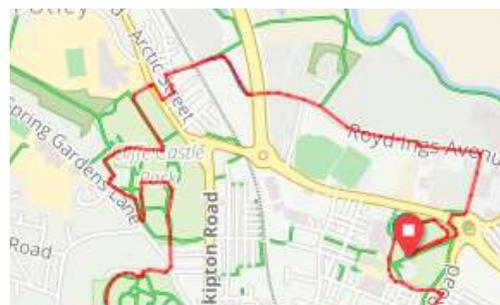
Sue Ryder Manorlands

Since the renovation the fundraising team at Sue Ryder, a local care hospice, has staged a number of events at Cliffe Castle, which has helped to raise over £90,000. The Fundraising Team-leader is happy to encourage people to come to their events at Cliffe Castle as:



“it is such a nice place to be and that reflects well on us”.

The Sue Ryder team have held two Halloween Monster Dash events which staged interesting “scary” activities all through the park and also ventured into the museum.



Two Sue Ryder events the Keighley big 10k and 5k run through the park (see route) and Sue Ryder staged part of the Hot Cross Bun Duathlon through the park in 2018.

The fundraising team are planning Proms at the Castle as a music celebration utilising the stage in the bandstand in June 2019.

The fundraising team leader is very supportive of Cliffe Castle and in his own words:

“Throughout the planning and execution of these events the brilliant Dan Palmer and the enthusiastic team at Cliffe Castle could not have been more supportive and welcoming and their engagement with us and local groups has completely turned around people’s perception of the park”.

“I am sure that the Heritage Lottery Fund has got excellent value for money with their funding of this scheme, it is exactly what funds should be used for as it has ticked every box.”

Summary

Cliffe Castle Park seems to have embraced the concept of working with partners and volunteers to deliver the variety of activities needed to reach different audiences. The feedback received from the above partnerships are all positive about the park renovation and the Cliffe Castle management team. Analysing the responses, these groups appear to be pleased and maybe proud to be involved with Cliffe Castle.

There are a other events that are also run by external organisations that are not mentioned here for instance the RSPB annual event and are detailed in the Events and Activities Programme 2017-2018 Evaluation document.

The main activities under for HLF Outcome *Increasing the range of volunteers* is below

HLF Outcome – Increasing the range of volunteers, Category – Activities and Events

Outputs – Activities	Output	Outcomes
5k and 10k runs (March 2017,2018)	Run by Sue Ryder to raise funds for Manorlands 1600+ contestants	<i>Sue Ryder, Manorlands</i> Following the restoration of the Park Manorlands is working with the Heritage Officer to bring more diverse events to the Park.
Duathlon (April 2018)	Run by Sue Ryder to raise funds for Manorlands 79 contestants	Publicity for sporting events promotes Cliffe Castle Parks as a place for Health and Wellbeing
Parkrun (weekly from Sept 2018)	Weekly Free, timed 5km run First parkrun attracted 450 runners The Parkrun is creating a legend from building up vocabulary e.g the hill on the course is nicknamed “The Cliffe” First event attracted 450+ people Attracts “tourist” runners trying different Parkruns Volunteers needed to marshal the course Average of 194 runners per week Over 10,000 runners pa	Newly restored Park invites new events to the Park Successful events create repeat events <i>The Parkrun</i> is linked with high profile (Local and worldwide) charities promotes feel good factor and brings more volunteers into the park
Weekly Cycle Training sessions	Bronte Tykes run a weekly Training session for 4 -16 year olds cyclists in the Park 250 Cyclists	Pride coming from being involved in a Worldwide event - Parkrun Promotes safe environment.
Beekeepers running seed sewing workshop in the Conservatory (April 2018)	Airedale Beekeepers Association 140 attendees	Defibrillator is now on site Brings more people into the park that also visit the museum and use the café.
RSPB at Cliffe Castle (Oct 2018)	111 attendees	The Parkrun brings sponsors who attract larger contestants and creates publicity for the event Regular events promote social interaction <i>Nature Events</i> Promote CC as another feature to the Park, provide educational opportunities The bees of Cliffe Castle a favourite feature at Cliffe Castle which provides education <i>Longer Term</i> Sporting activities helping to promote healthier lives Cliffe Castle benefits from supporting local charities through additional PR and engaging new audiences Volunteer Groups support the site with stalls and activities at the main events.
Out-in-the Aire – Autumn weekly activity (Sept – Dec) 2018	Nature for tots (pre-school children) 40 Attendees plus parents	
Elysium Health care (Three Valley’s Hospital)	Bring clients on site – litter picking	Clients from Elysium Health Care are able to contribute to the community at Cliffe Castle Park

Assumptions	External factors
<p><i>Parkrun</i></p> <p>Park surfaces have had to reach high level to comply with standards for Parkrun and other race events</p> <p>Parkrun continues to be a free event open to all</p>	<p>The weather – some outdoor activities need to consider contingency arrangements for the weather.</p> <p>Maintenance budget continues to be sufficient to meet standards for footpaths</p> <p>Storage areas created and onsite defibrillator were needed and provided for Parkrun</p> <p>Sponsorship from Local MP to promote Health and Wellbeing in Keighley</p>

13. Summary of Key areas for Evaluation

The key areas that were originally identified in the Cliffe Castle Park Restoration Project 2012 Activity Plan, form a major part of this Evaluation Report and in summary the majority of the criteria in these areas have been achieved.

Cliffe Castle Park was awarded the Green Flag in 2018.

Visitor count calculations indicate there are over 666,000 visitors per annum to Cliffe Castle. Whilst visitor numbers are above expectation there are three of the individual target areas have not been met according to the Events and Activities Statistics. The young people target, although the Highfield Centre in Keighley is specifically targeted for youth groups and the Heritage Parks Officer is working with them and has loaned equipment to support their events, in addition the HPO is working with the Youth Workers to create opportunities directed at this age group. The target for disabled visitors, whilst a low proportion of the population has not been met and whilst the park, café and museum cater for disabled visitors the figures have not been met in the first year. The car parking may be a problem as the parking spaces are limited for a site attracting as many visitors as Cliffe Castle.

The BME counts, whilst low, maybe underestimated due to the timing of the visitor counts and surveys. The Heritage Parks Office has observed a greater mix throughout the day and at organised events.

The facilities and equipment that were identified have been obtained and the HPO has been able to support other Green spaces activities with the loan of the equipment.

All the interpretation boards and finger posts have been established in the park and a new Guide Book is available for purchase through the Museum shop.

The Schools and Education programme is working well at Cliffe Castle with schools. In addition, since the restoration, the park is used for new areas of the curriculum; being able to examine social class in Sociology A Level and urban regeneration in Geography.

All the training identified has been undertaken enabling the achievement of the Green Flag Award, with informal training promoting understanding of other roles within the Cliffe Castle site. Although a re-organisation and a number of redundancies within CBMDC in 2019 will have had to be managed.

There is an active programme of events and activities at Cliffe Castle which are being planned and managed jointly between the park and museum, attracting the local population and visitors from further afield.

Cliffe Castle has embraced the concept of working with partners and volunteers to deliver the variety of activities needed to reach different audiences and these groups appear to be pleased and maybe proud to be involved with Cliffe Castle following the restoration.

VI. What did happen - Visitor Survey Results



Visitor Survey Analysis

There were 84 people surveyed in the park, the main information from the survey were the visitor numbers and population breakdown which has been discussed in the earlier section on visitor numbers. Other interesting information from the survey is analysed below:

Travel

- a) Over 50% of Cliffe Castle visitors are from Keighley, and 30% from the surrounding areas of Bingley, Baildon, Shipley and Haworth with 11% from outside Bradford.
- b) Nearly 70% of visitors travel by car, 25% on foot with only 6% travelling by public transport.
- c) The majority of travel time to the park is under 15 minutes whether travelling by car or on foot.
- d) With 22% of people taking 30 minutes to travel to the park, 5% taking 45 minutes to travel and 4% over an hour.

Comment: If Cliffe Castle can build on the visitor numbers from out of the local area it will ensure that Cliffe Castle is seen as a “Visitor Attraction” in the Keighley area and can lead to increased economic gain for the town of Keighley.

Comment: As family groups make up the majority of visitors it is understandable that the main mode of transport is cars, even though the travel time is 15 minutes or less. The car park is too small and a number of respondents mentioned the lack of parking. Car parking space could become a barrier to returning visitors as they experience problems.

Reasons for visiting

- e) There are a wide range of reasons for visiting the park all of which the top five are evenly rated. The two highest rated reasons are to attend is the museum or visit the children’s play area, these are closely followed by coming to walk in the park, attending an event and visiting the café.
- f) Approximately 62% of park visitors call in the cafe. With 67% rating the café excellent or very good although a few people commented on it being very busy or expensive.

How is the park rated?

- g) Over 95% of park visitors rate the park excellent or very good overall.
- h) The paths, play area and buildings in the park are all rated excellent, with the water features, seating and woodland are rated very-good.
- i) The park is rated very-good on the absence of litter and also on the signage around the park.

Who visits the park?

- j) The vast majority of visitors are family groups and family groups with friends with just 20% visiting alone, or with friends and/or partners.

How often do people visit the park?

- k) There are quite a few visitors who visit frequently either weekly or once a month, with 16% visiting more than once a week. However there are 41% of visitors who visit less than monthly. The majority of these visitors were visiting the park for an event.

Communications

- l) Facebook is by far the best method of communicating to the local community about events, with the next method being posters.

Comment: This is consistent with the social media training undertaken by the park management and should ensure postings of news and events reaches the local community and hopefully a wider audience as the Facebook users “share” the news.

VII. Review

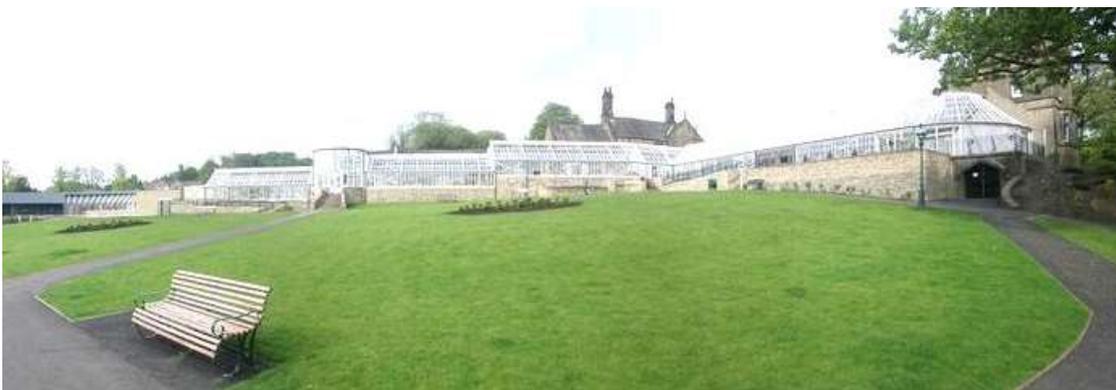
1. The Restoration - results

The vision

- ✓ Cliffe Castle park has been restored and renovated,
- ✓ Cliffe Castle's various communities have access to a well-designed Park,
- ✓ Cliffe Castle has been awarded the Green Flag,
- ✓ Cliffe Castle provides a wide range of opportunities to learn about the Heritage Value of the park.

HLF approved purposes

- ✓ Restore the landscape of Cliffe Castle Park
- ✓ Reinstall key heritage features including the palmhouse, ornamental pond and urns
- ✓ Provide a café on the terrace
- ✓ Deliver an activity programme
- ✓ Employ an Assistant Park Manager / Interpretation Officer → Heritage Parks Officer (HPO)



2. The Restoration - process

The evaluation of the restoration process has been generated from opinions provided by members of the restoration project from both written comments and discussions.

The individual responders represent the original stakeholders who were involved with the project from concept, the Project Management Team, CBMDC and the Heritage Parks Officer who joined the project as it was nearing completion.

The consensus from the project evaluations received is there was a lack of focus and commitment from the beginning which resulted in a lack of clarity of what was to be delivered.

The brief for the project was vague with little communication between the design team and the stakeholders (CBMDC, Museum staff and Support Groups) who had researched much of the historical data and little or no regard from the design team for the detailed historical report. This led to an impractical, at times incorrect and possibly naive design which caused confusion, delay, a certain amount of backtracking and frustration between parties.

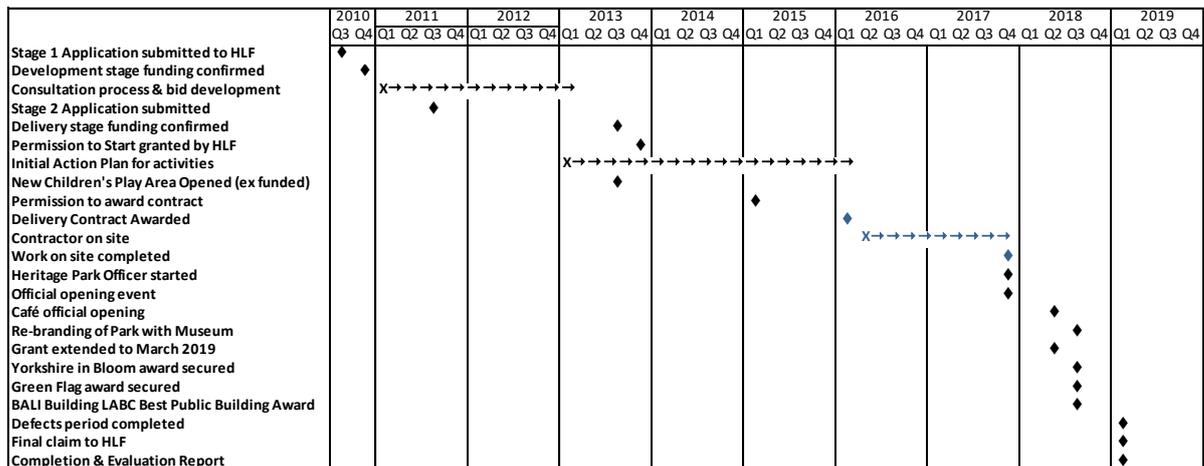
It also seems that communication was missing not only between the stakeholders and the designers but also between the contractors and designers with blurred responsibilities and control. The contractors as 'deliverers' appear to have had too much responsibility resulting in the inability to control or check the quality and quantity of the deliverables. It is inevitable with any large budget project that there are a number of parties involved however it appears that the different teams did not communicate effectively.

The project seems to have improved with the appointment of the Turner and Townsend project manager and the CBMDC Project Supervisor who took control and liaised with the stakeholders improving delivery and communications. However, poor workmanship from the sub-contractors continued delaying the project with the reworking of the steps just one illustration.

Despite the challenges the members of the CBMDC team including the park managers and park teams did accomplish a restored Cliffe Castle Park.

3. Restoration Timeline

The indicative timeline below shows the delay over the planning period.



4. Restoration process SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ♦ Historical knowledge of Cliffe Castle management. ♦ Historical Report ♦ Appointment of Turner & Townsend Project Manager ♦ Appointment of CBMDC Project Supervisor ♦ Stakeholder / volunteers commitment ♦ Project is complete and seen as an asset to the people of Keighley ♦ The restoration of key features has made the park a desirable place to visit ♦ Restoration of the historical features preserves key historical link the Butterfield era and the museum. ♦ HPO driving force for partnerships and activities. 	<ul style="list-style-type: none"> ♦ Limited communication between all parties ♦ Not exploiting /disregarding the historical background information ♦ Not engaging stakeholder knowledge ♦ Friction and frustration between parties resulting in delays ♦ Original design not sympathetic to the historical features of the park nor practicable. ♦ Café constrained by its design to optimise the environment ♦ Key personnel not in place to ensure buy in and ownership. ♦ Not all historic areas have been restored ♦ Discontinuity of targets and outcomes from setting to applying.
Opportunities	Threats
<ul style="list-style-type: none"> ♦ Appointment of CBMDC Heritage Parks Officer earlier in the process ♦ Further restoration work (if money becomes available) ♦ Independent HLF advisor and working as a team resulted in space with better flow and historical reference ♦ Restoration has led to a new onsite working model, much in line with public perception; where museum, education and park work hand in hand ♦ Joint working with Museum and Parks 	<ul style="list-style-type: none"> ♦ Project brief too vague ♦ Lack of workable design plan leading to reworking and delay ♦ Lack of heritage project experience in the design team ♦ Too much control by the delivery team (ie contractors) ♦ Progress meetings held without key people ♦ Features not robust for busy open environment ♦ Maintenance needed in age of Council cuts ♦ Council finances in general ♦ HPO continuing in post past HLF contract

5. Restoration process summary

In summary, the size and scale of the HLF Restoration project cannot be under estimated and as such needed an experienced design team to produce design plans sympathetic to restoring the heritage features paying true regard to the available historical research and also considering ongoing use and maintenance.

Simple project plans with roles, responsibilities, deliverables, quality standards and reporting lines should have been created at the start of the project which would have reduced the “vagueness” of plans clarified timescales and reduced costs and been able to identify at an early stage when the project was going “off plan”.

The project team needed commitment and to communicate effectively. Stakeholders of the restoration project should have been identified and managed in order for them to provide a review and check of the overall project aims.

The CBMDC functions responsible for ongoing management and maintenance of the park should have input and a “sign-off” of the design plans for practical ongoing management of the site.

Despite the challenges the Cliffe Castle Park restoration has been successfully accomplished.

6. The restoration finances

The project has spent an additional two hundred and seventy eight thousand pounds which equates to less than six percent of the total budget.

TOTAL FUNDING:-	£
HLF GRANT	3,524,900.00
CBMDC	729,321.00
Parks	65,000.00
future m/t	275,000.00
TOTAL	4,594,221.00
<i>additional costs</i>	
Additional requirements for Mechanical & Engineering re Heating system	110,000.00
Enhanced Animal and Aviary design	40,000.00
NPS (Designer) fees	15,000.00
Tuner & Townend PM fees	6,605.00
Various additional works	107,182.00
TOTAL PROJECT COST	4,873,008.00

Forty percent of the overspend was due to a change in the specification to the Mechanical and Electronics for the heating system required by CBMDC Facilities Management. An agreed higher specification for the Animal & Aviary cost £40,000, with the rest of the overspend being attributed to additional professional fees due to delay and some unforeseen works additional to the contract.

The over spend has been funded by the Parks Department of CBMDC.

7. Post Restoration Activities

What went well

- The Cliffe Castle Museum Curator was very supportive of the HLF funded Restoration of the Park and worked well with the Heritage Parks Officer enabling Cliffe Castle to work as one entity rather than a separate museum and park.
- Working with the Cliffe Castle Museum as a joint enterprise. The local community, schools and other visitors all view Cliffe Castle as one site and the joint ventures for the main events have worked well. The Heritage Parks Officer working with Bradford Museums and Gallery’s Learning Manager and the local Schools enabled the three week long Keighley Links Literacy Festival bringing over 2,500 children and their families to Cliffe Castle, this was recognised by being awarded the Partner of the Year Award by Bradford Council.
- Social media is proving a successful way of engaging with people and advertising events, in particular interesting postings of the Christmas Elf whose antics around the Park and Museum were widely shared reaching over 16,000 Facebook users.
- There is a good relationship with the local press who are always willing to publish articles on events and activities at Cliffe Castle.

- e) There is a good mix of activities throughout the year that is proving to attract the local community and visitors from further afield. Cliffe Castle is creating an expectation of “big” events with the Garden Party in June and Christmas at the Castle in December, which at the same time of attracting visitors it is also attracting exhibitors which add to the success of the events.
- f) There are a growing number of volunteers and partners of Cliffe Castle who are bringing variation to the activities at Cliffe Castle. According to the feedback received this is because the park is “a great place to be” and because of the positive support received from Cliffe Castle management.
- g) The Parkrun has to be seen as a big success. Not only has the CBMDC backed improvements to the park to ensure smooth running of the Parkrun but Cliffe Castle is now part of a global community. There are more than 200 people taking part, marshalling or just socialising in the open air on a Saturday morning and turn out in all weathers.
- h) The support group has reformed with renewed energy and willingness to support and promote Cliffe Castle.

What didn't go well

- a) The Grand Opening was scheduled for June 2017 with VIPs invited, stalls, music and activities all booked and had to be cancelled at a late stage due to important heritage areas not being ready. The VIPs were cancelled along with many of the activities, however the event was salvaged, at a much reduced budget, as the Cliffe Castle Garden Party which is now seen as an annual event and attracted over 5,000 people in 2018.
- b) Cliffe Castle is relatively “vandal free” however there was some vandalism when Cliffe Castle Park last summer (2018). The antisocial behaviour resulting in a number of the newly restored heritage features being damaged or stolen. This was very disappointing during a successful summer for events and visitors. Insurance has covered the costs however the threat of damage and other anti-social activities is constant in all parks and green spaces, with the neighbouring Devonshire Park also experiencing vandalism and drug incidents from time to time.
- c) Cliffe Castle management with the Cliffe Castle Support Group have taken the initiative by reaching out to local schools and the community, ensuring good news about the park is disseminated, continue to attract people to the park at all times of the day and obtained a grant to install additional CCTV cameras. Possibly because of the high profile of Cliffe Castle the CBMDC reacted by forming a new multi-agency group consisting of the Park Rangers, Police, Fire, Youth Workers and Councillors to work with Cliffe Castle staff, the Support Group and the Friends Group of Devonshire Park to manage the ongoing situation.
- d) The weather – whilst the hot dry weather of summer 2018 brought many visitors to the park the new plants suffered.
- e) There is insufficient parking at Cliffe Castle and its surrounding area particularly for large events. Alternative sites are being investigated for parking but this takes time and requires additional funds, in the meantime there is also a proposal with the Bus Company to increase the frequency of the bus that goes past the main entrance on Spring Gardens Lane. However as the vast majority of visitors are families and even though the journey is often less than 15 minutes it is much more convenient to travel by car and therefore the lack of parking space is a problem.
- f) Customer counts were not undertaken during the restoration period and therefore trend analysis is not possible.

- g) Visitor surveys and customer counts need to cover all times of the day. The local BME population visit Cliffe Castle park in family groups in the early evenings when very few surveys were undertaken.
- h) It was impossible to obtain Consultants to perform the evaluation expected by the HLF budget within the £3k.

8. What would have happened if there was no HLF Restoration Project

The park was neglected with the glasshouses degenerating and the café not only needing refurbishment but failing and therefore unlikely to attract new owners. The fountains were not working and added to the feeling of neglect. It was thought at the time of applying for the HLF Grant that the local support for the park was dwindling.

However the CCPCG realising the play area needed refurbishment applied for funding together with the CBMDC. The new Children's play area was designed and established at the top of Cliffe Castle was in 2013, which according to the visitor survey is the second reason to visit after the museum.

It is very difficult to re-vitalise a Park once it falls into disrepair and whilst areas of the Park could be renewed as the example of the children's play area it would be unrealistic to expect the CBMDC to either inject the amount of monies needed to revitalise Cliffe Castle Park or spend money to reinstate broken and hidden heritage features without additional help.

It is difficult to predict the future and see what would have happened to Cliffe Castle Park however it can be safely predicted that it would not be attracting over 660,000 visitors a year as it is now.

VIII. Summary of Lessons Learnt

Restoration process

1. Good communication with all stakeholders is vital not only to ensure commitment and “buy-in” but also for sharing knowledge.
2. The initial project planning stage should create a set of deliverables, quality criteria as well as timescales.
3. The design seems to have been a major problem in this project which created delays and rework therefore there needs to be a formal “sign off” of the design with relevant project people, stakeholders and also people with ongoing responsibility with due regard to any technical surveys that are required. This may delay the start of the construction phase, however it will avoid delays during construction and will also help to create commitment within the project team and stakeholders.
4. It seems that the designers did not have the relevant heritage experience, if this experience is not available then quality criteria and referencing the historical reports is vital and needs to be built in as a deliverable. In addition it would be good to have an “expert in heritage design” to review or maybe HLF can provide consultancy sign-off to the design.

Ongoing support and maintenance

5. Ongoing maintenance needs to be considered to avoid unnecessary ongoing costs for example the planting, and the benches should have been treated with a wood stain rather than costly and time consuming oils. Also heritage features like the urns should have been specified to be suitable for a busy open public environment which may have avoided the vandalism that occurred.
6. The Heritage Parks Officer and the Parks maintenance team should be involved at the design stage to consider the ongoing maintenance and ease of use of the park.
7. Facilities for using the site should be considered, the Cliffe Castle Park restoration is a success, evidenced by the rise in visitor numbers of over 190% above the target figures however the car parking in and around the site cannot sustain this number of visitors and one of the target areas of disabled will not be attracted to events if they cannot find suitable parking.

Partnerships

8. Partnership working at Cliffe Castle is a good model for other HLF Grants. The restoration has led to a new onsite working model, much in line with public perception; where museum, education and park work hand in hand. The activities at Cliffe Castle are enhanced with the support from partner like the Parkrun, the fundraising team at Sue Ryder and the Cliffe Castle Support Group.

Communication

9. Good communication is important to get “the message” of a completed restoration project and the events and activities programme. Cliffe Castle management have achieved a good relationship with the press, are supported by local businesses displaying posters and have a good following on social media by creating interesting postings.

IX. Conclusion

The £3.5 million Heritage Lottery Fund Grant has supported the restoration and renovation of Cliffe Castle Park. The original vision has been achieved exactly as described in the Cliffe Castle Park Restoration Project Activity Plan, 2012.

“Its local communities have access to a well-designed park, which is maintained to Green Flag standards and offers a wide range of opportunities to learn about the heritage value of Cliffe Castle”

The approved purposes for the HLF Grant have all been achieved with the park landscape being restored, heritage features of the palmhouse, ornamental pond and urns reinstated with a café on the terrace. The Heritage Parks Officer is on site and there is an ongoing activity programme providing a variety of opportunities for a range of audiences.

The restoration process took longer and was more difficult than anticipated but hopefully the experiences recounted and the Lessons Learnt will help the next HLF projects. Despite all that Cliffe Castle Park is a great asset to the City of Bradford Metropolitan District Council the local community and in the words of the Lord Mayor of Bradford *“Overall, Cliffe Castle the Museum and grounds can be described as a great tourist attraction for Keighley”* with Keighley’s Mayor echoing the sentiments with *“a lot of heritage money has been spent on it and the museum and park now looks absolutely stunning, it’s been brought back to life”*.

The museum and park working together is proving to be successful.

Cliffe Castle is building up a number of partnerships with schools, groups and volunteers who are willing to work with Cliffe Castle management to collaborate on activities, stage their own events and also support the park’s events.

There is a full ongoing Activity Programme in the park and the museum catering for a range of audiences (See Activities 2019, in Appendix XII).

And lastly but most importantly visitors from the local community have a park to use and according to the visitor counts and observations it is being used.

Appendices

- I. Action Plan 2017 -2021
- II. Press Releases
- III. Events and Activities Programme 2017-2018 – Evaluation
- IV. Events and Activities Statistics
- V. Parks for People Monitoring Data Sheet
- VI. Keighley Central Demographics
- VII. Feedback from Schools
- VIII. Facebook Postings
- IX. Feedback from Partners
- X. Drawing the work blog
- XI. Dashboard for Visitor Survey results
- XII. Events and Activities 2019