



Kenley Revival

Final Evaluation Report



January 2020

Commissioned by City of London Corporation

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Front cover image: Pilots of number 253 Squadron at Kenley between August 1940 and January 1941



1. Introduction

1.1. Context and background: the importance of Kenley Airfield

Kenley Airfield today is a tranquil scene, a local amenity valued for leisure and enjoyment of its open spaces and as a site for nature conservation. During World War II the Airfield would have looked very different: Kenley was one of the main fighter stations in the front-line for the air defence of London. Combatting the tremendous might of the German Luftwaffe during the critical days of the Battle of Britain. Kenley Airfield was devastated during the Battle of Britain, when the attack by the German Luftwaffe destroyed three hangars, destroyed or damaged thirteen aircraft, and caused extensive damage to the runways. Sadly, ten people on the ground lost their lives. The Airfield fared badly in the following decades, as a series of subsequent fires led to the gutting and demolition of the Watch Office and hangar and later, the central part and one wing of the Officers Mess building.

Today, the visible evidence of this momentous battle of World War II and a crucial moment in both Kenley Airfield, and in Britain's history can be seen in the structures that survived these onslaughts: these include the Fighter Blast Pens, a rifle range, runways, the perimeter track and dispersal systems. Historic England identifies Kenley Airfield as *'the only example identified through a national survey to retain nearly all of its dispersed fighter pens. As such, and in association with its historical significance, it is a nationally important monument which demonstrates both planned defence of aircraft from attack while on the ground and the success of this policy, as so few aircraft were lost on the ground despite repeated and heavy aerial attack.'*¹ The Fighter Blast Pens have been designated as Scheduled Monuments on the basis that heritage assets from military airfields are an increasingly rare and vulnerable asset type. Kenley is an important example of the conservation, preservation and restoration of one of Britain's finest examples of 'Impermanent Architecture'.

The remaining airfield is still owned by the Ministry of Defence and now hosts 615 Volunteer Gliding Squadron (VGS), a Royal Air Force squadron of the Air Cadet Organisation. The Airfield's perimeter track marks the boundary between City Corporation land and that owned by the MoD. The Airfield was designated as a Conservation Area in 2006.

1.2. Kenley Revival

Kenley Revival is a National Lottery Heritage Fund (NLHF) project which set out to preserve and protect this significant reminder of Britain's wartime history as the most complete fighter airfield associated with the Battle of Britain to have survived, and to reveal the significant contribution made by the people who shaped Kenley's history. Their stories have emerged through this project and it is hoped that these will remind future generations of this dangerous and tumultuous time and of the personal sacrifice reflected in the quote on the

¹ <https://historicengland.org.uk/listing/the-list/list-entry/1021243>

RAF Kenley Tribute memorial: *'Never in the field of human conflict, has so much been owed by so many to so few'* Winston Churchill 1940.

The City of London Corporation and the Friends of Kenley Airfield Group have championed the conservation of the Airfield to ensure its future and to realise the vision to create opportunities leading to deeper understanding of a nationally significant heritage resource.

The support of the Heritage Fund and the recognition of Kenley Airfield's importance by Historic England signals the significance and quality of this project and its outcomes.

1.3. Vision, aims and objectives for Kenley Revival

Kenley Revival has defined its vision and aims as follows:

Kenley Airfield and environs: conserved, promoted, understood and enjoyed as the UK's most complete surviving Battle of Britain fighter airfield, a site of nature conservation and public open space; an active airfield that maintains a direct and tangible link to its fighter airfield history.

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

Outcomes:

- conserve the Fighter Blast Pens, Rifle Range and associated heritage assets,
- advance the understanding of conserving impermanent architecture, sharing this knowledge widely to help others.

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- deliver a unique and inspiring programme of events and informal learning opportunities to draw people to Kenley,
- improve onsite interpretation,
- create a comprehensive and high quality 'one stop shop' online resource,
- create a high quality, high impact touring exhibition,
- increase the number and diversity of visitors to Kenley Common,
- increase the number of local people who choose heritage as the main purpose of their visit,
- promote wildlife and habitat conservation alongside heritage conservation.

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley's World War II heritage.

Outcomes:

- develop exciting and accessible opportunities for people to engage with, and learn about, the heritage,
- create community archaeology opportunities to involve people in hands on conservation,
- create interesting and rewarding opportunities for people to volunteer,
- involve audiences in the research for, and production of, all interpretation,
- develop a formal learning programme to involve schools,
- create an online resource of memories, documents and photographs, and a catalogue of artefacts.

Outcomes, approved purposes and targets are set out in further detail at the beginning of each section of this report, to provide a framework of what the evaluation measures.

1.4. Evaluation scope and methodology

The City of London Corporation commissioned Anna Cullum and Pam Jarvis to produce the evaluation of Kenley Revival as part of its submission to the National Lottery Heritage Fund to satisfy funding requirements.

The evaluation process has benefited from the adoption of best practice by a dedicated team of staff and volunteers, who have worked with the evaluators from the early stages of the Delivery Phase, have encouraged feedback on all events and activities, and who have undertaken excellent record keeping. A summary of evidence sources is included in Appendix 1.

The evaluation faced a series of challenges including:

- The budget for evaluation was £6,000 (approx. 6 days per year over the lifetime of the project to date), which represents 0.005% of the overall project budget. As such, the evaluation has focused on the impact of the project on participants, and on the heritage assets. It touches upon project management and process, organisational impact and project legacy but a detailed analysis has not been possible within the resource allocated.
- The timeline of the project has extended from a planned completion in April 2019 (with the final evaluation report being delivered in January 2020) due to the challenges outlined around conservation of the historic structures in this report. This means that the evaluation has not been able to assess the final impact on heritage of the conservation works – this will be assessed through a separate appended report at the end of the project.
- Installation of the interpretation has been delayed beyond the original grant expiry date – similarly, this will be assessed through a separate appended report at the end of the project.

The difference the project has made to heritage



'It's a privilege to meet and talk with these people about Kenley and their lives and experiences – which were often traumatic – and to give them space to remember and share.' Oral history volunteer

Image: Ken Raffield, Oral History Participant

2. The difference Kenley Revival has made to heritage

2.1. The difference the project intended to make: outcomes for heritage

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

Outcomes:

- conserve the Fighter Blast Pens, Rifle Range and associated heritage assets,
- advance the understanding of conserving impermanent architecture, sharing this knowledge widely to help others.

Heritage Fund outcomes: Heritage will be in better condition; heritage will be better recorded and identified; heritage will be better managed

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- improve onsite interpretation,
- create a comprehensive and high quality 'one stop shop' online resource.

Heritage Fund outcomes: Heritage will be better interpreted and explained

2.2. What happened?

Approved Purpose	Progress against approved purpose
<p>Capital work includes conservation of five fighter blast pens (which are scheduled together as two Scheduled Ancient Monuments At Risk).</p> <p>This includes internal and external works to the Tribute memorial (KC12) to ensure full restoration and use, works to fighter pens KC40, KC52, KC44 and KC18.</p> <p>Stabilising works to all other blast pens, rifle range, fuel dump and other associated features, all within the Conservation Area.</p>	<p>All conservation works were completed by the end of 2017.</p> <p>By early 2018, it became clear that the works had suffered from a severe sulphate attack, which had turned the mortar into thaumasite, rendering it unfit for purpose</p> <p>Testing and on-site trials were progressed throughout the winter of 2018 with various combinations of different materials trialled.</p> <p>This issue is as yet unresolved.</p>
<p>Increased onsite interpretation focused on two key 'zones' focused on the areas undergoing most conservation, using narrative themes based around personal experience of those who worked on the common, related to 'Kenley and the defence</p>	<p>Touring exhibition display boards have now been completed.</p> <p>On site interpretation will be installed in early 2020.</p>

Approved Purpose	Progress against approved purpose
of London', nature, recreation and Kenley as a living airfield. Heritage Trail, 5 interactive panels, 28 interpretive signs and 17 way finding posts, a leaflet and outlines of planes in the pens will unify the interpretation, supported by a website and travelling exhibition. Annual flypasts will take place.	Plane outlines have been completed
Conservation Seminar will be held, and learning shared with the sector.	A conservation seminar was held in July 2019 at the Society of Antiquities and attended by 110 people
Memories and artefacts relating to Kenley will be collected through crowdsourcing and published on the project website alongside resources, digital cataloguing of related artefacts, documents and photographs.	8 oral histories collected, transcribed and 5 are available on the website. A recording of written memories has also been made available on the website. Online archive features 143 objects, documents and photographs

2.3. The difference the project has made: heritage is now in better condition

Capital work including conservation of five fighter blast pens, tribute memorial, rifle ranges and fuel dump were completed during 2017.

Throughout the winter of 2017/18 it became clear there was an issue with flaking mortar within all areas of brickwork. The Principal Designer commissioned a materials analysis firm to assess the nature of the damage, and this revealed a severe sulphate attack. Sulphate attacks are not uncommon, and can be caused by water ingress and low temperatures. However, in this case the sulphate turned the cement into thaumasite. The thaumasite mineral which forms gradually replaces the cement paste matrix of the concrete, causing the concrete surface to soften and eventually to disintegrate. This is a rare attack, and the biggest that Historic England have encountered; furthermore, the contractor had not witnessed a thaumasite attack before. There are only around 60 recorded cases of thaumasite attacks in the UK².

The precise reason for the thaumasite attack has not yet been identified. A working group was set up in 2018 to investigate possible causes. A series of trials and tests were carried out over the winter of 2018/19 by the Buildings Research Institute, but none of these resulted in a thaumasite attack. Investigations and trials are, at the date of writing, still underway.

The worst-case scenario anticipated is that all brickwork will need to be re-done.

² <https://www.newcivilengineer.com/archive/how-to-identify-thaumasite-sulphate-attack-01-04-2016/>

The structures were taken off the Heritage At Risk register; however, it is likely that they will need to be re-registered.

A number of issues have arisen which are still under discussion and consideration:

- Restoration of impermanent military architecture is still an emerging field. The sector lacks knowledge about the use of modern materials to restore historic structures. During the development stage the team made efforts to learn from others who had embarked on similar projects. A conservation workshop was held in 2014 attended by architects, structural engineers and heritage professionals who had conserved impermanent military structures. A conservation philosophy for Kenley was developed as a result of this workshop. However, the issue of material variation was not raised, and it was assumed that walls made from modern brick and cement selected to be authentic matches for the 1939 materials would behave in the same way as the original structures.
- The original materials generally used in military structures were not of high quality or intended to last. The mortar used in the 2017 conservation works was close to being an authentic mix. However, modern cement is different to 1930's cement; it is much stronger. Too strong in fact for use in mortar in its raw form, so it is cut with other materials to weaken it and make it less environmentally damaging. These materials can react with available sources of sulphate from the brick, soil or water in the environment, to cause a reaction that changes the chemical composition of the mortar. This is what happened at Kenley, where a particularly rare and little-known variant of sulphate attack called thaumasite (from the Greek work for surprise) occurred.
- The Inspector of Ancient Monuments at Historic England advised on the selection of bricks, and helped to steer the specification of the mortar, which were then signed off by the Principal Designer. However, the Inspector of Ancient Monuments did not have an official role in the design and specification to RIBA 4.
- The question of liability is challenging, and the City of London Corporation are pursuing a claim with the contractor as Principal Designer.

While research and testing are still in progress and understanding of how to mitigate the risk of further attacks is still inconclusive, projects looking to undertake similar works might consider

- Whether there is sufficient time to wait for more conclusive research around the best approach to materials, or to test materials in smaller areas over an appropriate period of time.

There is as yet no best practice to follow – and projects need to make informed decisions that are realistic within their project constraints.

2.4. The difference the project has made: heritage is now better managed

While 20th century military architecture has been subject to maintenance and repairs before, Kenley Revival presented a significant opportunity to bring the sector together to consider philosophical approaches to the conservation of military heritage assets and in particular, assets which were built as temporary structures, without longevity in mind. This has been the first project to present structured thinking around the method and approach to conservation in this area: *'how to do it, and how to think about doing it'*³.

Historic England played a critical role in setting out the project scope and parameters (and writing the original NLHF bid), as well as steering discussion and thinking both within the project and further afield. In their statutory role, their intention was to remove Kenley Airfield from the Historic Building at Risk register. More widely, the project supported their aims to improve awareness of, engagement with and conservation of historic assets – both through public engagement and sector learning.

The project was initially informed by a **'Conservation Workshop'**, which brought together an invited group of experts from Historic England, and heritage professionals such as architects and engineers. The group workshopped questions around how conservation of 20th century assets should be conserved and agreed on a philosophical approach that put authenticity of materials and experience at the forefront.

An open seminar, **'The Conservation of 20th Century Military Architecture'** was held at the Society of Antiquities in June 2019, with the intention of sharing sector knowledge in this specialist area, which will in turn improve how heritage assets are conserved, managed and maintained throughout the sector.

The seminar included speakers from Historic England and various representative sites and case studies, including Kenley Airfield, Greenham Common Control Tower and Airfield, Bletchley Park and RAF Barnham Atomic Bomb Store. The underlying theme of the seminar was that while military architecture is increasingly understood and valued, there is, at the same time, an increasing pace of loss of fabric through neglect, decay and demolition. Speaker topics included conservation philosophy and approach, and practical advice on concrete conservation.

110 people attended the seminar. Of the 59 who filled in a survey, 49 came with a professional interest and 10 with a personal interest only. Attendees included organisations entrusted with heritage assets; heritage professionals from the private sector such as architects and engineers; and from the public sector such as conservation officers and council representatives. There were also a number of post-graduate students studying archaeology or other relevant subjects.

³ Jane Sidell, Inspector of Ancient Monuments, Historic England

Participants said that they had gained sector knowledge that will help them to improve their professional practice and their understanding of conserving military architecture. Almost all of those who completed a survey scored 3 out of 3 for gaining new knowledge of conservation of impermanent architecture, and of military heritage assets; almost all scored 2 or 3 for gaining new sector knowledge in other areas (with approx. half scoring 2, and half scoring 3).

They particularly appreciated the chance to share with sector colleagues and hear about case studies.

- *Really appreciated this day. So few chances to share techniques, problems and issues on these sites.*
- *Raised my awareness of the content of sites that are at risk - lots of like-minded people committed to saving sites. Great to share experience and see different approaches.*

Many attendees said that they had learnt specific and practical information about the conservation of concrete structures, and that this was the most useful thing that they had learnt about. They were also interested in funding and management of conservation projects, conservation policy and philosophies, approaches to authenticity of restoration, and visitor engagement.

- *A fascinating series of talks covering the diverse landscape of contemporary military history.*
- *I think the different aspects of concrete conservation were of particular interest, but ALL the talks were of great interest.*

A number of attendees said that they were particularly interested in the Kenley Airfield case study and lessons learnt with regards to the thaumasite issue outlined in Section 2.3

Many attendees said that they would be sharing what they had learnt further afield, through applying new knowledge through their professional practice, or through sharing of case studies.

- *the information and networking is crucial in informing my strategic advice: keeps me up to date with sector experiences, e.g. lessons learned from live building trust and conservation projects.*
- *Whatever the type of site, the conservation/management issues are common. Interesting to see how similar solutions were developed. Kenley needs to write this up and disseminate for sector benefit.*

Attendees would have liked more opportunities to network, which would have been helped by having a delegate list. This would have helped to share knowledge even further afield. Attendees rated the event highly (50 of 54 scored the event 3/3, 4 scored 2/3 and no one scored 1/3).

- *REALLY great, well organised event that was very helpful and good opportunity to network. The best thing was the variety of speakers and topics. I would like to see more on conservation and repair of concrete structures in particular.*

The work done at Kenley, shared through the Conservation events, has spread through word of mouth – and the Inspector for Ancient Monuments reports that colleagues are contacting her for advice on similar projects. It is hoped that when time permits, Historic England will publish a case study on Kenley for wider dissemination.

The project will also inform Historic England's thinking around assessing significance, and the balance between conserving authentically, and conserving sustainably.

2.5. The difference the project has made: heritage is better interpreted and explained

Interpretation through activities

The majority of interpretation to date has been delivered through activities. *Please see Section 3.4: people have learnt about heritage.*

Digital interpretation

A Kenley Revival project website has been created, which includes a comprehensive history of Kenley Airfield, supplemented by blog posts, online archive material and oral histories.

The online archive features 143 objects, documents and photographs, and eight oral history recordings. These include Historic England's aerial photographs of Kenley Airfield from 1947; images of RAF war graves; a collection of photographs donated by people who have connections to the site: for example, Stan Ford's collection of 20 photographs of his colleagues who served with him during the War. There are also photographs of important points in Kenley's history, such as Winston Churchill's visit to Kenley in 1939. Objects include military artefacts such as bullet cartridges, gun casings; items linked to planes such as altimeters and clocks and parts of a crushed hurricane and commemorative badges. There are collections of domestic everyday objects from the period, such as food and drink packaging, clothes made during wartime and children's drawings. Documents include newspaper articles relating to key points in Kenley's history, such as the departure of RAF personnel from the site in 1966; military records including air combat reports; RAF service records and daily logs, and programmes of events such as the Battle of Britain anniversary celebration.

The website is reaching approximately 1000 users per month. Major events have had a significant impact on digital engagement: Sky Heroes attracted around 8,000 Twitter and 8,000 Facebook impressions. Highlights from the archive shared through social media are typically reaching around 600-800 people per post.

On site interpretation and touring exhibition

Design of interpretation has been a lengthy process, with many lessons learnt, and signage is still to be installed on site. An exhibition designer was commissioned to write and design

the interpretation in consultation with volunteers and Friends of Kenley Airfield, who acted as fact checkers. In retrospect, a more effective model would have been to allow content to be created by the volunteers and Friends, with early fact checking from a military historian, and for the exhibition designer to incorporate that content into design work.



Further challenges to the timetable arose when relationships between the exhibition designer and their subcontractor broke down – this led to lengthy delays. The onsite interpretation has now been designed and is due to be installed next year.

The original aspiration for the touring exhibition was to design a semi-permanent high-end exhibition which would remain on site for short periods at a time. It became apparent that a better use of resources would be to have a portable exhibition which could be taken to events.

The resultant exhibition display panels were completed in October 2019. These provide a resource that can be used to support events delivered as part of the legacy package.

2.6. The difference the project has made: heritage is now identified/recorded

Archaeology project

As part of the archaeology project, MOLA has provided a comprehensive report, including topographical and historical background, a condition survey and a record of the archaeological features. The report includes recommendations for future preservation. The archaeology project has established the nature, date, purpose and state of preservation of buried features, assessed the condition of any surviving archaeology, and recorded and preserved the archaeology before it suffers any further damage.

Oral histories:

Kenley's heritage is as much about the people who lived and worked there as it is about the wartime structures. An important part of the project has been to capture the stories of the people who lived and worked on the Airfield. A series of oral histories are now recorded on film that document first-hand experiences of the site.

Volunteers are integral to this process: David Meanwell has now produced five films, which are available on the website, making good use of his expertise and experience of documenting the oral histories of veterans of Bomber Command in Lincoln. Volunteers have also made transcripts of the oral histories, which are available on the website. Volunteers received training in best practice in recording oral history from MOLA.

Oral histories recorded so far include those of the only surviving pilot who flew from Kenley in the Battle of Britain; the memories of a WAAF from World War II, of the Blitz and planes

flying overhead; a woman who was in the Land Army; a woman who was in the women's junior Air Corps; and the extensive knowledge of decades of Kenley's history from a man in the RAF in World War II.

A recording of the written memories of Lillias Barr, an Assistant Section Officer of the Kenley Women's Auxiliary Air Force was made and presented as part of the Women at War programme. This is available on the website.

Case Study: the contribution and impact of lived history

'It was a privilege to spend time interviewing Stan Ford. Stan was a fitter for 615 Squadron and was at RAF Kenley on the 18th August when the airfield was heavily bombed. He told us about that day, but also day-to-day life at RAF Kenley, his training before the war, and his many friends – some who survived the war and some who did not.

As work continues on the blast pens at Kenley – it was interesting to hear his description of how aircraft were made ready for take-off. His Hurricanes were normally parked on the grass airfield, pointing in the right direction to take off when the orders to scramble came through. The fitter (Stan) would be in the cockpit, ready to start the engine, seated on the pilot's parachute. After starting the engine, Stan would hop out and the pilot would jump in, buckle up the parachutes and harness then take off as quickly as possible. This reduced the time it took to scramble the aircraft. According to Stan, the blast pens were used mainly for testing. This was just one of the many interesting stories about Stan's time at Kenley and elsewhere during WW2. We spent nearly two hours recording his experiences, this will provide a wealth of information on the Kenley site and life at Kenley during the Battle of Britain.

It's a privilege to meet and talk with these people about Kenley and their lives and experiences – which were often traumatic – and to give them space to remember and share. The Airfield was starting to decay and Kenley Revival has been timely focusing local attention on its importance.'

David Meanwell (volunteer)

Collections

There is a small selection of objects held at Kenley, such as finds from the community archaeology events. These were not deemed to be of historic value and are consequently not conserved or organised into any coherent archive (apart from the online listing). They will probably remain at Kenley's Merlewood office unless a local collection is identified as a suitable repository (publicly accessible, suitable storage etc).

The difference Kenley Revival has made to people



‘The whole experience has been wonderful. I have met so many interesting people who have shared their love of the Airfield.’ Kenley Volunteer

3. The difference Kenley Revival has made to people

3.1. The difference the project intended to make: outcomes for people

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley’s World War II heritage.

Outcomes:

- develop exciting and accessible opportunities for people to engage with, and learn about, the heritage,
- create community archaeology opportunities to involve people in hands on conservation,
- create interesting and rewarding opportunities for people to volunteer,
- involve audiences in the research for, and production of, all interpretation,
- develop a formal learning programme to involve schools,
- create an online resource of memories, documents and photographs, and a catalogue of artefacts.

Heritage Fund outcomes: People will have developed skills, People will have learnt about heritage, People will have volunteered time

3.2. What happened?

Approved Purpose	Progress against approved purpose
<p>Community archaeology programme under supervision of experienced field archaeologists comprising investigative works and recording on over 20 significant assets including blast bays, slit-trenches, foxholes, pathways and Parachute and Cable defensive system networks</p>	<p>Three annual archaeology festivals were held, with 250 participants in total. The festivals included public digs, guided tours, handling sessions, community stands and a youth programme.</p> <p>The Conservation in Action programme has reached over 200 participants, including volunteers (including young volunteers) and schools. Activities have included hands on conservation activities such as clearing the blast pens, and conservation tours of the site and assets.</p>
<p>Educational programme which will comprise of educational site visits and outreach including an online educational resource, 'hands-on' loan boxes and displays including a touring exhibition</p>	<p>Two Learning Festivals delivered, reaching over 3000 participants. The first Learning Festival in 2017 attracted schools to onsite activities over 5 days. The second Learning Festival in 2018 included a Learning Festival Roadshow, Remembrance Programme and School Design Competition.</p> <p>The Learning Festival Roadshow toured to six local libraries, offering workshops for schools and families.</p>

Approved Purpose	Progress against approved purpose
	<p>The Remembrance Season included lectures, workshops, school assemblies and film screenings for informal learners and for schools.</p> <p>School design competition: winners in six age groups were chosen by a panel including the aviation artist Barry Weekley. The overall winner, a year five pupil, had her design incorporated into a Barry Weekley painting.</p> <p>Around 40 guided tours delivered to schools, uniformed groups, special interest groups, and veterans' groups, reaching over 1,700 participants. Guided walks themes included wildlife walks, Battle of Britain, and Pilots and Pets.</p> <p>Around 20 handling workshops delivered onsite to schools and uniformed groups reaching 798 participants. The Hardest Day event in August 2019 attracted 250 participants.</p> <p>Around 70 workshops have been delivered off site for schools, and specialist interest groups such as veterans' groups and model flying clubs, and professional groups such as the Archaeological Forum. Some workshops were delivered in collaboration with other Heritage Funded projects such as Wandle Park. A presentation was given on Heritage Funded projects at Salters Hall.</p> <p>Five screenings – Reach for the Sky (x2), Angels One Five and Spitfire (x2)</p> <p>A Heritage open day in 2017 and Sky Heroes open day in 2018 reached 3,000 and 5,000 people respectively.</p> <p>The 2018 Women at War season included a Home Front Day at Turf Projects, a performance of Amy Johnson's Last Flight Out, and Jason the Gypsy Moth school workshops, reaching a total 145 participants.</p> <p>Loan boxes for KS2 and KS3 including World War II artefacts that explain the Kenley heritage, with ready-made, easy-to-use lesson plans for teachers were launched in 2017. The take up from schools was low (schools said they wanted to visit the airfield guided by experts), but the loan boxes have been used to support workshops.</p> <p>Learning Resources are available online: each category (e.g. KS2 WW2) has a lesson PowerPoint, lesson plan, set of maps, set of worksheets, inventory for the loan box with teaching notes, list of pre/post activities, loan box agreements. There are also 4 self-guided walks (WW2, 5-10 years/WW2 10-16 years/ nature 5-10 years/ nature 10-16 years).</p>

Approved Purpose	Progress against approved purpose
<p>Volunteer opportunities will be provided, and a volunteer resource and storage space will be developed at the nearby Merlewood Estate Office.</p>	<p>Approximately 90 volunteers were involved in the project, supporting a number of activities including researching, archiving, writing content of the website, oral history recording, and supporting the learning programme. Two work experience placements have been delivered.</p> <p>Formal training has included archive training, oral history recording and WordPress training.</p> <p>A youth volunteer programme was delivered over 5 sessions in summer 2019.</p>

3.3. The difference the project has made: people have developed skills

The **project has enabled staff and volunteers** to gain new skills through participating in the following formal training sessions:

- Oral History Recording Training by the British Library, attended by all oral history volunteers,
- ASD training for staff and volunteers working the Learning Festival, delivered in house,
- WordPress training for all website volunteers and project team delivered inhouse,
- Photography for Archives Course delivered by Museum of London, attended by the Project Manager, and Learning and Volunteer Officer,
- Volunteer Training delivered by Directory of Social Change,
- Staff (who have now moved to other posts) also received training in Outcomes Framework through MDO; Tours for Families delivered by Museum of London. One staff member gained GEM museum teaching accreditation and another gained Associateship of the Museums Association.

The project team report that they have developed the following skills through managing an NLHF project:

- Project management skills, including organisation and planning skills to support events management; presentation skills; time management; problem-solving and evaluation methods,
- Technical skills, such as conservation knowledge relating to Impermanent Architecture and managing a scheduled ancient monument, conducting archaeological digs, archiving objects, photographing museum collections,
- People skills, including managing the volunteer experience,
- Skills in oral history interviewing and recording,

- Corporate communication skills, including media presenting, article writing, working with stakeholders and networking,
- Reporting and evidence collation.

Team members who have now moved on to other jobs have remained in the heritage sector and their experience at Kenley has resulted in transferable skills that continue to benefit the sector: *'I was fortunate to be Project Manager for the Kenley Revival Project from the commencement of delivery in May 2016 until September 2018. This was a varied, exciting and challenging role and accelerated my career as a museum and heritage professional significantly. My key learning outcome that I applied from this role to other subsequent posts is resilience. In terms of being able to juggle multiple priorities, making decisions which have significant impact and how best to use the funds that are available. My personal resilience has developed considerably over this post which has now led me to managing a museum service.'* Marie Tulley-Rose (now Museum and Archive Manager, Museum of Croydon)

Skills development for volunteers

Kenley volunteers had opportunities to get involved in a wide range of activities through which they developed different types of skills. These included being involved in tours and events as a volunteer; working on publicity; and helping with activities in craft and learning. Some have been involved in archaeology, the archive, research and in collecting oral histories.

As a result, volunteers say they have developed the following skills: craft activities with children; use of WordPress; archaeology (recording & documenting); research; communication; and operational and tactical skills such as litter picking and car park supervision. One volunteer gained employment with the City of London Corporation as the Kenley Revival Legacy Officer to continue delivering project related activity for a further 18 months

One volunteer had been keen to use his professional skills to develop the Kenley website *'I rather wish that my experience in website development had been taken aboard at the start. A missed opportunity. The navigational structure of the site is very poor and needs a total re-think.'* Others wished there had been more opportunity to get involved in research and archaeology.

Events and activities have also provided opportunities for skills development. The case study below indicates how archaeological activities for volunteers and the community have resulted in new skills as well as new understanding of different aspects of the site. The first archaeology project involved 25 volunteers in a week-long dig, as well as engaging 150 participants via guided tours and children's activities.

Case Study: Building new skills through community archaeology:

The Community Archaeology project is an example of how the Kenley Revival project developed skills through encouraging the involvement of the local community in investigating, interpreting and managing their historic environment, in particular that of Kenley Airfield. Volunteers at all levels were offered opportunities to gain practical

experience of archaeological field work, including building recording and field techniques, to assess and record the archaeological potential of the site, the condition of any surviving archaeology and the impacts from past and future land-use in order to inform future conservation and management of the site. MOLA gave all volunteers training.

All of 20 volunteers surveyed said that they had a better awareness of the history of Kenley Airfield and Common as a result of the project, for example '*what various parts of the airfield are actually for.*' The majority of volunteers said that they had learnt about the archaeological process, including the meaning of a Scheduled Monument and how detailed the excavation process is.

18 of the 20 volunteers surveyed had learnt new skills, including

- Surveying, measuring and recording skills, including drawing and photographing,
- Digging skills, including digging in layers and removing earth from dig sites,
- Using a metal detector.

Of the remaining two, one already had skills, but was keen to share them with other people. Volunteers also appreciated learning from a professional archaeologist.

Volunteers particularly enjoyed the opportunity to get their hands dirty and were excited by finding objects. The success of the first Community Archaeology Dig was consolidated in a further session in July 2019 at Kenley Airfield. This involved 30 volunteers across a fortnight. As a result, several new finds were excavated. These included concrete rings, which were found to be anti-aircraft gun emplacements; the base of a building near the fence line, close to where the Canadian Flight Hut and Plane Tie-Down Point were discovered in 2018. Smaller incidental finds included a piece of NAAFI china used during World War II, and a badger skeleton.

Public interest in archaeology was further fuelled through a public Archaeology Open Day in July 2019 attended by 100 people, with tours led by Jane Sidell from Historic England.

3.4. The difference the project has made: people have learnt about heritage

There have been a wide range of learning outcomes across a range of activities and events – including formal learning festivals and workshops targeted at schoolchildren, a varied informal learning programme for the general public for all ages and learning through volunteering.

3.4.1. Participants have learnt more about:

The role of Kenley Airfield in WW2:

86% of teachers who were surveyed during the second learning festival said that their students had learnt more about this topic. KS6 pupils who came to workshops in 2019 filled in picture based surveys about what they had experienced – and demonstrated that they understood what the rifle ranges and blast pens were for – and how important they are as

tangible reminders of Kenley's role *'[I learnt] That a blast pens are ancient monuments and you can't dump them!'*

Schools and teachers attending workshops who filled in a post-event survey all felt that historical information provided covered the role of Kenley in WW2 and that they would return for other events.

Workshops led to greater appreciation of having such an important place in their local area: *'it's our heritage and was a big part of fighting in WW2 - something we should be proud.'*

The importance of the Battle of Britain:

86% of teachers who were surveyed during the second Learning Festival said that their students had learnt more about this topic.

People stories – the different roles played by people on the airfield:

71% of teachers who were surveyed during the second Learning Festival said that their students had learnt more about the role of pilots in WW2.

School workshops provided an overview of the history of RAF Kenley and its role in the Battle of Britain. Using the profiles of real people at RAF Kenley, learners were encouraged to define the term heritage and think about how shared experiences, identity and changing social patterns resulting from WW2 impacts on the heritage of a place. Specific objectives were defined for KS2, KS3 and GCSE.

57 pupils attending workshops in 2019 were asked to fill in picture-based surveys about what they had learnt and enjoyed. The results demonstrated an understanding of the different roles played on the airfield, including cooks, Observer Corps lookouts, a radio person or a chef: *'That lots of people worked together to ensure the safety of the pilot.'* They also understand the importance of iconic figures such as Douglas Bader.

Creating awareness of the different roles played by men and women in war time:

The Women at War Month 2018 explored the new active roles that women took on at the Airfield during WW2 including the Women's Auxiliary Air Force, the women who packed parachutes and operated barrage balloons and female members of the Air Transport Auxiliary. A variety of different activities related to life in war time ran throughout the month at different sites, including Croydon Airfield, Caterham Library, Croydon town centre, and local schools. These were on the themes of Make-do and Mend, Food Waste and Rationing activities - weighing scales were provided so that people could see the small size of the ration amounts. The Make-do and Mend session included a corsage-making activity using ribbon, raffia and buttons. Images were on show for people to see what kinds of clothes people made; meals they cooked because of rationing and images of women in their different uniforms and working in many different environments.

The Women at War season also featured a performance of Jenny Lockyer's play, Amy Johnson: Last Flight Out, performed at Matthews Yard in Croydon. This had a full house,

reaching a total audience of 145 who were invited to talk to the Kenley team about the project afterwards, and a table was set up with artefacts and information. Audience surveys show that one third of audiences had not heard of Kenley Airfield or of the Kenley Revival project - so this event proved an effective route to creating awareness and engaging a new and different audience with World War II.

School workshop content also featured information about the role of women at Kenley in World War II, causing one pupil to comment that *'I found it difficult that only the men could be commanders'*: another found it sad that *'the women were given less responsibility than men.'*

The different cultures who contributed to Britain's war effort:

The diversity of the men who served at Kenley during World War II has been documented on the Heritage and Memory learning resource developed through the project. This identifies the many nationalities who served at Kenley in World War II, such as Pilot Mohinder Singh Pujji, shown in this photograph.

This has made an impression on participants: one cadet commented on how *'many cultures have contributed to Kenley's heritage.'*



What Kenley means to the community

Volunteers say they have gained greater insight to the uses of the Airfield from World War I through to World War II.

They have been surprised by how much knowledge and enthusiasm other people have for the airfield, and the extent of local interest in it. The archaeology programmes have made them realise how much more there is to learn about Kenley's past *'There is more to be found in the ground.'*

Case Study: Learning Festivals

Kenley Revival organised two Learning Festivals, in June 2017 and in 2018, that reflect the project's commitment to inclusivity and accessibility. Parents only had to pay £1.50 to schools to cover other expenses, making it affordable as the event itself was free.

The 2017 Learning Festival enabled schools to spend a day on Kenley Airfield and learn about the many aspects of its heritage. 850 KS2 and KS3 children from local schools attended, as well as further afield from Croydon. One day was reserved for a local school with additional needs. The aim was to develop children's understanding of Kenley's role in World War II as an operational airfield during the war, with blast pens, rifle range, and air raid shelters. Children experienced the sound of an air raid siren and could sit inside replica aircraft. Tours, games, exhibitions, a Battle of Britain show and workshops enabled them to learn about World War II and the Battle of Britain and were linked to STEM curriculum. They were able to try on replica uniforms and find out about the different roles of their wearers. Kenley's natural assets were explored through forest school activities and workshops.

All teachers who attended the Learning Festival said their pupils gained new knowledge and understanding of Kenley and World War II: *'the children get to feel it – the dressed-up people, different to museum where all is behind glass – handle objects – lads keen for hands-on experience.'*

Schoolchildren were engaged and inquisitive to find out as much as possible about the airfield: bombs and explosions; the rifle range; what it would have been like for children to be in the shelter. Coming into contact with aspects of the past that were very different from their daily experience held great appeal. Dressing up, sitting in a plane, making World War II posters and handling gas masks really animated them - *'A once in a lifetime opportunity!'* (Year 4 child, St. John's Primary School).

Teachers felt the Learning Festival enabled their pupils to gain a more in-depth understanding of World War II, *'it links to one of our history objectives'* and *'brought all aspects to life'* including the role of the WAAF. They felt it had created *'Respect and admiration for those involved in WW2'* and their experiences had stimulated their pupils' imagination. They noted the amount of questions they asked and how engaged they were.

The Learning Festival Roadshow in 2018 presented workshops in neighbouring libraries in Caterham, Bradmore Green and Selsdon. These were designed to increase awareness of Kenley Airfield for parents and children or for teachers and their pupils in local neighbourhoods. Parents and teachers praised the enthusiasm of the workshop leaders and the range of activities. The hands-on activity children had most enjoyed was making a model of a Spitfire, one of the aircraft that played a key role in World War II. The children were also interested to learn about female pilots such as Amy Johnson and Mary Ellis.

Teachers found the content of the workshops well-structured and well-organised and the sessions had succeeded in engaging their children. Half of the children had visited the Airfield. For the 60 children from Forest Dale School in Croydon who attended the Selsdon workshop this was part of a process of introducing the children to World War II as they were due to sing in a concert to commemorate the Battle of Britain. This workshop had increased their understanding of the Battle of Britain and the important role of Kenley's within it - and had made them more aware of the heritage of the local area in which they lived.

3.4.2. Participants have particularly valued learning through these aspects:

More in-depth learning about curriculum topics:

Teachers participating in the learning festivals said that it met their objectives of knowing about their local area's role during a historical event; and developed their pupils' grasp of historical values and context which linked well with the topic of World War II. *'it links to one of our history objectives'* and *'brought all aspects to life'* (Teacher, Learning Festival).

Interactive experiences:

For **schoolchildren** *'Lots of things to see and 'kind people'* had made visiting Kenley Airfield an enjoyable experience. They enjoyed dressing up in World War II uniforms *'Got to wear a hat!'* and seeing heritage they felt was *'real'*, such as the doors of the bomb shelter.

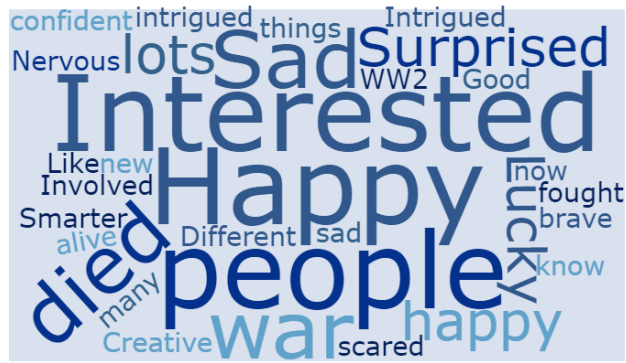
'The children get to feel it – the dressed-up people, different to museum where all is behind glass – handle objects – lads keen for hands-on experience.' (Teacher, Learning Festival)

Authentic experiences:

When asked about their favourite thing on their workshop and tour, Year 5 children from St Francis School enjoyed being able to see and touch authentic objects - for 18 of the 57 children who gave feedback the high-point of their experience was touching and feeling the bullets. This links closely to a further favourite thing - the opportunity to see the rifle range. Another aspect of the visit that made an impact was the opportunity to choose a character and dress up. Children became an Observer Corps lookout, a radio person or a chef, and they enjoyed re-enacting the jobs. They enjoyed going inside the bunkers and getting some sense of what it must have felt like to be there. Importantly, the experience was *'lots of fun'*: the workshop provided experiences that the children remember and learn through.

Emotional engagement with the subject:

The common factor that creates a reaction in visitors to Kenley Airfield is hearing the personal stories of the people who lived and worked there and the realities of life in the front line of war. People whose experience of the Airfield is limited to knowing it as a site for bike-riding and walking have often been surprised to find out about its vivid and extraordinary past in defending London in World War II. One child created a poster with a memorial to the *'people who cried for us'* which shows the emotional impact of seeing some of the realities of World War II. Teachers noted how engaged children have been by handling authentic objects. Words that children used to describe their experience included: *'excited, amazed, intrigued, creative,'* - but also *'scared by war'* and *'lucky to be alive.'* Children were enthralled by *'seeing how pilots drew on the wall in the shelters.'* Sky Heroes attendees were often moved by hearing personal stories and talking to people with a real knowledge or lived experience: this seemed to resonate with many visitors at the event. One attendee reflected *'The historic memory we need to maintain'* and one interviewee felt that the day had prompted her to remember *'our boys'* the Armed Forces in all wars and war zones today.



Enjoyable, memorable experiences

'I thought it was a fantastic trip which our class will never forget. Thank you so much for letting us visit!' Kenley Primary School

Interaction with the project team and volunteers

'The staff were amazing. They made the experience for the children. We had a lovely day and thank you for having us.' Teachers attending the second learning festival

Case Study: Learning through public events

Sky Heroes was a public event that allowed attenders to experience five specific areas of Kenley Airfield’s heritage. The event included displays and activities on aviation and gliding; archives and community archaeology finds, nature and environmental displays; re-enactments, vintage displays and music at Portcullis Field. Most people had visited or were planning to visit all or most areas of the site.

Re-enactments were the most popular activities, followed by aviation and displays of planes and vehicles. Visitors highlighted the following displays: heritage and learning; Hurricane; memorial; control room; fragments; tour round bomb protections. Of the 135 comments on what visitors enjoyed most, only one comment referred to the nature display. Visitors valued seeing authentic objects from the archives, including letters from airmen shot down at Kenley; hearing personal stories and the air crew lecture; and war time aspects of the site such as bomb disposal, army vehicles, air raid shelter and control.

Memorable moments that brought the Kenley story to life included *'Meeting a real pilot (& 11-year-old son loved it), music, Hurricane flypast, vehicle jeeps and going in the bunker.'* The event also brought in aspects of the local history: *'Reading about RAF pilot Trueman as we live on Trueman Road,'* (Local resident). They commented on *'how well maintained the field is, the commitment of the volunteers.'*

Events such as this created awareness of Kenley’s stories and significance: 34% of visitors surveyed said that they had limited or no knowledge of the Kenley Airfield and its role and history including during World War II, but they had learnt more and found out information by attending the event. 14% said that they had no knowledge at all of Kenley’s historical role before attending the event. They wanted to know more about Kenley’s role in World War II - for example, how many planes landed here or crashed; the blast pens and the location of fuel dumps; the role of women; top pilots, life in the Officers Mess, and more personal stories of people working out of Kenley.

3.5. The difference the project has made: people have volunteered time

Building the volunteer team

Kenley Airfield has benefited from the work of the Kenley Airfield Friends Group since 2003. The Kenley Revival project gave the opportunity to further utilise the skills and knowledge of the Friends of Kenley Airfield, but also to recruit new volunteers to support project activities. Approximately 90 volunteers have been involved with the project.

Kenley Revival recruited volunteers through a variety of differing sources showing a good reach by the recruitment campaign, run by the Project team. Sources included Kenley Airfield Facebook Group (38%); local newsletters, press and leaflets; Caterham Volunteer Centre; and by word of mouth.

The project created a variety of different roles for volunteers, including archaeology sessions; supporting events and activities; restoration and conservation; helping with administration; and creating content for the Kenley Airfield website and social media. Other volunteers have undertaken history interviews and worked with the education sector, for example as a guide during school visits.

Volunteer motivation

Volunteers were particularly motivated to volunteer because of their interest in the Airfield.

Reasons that people volunteered their time (Volunteer survey 2017)

An interest in the Airfield and wanted to be involved;	92%
To volunteer in their local community setting and bring knowledge and understanding of local issues and of the geography and environment.	46%
An interest and enthusiasm for the local area	38%
To share their professional skills in their volunteering role.	31%
To develop their personal skills and include the voluntary work on a CV	15%

This is also reflected in the reasons for choosing to support particular activities - 69% selected activities that seemed interesting to them and 38% chose activities that were happening at a particular location or time that fitted in with their other commitments.

People wanted to help others understand what they felt was the importance of Kenley, to help preserve the legacy of the airfield:

'I have an interest and passion for making local and aviation history come alive to others '

'I hope that we can inform more people about the historic importance of RAF Kenley and protect this heritage for future generations.'

'To be part of the team preserving and promoting the airfield, its achievements and artefacts'

Defined outcomes from the project were important to volunteers - *'that the project will leave the airfield in a better state than when it started...'*

Volunteer demographics

At the time of the 2017 volunteer survey⁴, the majority, (62%) of volunteers who were volunteering on a regular basis were 26 - 59 years of age; 23% of volunteers were 60 - 70 years of age; 8% of volunteers were 19 - 25 years of age. All volunteers described their ethnic background as white British. 15% said they were disabled. Over half had come from managerial and professional occupations.

Events and activities such as the archaeology programme and youth programme have involved people from a wider age range; however, there is no evidence to suggest that those people have gone on to become regular volunteers.

Case Study: Diversifying the volunteer team/Youth programme

In 2019, a youth volunteering programme was initiated, offering work experience for 15-16 year olds every Monday morning for 6 weeks. Volunteers were recruited through schools, local youth groups and the local gliding club. Eight young volunteers signed up, and around five attended per session.

Participants were involved with contributing to the website, writing blog entries, photographing the second archaeology open day, and designing an Escape Room style activity which is ready to be rolled out by the project team.

All of the participants have been given references, and received a 'passport' which showed which activities they had been involved in.

Participants said that they had gained skills in group work and working independently, communication skills, writing online content, cataloguing objects, designing activities and understanding of archaeology.

They particularly enjoyed hands on activities, such as the chance to 'pitch' an activity *'The hands-on nature of the project has been awesome'*. Riding in the back of the land rover was particularly popular.

The programme has provided valuable learning for the team which they plan to apply by engaging more with the cadets who are based on the airfield.

⁴ The volunteer survey 2019 did not generate sufficient returns for robust demographic analysis.

Volunteer experience

Volunteers were positive about their experience: *'one of the best run projects I've been involved with – people really know what they are doing!'* Volunteers say they have particularly enjoyed activities that brought them into contact with other people, including doing the guided tours; helping with the learning programme in primary schools; research and doing the oral history interviews and archaeology. They have also found it rewarding to meet others with an interest in the Airfield.

'I just wanted to say how much I'm enjoying volunteering. The sessions are always really friendly, open and collaborative and it feels like we're working towards something really new and exciting.' Education volunteer, 22 years old

The difference the project is making to communities



'It made me feel like I'm standing on history. Kenley is part of our country's history and we wouldn't be here without those pilots.' Cadet

4. The difference Kenley Revival has made to communities

4.1. The difference the project intended to make: outcomes for communities

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

Outcomes:

- Deliver a unique and inspiring programme of events and informal learning opportunities to draw people to Kenley,
- Increase the number and diversity of visitors to Kenley Common,
- Increase the number of local people who choose heritage as the main purpose of their visit,
- Promote wildlife and habitat conservation alongside heritage conservation.

Heritage Fund outcomes: More and a wider range of people will have engaged with heritage; The local area/community will be a better place to live, work or visit.

4.2. The difference the project has made: more people and a wider range of people have engaged with heritage

Prior to the Kenley Revival project, the Airfield and its history was mainly known to a small group of people with a passion and knowledge for local history and/or military history.

As a result of the project:

- Nearly 20,000 have engaged with the heritage through formal activities, as of Sept 2019,
- Over 2,700 schoolchildren have been engaged through workshops and learning festivals,
- Large scale events such as Sky Heroes have brought people to the airfield who were not regular visitors: 45% had come especially to Kenley for the Sky Heroes event, and 25% came across Sky Heroes rather than making a special visit for the event. Of these, 34% had little or no knowledge about the role of Kenley in the past but had learnt more by attending the event. 35% of attendees came from outside the area (CR postcode which includes Croydon - South London; North West and central Surrey),
- Large scale events such as Sky Heroes have also brought a younger audience to the site – 69% of attendees were under 60 years old,
- Younger people have been involved through the youth volunteer programme,

- The project has generated press activity which will have reached further afield – Sky Heroes alone generated 12 online articles, 5 print articles, 2 TV interviews with London Live (available on YouTube) and 1 radio interview with BBC Radio London
- The website is reaching around 1,000 people per month. Around three quarters of visitors are within the UK, but there is a significant reach in the US, as well as smaller numbers of visitors from Canada, Poland, Australia and India.
- Physical access on site is problematic – there is a long walk between each heritage area. The team have been able to mitigate this on large event days by providing a land train. The team have also made efforts to make tours accessible for people who are disabled in other ways. A visually impaired tour participant gave the following feedback: *‘Thank you kindly for the wonderful tour of RAF Kenley you arranged and lead for us on Saturday. I really found it very interesting and your explanations was so vivid that I felt I could see’*.
- Older people who may be less able to access parts of airfield, or go on tours have participated in talks and tours; of 70 people who filled in surveys as part of the remembrance season in 2018, 35 were between 60-74 years old, and 26 were over 75 years old.

4.3. The difference the project has made: the local area is a better place to work, live or visit

- Local people are acknowledging the connection between their local area and a nationally significant history: *‘We are so lucky to have so much history on our doorstep.’* (participant, Pets and Pilot tour 2019); *‘[I enjoyed] reading about RAF pilot Trueman as I live on Trueman Road and going in the bunker’* Sky Heroes Participant.
- Local people feel proud of this connection: *‘This workshop made me feel proud of Kenley’* Yr. 6 student, Hayes Primary School poster workshop.
- Local people appreciate large scale engagement events as a means of bringing the community together: *‘It is a local event and has brought community together’* (Sky Heroes attendee). 70% of the 5,000 attendees were local residents.

The difference the project is making to the organisation



It feels like we're working towards something really new and exciting.
Volunteer

5. The difference Kenley Revival has made to the organisation

5.1. The difference the project intended to make: outcomes for the organisation

(NB, no specific outcomes for the organisation were specified within the original application)

5.2. What happened?

Approved Purpose	Progress against approved purpose
F/t Project Manager and p/t Learning and Volunteer Officer employed for three years, supported by the ranger team.	Project Manager and Learning Officers have been in post since the beginning of the project. The Learning and Volunteer Officer role was made full-time to cope with the demands of delivering the ambitious activity programme. The City Corporation also secured funding from its own resources for an Events Apprentice and a Legacy Officer.
Exit strategy and evaluation	<p>Evaluation has been ongoing; the team have had regular meetings with external evaluation consultants and an interim report was submitted in 2017.</p> <p>Work on a legacy programme began in 2018, and a legacy workshop with project staff and Friends of Kenley Airfield helped to inform the final proposal. As a result of this process, the City of London corporation created a Legacy Officer position for a further year post NLHF project completion.</p>

5.3. The difference the project made: the organisation is more resilient

Prior to the Kenley Revival project, preserving the heritage asset was championed by a small but dedicated committee of volunteers (The Kenley Airfield Friends Group). While the City of London Corporation was the custodian of the asset, there was no dedicated member of staff. Through the Kenley Revival project, two full-time staff posts - Project Manager, Learning and Volunteer Officer and a traineeship (not NLHF funded) have been created. The project has also been supported by one of the rangers, who runs the oral history project and the conservation monthly volunteers/also delivers educational events.

Organisational resilience has been increased in the following ways:

Organisational learning and evaluation: The team have consistently reviewed key events as they have happened, organising debrief sessions with volunteers, and reviewing data

collected with the external evaluators. Lessons learned have been documented to inform future activity.

Increased understanding of organisational capacity required: Staff have reflected that larger projects and events such as the Learning Festivals and archaeology programme have required significant staff resource, and more than originally anticipated. While volunteers play a valuable role, they cannot provide a substitute for paid staff. This understanding has underpinned the City of London Corporation's decision to appoint a Legacy Officer to deliver the first year of the legacy package.

Gaining knowledge and new skills: The team have participated in a number of training sessions, described in Section 3.3. In addition, they have learnt from peers across the sector through a number of visits to and consultation with comparator organisations. Examples include Brighton Museum, for a knowledge sharing session with the project team and the Curator of the exhibition. the Land Girls, on the role of women in wartime has informed thinking on future programming, and Tower Bridge and Visitor Development.

Sharing knowledge and building reputation: as a result of new expertise accrued through the project, project team members have shared their knowledge and experience through events and presentations including Volunteer Recruitment and Selection training at the Museum of London, and a sharing event at Salter's Hall 'Building an Education Programme from Scratch.' The 2017 Learning Festival appeared as a case study on the GEM website.

Sourcing and building partnership opportunities and resources: The team have consulted with a number of organisations in order to build long lasting relationships. They include

- A professional fighter station network has been developed and established with other key heritage sites, including Biggin Hill, Uxbridge, Hendon and Bentley Priory,
- Programming opportunities with Wandle Park, Keats House, David Lean Cinema, West Ham Park and Epping Forest,
- Audience development with Caterham Volunteer Bureau, local WI groups,
- Event delivery opportunities with various re-enactment groups, and local artist Jenny Lockyer (Amy Johnson performance),
- The team have built confidence amongst local schools that they have a strong learning offer. 100% teachers said they would come back to the Learning Festival.

Increasing volunteer engagement and satisfaction, through opportunities to engage with visitors and schools. The valuable input of the volunteers has been acknowledged, and for their outstanding contribution Kenley volunteers have been nominated by the Learning and Volunteer Manager for a Team London Volunteer Award for the 'Culture in London' category: these Awards celebrate individuals and corporate volunteers making outstanding contributions to their communities. However, the team have learnt that for some activities, particularly the larger scale events, adding more volunteer resource increases the demands on paid staff without offering significant additional capacity.

Conclusions



'It's our heritage and was a big part of fighting in WW2 - something we should be proud of.' Teacher

6. Conclusions

6.1. Achievements and project legacy

Aim 1: Preserve a unique and important historical site and become a beacon of excellence for understanding the conservation of impermanent architecture.

- Restoration and conservation of the physical assets was undertaken in 2017 and taken off Historic England's Heritage at Risk register. However, material failure through a rare form of sulphate attack means that conservation works require remedial work – this is still in progress.
- As the first site to undertake a structured approach to applying a conservation philosophy to 20th century military architecture, the project has involved the sector from the beginning. Sector experts were involved with agreeing a conservation approach at the beginning of the project, through 'Concrete Day', and lessons learnt from the sulphate attack were shared widely at a Conservation Seminar in 2019.
- The project team have applied a collaborative approach to wider aspects of the project, such as community engagement, project management and historic research, and have established relationships by networking with a wider range of military and/or heritage organisations, as well as NLHF funded projects.

Aim 2: Promote and raise the profile of Kenley Airfield as a nationally significant heritage resource and an important place for wildlife and recreation.

- Approximately 20,000 people have been engaged with the project through an extensive community engagement programme. Many were not aware of Kenley's heritage prior to their engagement.
- The project's impact has been recognised by City of London Corporation, who cite it in their strategic planning as a valuable project. As a result, the council have invested in a legacy package, which includes a Legacy Officer working 21 hours per week for 18 months.

Aim 3: Empower, involve and inspire people to explore, record and take ownership of Kenley's World War II heritage.

- A wide range of activities have been delivered, including large scale open days attracting thousands of people, archaeology projects, school workshops, public tours, film screenings, oral history recordings and digital engagement.
- Schoolchildren have been introduced to the significance of World War II through the local history of Kenley Airfield, through learning festivals on and off site, and dedicated school workshops.
- Approximately 90 volunteers have been involved over the course of the project. Their experiences have been positive, particularly when they have engaged in activities that have brought them into contact with other people, for example, through guiding tours,

working on activities with schools, or talking to people through the oral history projects.

- Models of engagement and resources have been built and established, which are being used for further engagement through the work of the Legacy Officer. These include school workshops, tours and volunteer engagement.

6.2. Lessons Learnt and Recommendations

Project management, planning and delivery

- **Collaborative working** has been key to the success of the project. The development of the project was informed through learning from other organisations and projects. The project's ongoing research into conservation of impermanent architecture, and lessons learnt have been shared widely in the sector and will inform the way that projects approach this emerging discipline.
- The project team identified early on that the original **Activity Plan** and Interpretation strategy were extremely ambitious given the available resources, while lacking necessary detail on delivery. Furthermore, needs changed as the project progressed, and the new team brought their own skills and experience that were not available in the development phase. However, it took the team a while for them to feel that they had 'permission' to revise it. We recommend that NLHF encourages project teams to review their Activity Plans as soon as the project team is appointed during the Delivery Phase, to ensure that they are still relevant and fit for purpose, and that the Heritage Fund encourages people to make changes and improvements that better deliver the project outcomes, where appropriate.
- In hindsight, the project team felt that they could have been more '**NLHF-ready**' at the beginning of the Delivery Phase; for example, a considerable amount of time was taken up on administrative tasks, such as setting up cost-headings to align with NLHF reporting. We recommend that NLHF shares learning and offers toolkits to support issues that are common across projects.
- The project team embedded **evaluation and legacy planning** from the beginning of the Delivery Phase. This meant that the project was continually improving and drawing upon lessons learnt. It also meant that a strong legacy package had been identified mid-way through the project, and steps were taken to deliver it – in particular, the decision of the City Corporation to employ a Legacy Officer.

Engagement and participation

- **Large scale events** such as Sky Heroes have been successful in drawing large numbers of visitors to the site, who have learnt about the heritage and enjoyed their experience. However, such events are costly and time heavy, and would not be possible without the support of the NLHF grant. Kenley is not aspiring to run any more large-scale events. In fact, with Sky Heroes the organisation pushed the boundaries of what the site (excluding the RAFs part) could handle. In view Kenley

should not attempt to do such major events on Kenley Airfield in the future unless significant levels of funding are made available.

- **Interactive activities** have been the most effective in promoting learning and engagement. People engaged through the archaeology programme were most excited about getting their hands dirty and finding things. Schoolchildren became bored with activities where they were ‘talked to’, but came alive when interacting with costumed interpreters, making their own posters or – by far the most popular activity - sitting in a plane. *‘The hands-on nature of the project has been awesome!’* (Youth volunteer)
- Participant numbers to events have exceeded targets, and there is clearly a local appetite for the project’s activities. The demographic survey conducted at Sky Heroes demonstrated that the vast majority of visitors described themselves as white British (93%) and this would be considered representative of a local demographic of 90% white British, but not when compared within the demographic context of the wider area, such as Croydon or London as a whole. The volunteer survey of 2017 painted a similar picture.
- **Volunteer engagement** was critical in supporting and advocating the project, but paid staff were essential to ensuring activities were delivered, and as we have noted, any increase to volunteer resource increases the demands on paid staff but does not offer significant additional capacity. The learning for other projects is not to overestimate the amount that can be delivered by volunteers. Keep it realistic and manageable.
- **Access** was a challenge when dealing with a large site, where heritage assets are spread out. This could be alleviated at large scale events, using transport such as land trains. However, there is no easy answer to providing consistent access to those with mobility restrictions.
- **The most valuable learning outcome** about managing an HLF project for the project team has been: *‘Understanding the complex motivations and expectations of local communities/stakeholders when it comes to best managing and preserving a heritage which is fundamentally a public open space.’*

7. Appendix 1: Achievements V Targets

Activity	Ref	Targets for participation	Achievements V targets
Onsite Activities			
Learning Festival Year 1	DH1	<ul style="list-style-type: none"> 850 visitors over 5 days 3 local print articles 10 volunteers sign up 	<ul style="list-style-type: none"> 570 pupils over 5 days 30 volunteers participated
Learning Festival Year 2	DH2	<ul style="list-style-type: none"> 1200 visitors over 5 days 3 local print articles 10 volunteers sign up New social media followers 	<ul style="list-style-type: none"> Learning Festival Roadshow: 296 participants Remembrance Season: 2184 participants Design Competition: 200 participants Total: 2,680 participants
Guided Tours	DH3	<ul style="list-style-type: none"> 10 of guided tours delivered as part of onsite events 	<ul style="list-style-type: none"> 40 tours delivered 1,717 participants
Handling Workshops	DH4	<ul style="list-style-type: none"> High pupil engagement 	<ul style="list-style-type: none"> 20 workshops 798 participants
Heritage Day	DH5	<ul style="list-style-type: none"> 500 visitors over 1 day 3 local print articles 10 volunteers sign up 	<ul style="list-style-type: none"> 3,000 participants Print articles in Caterham and District Independent, Croydon Advertiser and Inside Croydon.
Sky Heroes	DH6	<ul style="list-style-type: none"> 500 visitors over 1 day 3 local print articles 10 volunteers sign up 50 new social media followers 	<ul style="list-style-type: none"> 5,000 visitors Just under 1000 users to the website on the day of the event Just under 8000 impressions for most popular tweet to date relating to the event 12 online press articles, 5 print articles
Community Archaeology Dig and Open Day	DH7	<ul style="list-style-type: none"> 10 local people trained 	<ul style="list-style-type: none"> Year 1: 100 participants Year 2: 100 participants Year 3: 50 participants 30 volunteers trained
Conservation and Hard Hat Tours	DH8	<ul style="list-style-type: none"> 6 tours x 10 people 	<ul style="list-style-type: none"> 200 participants involved in conservation activities, including hands on conservation, and tours and demonstrations.
Conservation Seminar	DH9	<ul style="list-style-type: none"> 30 attendees 1 journal article 	<ul style="list-style-type: none"> 110 attendees
Dig for Victory! Kenley's Women at War	DH10	<ul style="list-style-type: none"> 200 Attendees 	<ul style="list-style-type: none"> Home Front Day – 30 participants Amy Johnson Last Flight Out – 55 participants Jason the Gypsy Moth school workshops – 60 participants Total 145 participants
Portaloos for events	DH11	N/A	N/A
Volunteer recruitment and participation	DH12	<ul style="list-style-type: none"> 300 volunteers involved in project 10,600 volunteer hours 	<ul style="list-style-type: none"> Approx. 90 volunteers engaged with the project 5,763 volunteer hours contributed
Offsite Activities			

Activity	Ref	Targets for participation	Achievements V targets
Oral history recordings	D01	<ul style="list-style-type: none"> 15 oral history recordings 	<ul style="list-style-type: none"> 8 oral histories collected; 5 are shared on website, plus a recording of written memories
INSET and teacher training sessions	D02	<ul style="list-style-type: none"> 3 x 30-minute inset session x 10 participants 	<ul style="list-style-type: none"> 1 inset day 2016 with 15 participants
Outreach and handling workshops	D03	<ul style="list-style-type: none"> 10 schools participating 	<ul style="list-style-type: none"> Approx. 70 workshops and outreach events delivered, reaching 3979 participants
Reach for the Sky film showing	D04	<ul style="list-style-type: none"> 65% capacity (44 of 68 seats) 	<ul style="list-style-type: none"> 55 participants
Onsite Resources			
Self-Guided Walks	RH1	<ul style="list-style-type: none"> 500 downloads* 	<ul style="list-style-type: none"> Download data not currently available
Quiz Trails		<ul style="list-style-type: none"> 200 participants* 	<ul style="list-style-type: none"> Amalgamated with self-guided walks
Teaching Resources	RH2	<ul style="list-style-type: none"> 30 downloads 250 pageviews 90% minimum satisfaction rating of resources from teachers 	<ul style="list-style-type: none"> Lesson plans and self-guided walks now available online. Download data not currently available
Painting of Spitfire and Hurricanes	RH3	<ul style="list-style-type: none"> Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Offsite Resources			
World Wars Display	R01	<ul style="list-style-type: none"> Positive feedback from public 	N/A
Loan Boxes – resource design	R02	N/A	N/A
Loan Boxes – artefacts and objects	R03	<ul style="list-style-type: none"> 15 loans over period of project 	<ul style="list-style-type: none"> Handful of loans over period
Other			
Project Overview	OT1	<ul style="list-style-type: none"> Project on time and on budget Approved purposes met 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Travelling Exhibition	OT2	<ul style="list-style-type: none"> To be shown at local venues Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Onsite Interpretation	OT3	<ul style="list-style-type: none"> Positive feedback from public 	<ul style="list-style-type: none"> To be assessed in further evaluation supplementary addendum 2020
Website and digital access	OT4	<ul style="list-style-type: none"> 200 no items digitised and uploaded Volunteers upskilled in digital skills 	<ul style="list-style-type: none"> 143 items digitised and accessible on the website The website is now attracting approx. 1000 users per month Just under 8000 impressions for most popular tweet to date - Sky Heroes Just over 8000 people reached on Facebook for Sky Heroes event

8. Appendix 2: Summary of Evidence Sources

Reports and publications:

- Kenley Revival Community Archaeology Project 2018, Kenley Airfield, London Borough of Croydon Archaeological Investigation Report, October 2018
- GEM case study 2017

Participants Surveys:

- Sky Heroes (sample size: 131)
- Volunteer Surveys, 2017 (sample size: 30) and 2019 (sample size: 7)
- Remembrance Season 2018 (sample size: 70)
- Conservation Seminar 2019 (sample size: 30)
- Pupil survey, Year 5 workshop 2019 (sample size: 55)

Interviews and reflection sessions:

- Project team (regular sessions)
- Friends of Kenley Airfield (Legacy planning workshop 2018)
- Learning Festival volunteers feedback sessions 2018
- Interview with Jane Sidell, Historic England 2019

Evaluator attendance and observation

- Learning Festival 2017
- Sky Heroes 2018
- Conservation Seminar 2019

Other

- Email feedback from teachers and participants
- Feedback forms from youth programme participants
- Feedback forms from teachers and workshop participants