



## Dukesfield Smelters and Carriers Project

Evaluation Report for The Friends of the North Pennines

July 2015

# DUKESFIELD

Smelters and Carriers Project



Supported by

**The National Lottery**<sup>®</sup>  
through the Heritage Lottery Fund



# Dukesfield Smelters and Carriers Project

## Evaluation Report for The Friends of the North Pennines

July 2015

Photography credits .....	p.2
1. Executive summary .....	p.3
2. Dukesfield Smelters and Carriers project background .....	p.5
3. Evaluation methodology .....	p.12
4. Project governance .....	p.15
5. Volunteers, participants and trainees .....	p.16
6. Conserving the Dukesfield Arches .....	p.19
7. Project activities .....	p.21
8. Work with schools .....	p.45
9. Marketing and communications.....	p.47
10. Contractors.....	p.50
11. Outcomes for heritage.....	p.57
12. Outcomes for people.....	p.60
13. What went well, and reasons for success.....	p.68
14. What could have been done better, and suggested improvements.....	p.79
15. What was unsuccessful, and suggested improvements .....	p.83
16. Opportunities which were missed, or not taken up .....	p.84
17. Recommendations for the future .....	p.84
Appendix 1: Diagram of project governance structure.....	p.91



Nicola Bell, MA  
culture~evaluation~learning  
W: [www.nicolabell.co.uk](http://www.nicolabell.co.uk)  
E: [nicola@nicolabell.co.uk](mailto:nicola@nicolabell.co.uk)

## Photography credits

Many people have photographed the progress of the Dukesfield Smelters and Carriers project. Some of their photos are included in this report and many more are on the Dukesfield website, <http://www.dukesfield.org.uk/>.

Cover photograph:

Dukesfield Arches at the end of project celebration day, 7 June 2015

Photographs in this report have been taken by:

Nicola Bell  
Jane Brantom  
Marcus Byron  
Yvonne Conchie  
Greg Finch  
Ian Forbes  
Ian Hancock  
Natural Ability  
Peter Jackson  
Karen Melvin  
Stefan Sobell

## 1. Executive summary

The Dukesfield Smelters and Carriers project is centred on two Gothic arches which form part of the remains of the Dukesfield lead smelt mill in Hexhamshire, Northumberland. The Arches were quite familiar to local residents and walkers, but many people did not know what they had been built for, or about their connection with the lead industry. The Dukesfield smelt mill had operated between 1666 and 1835 and formed a key part of the lead industry. Lead ore was mined in the North Pennines and transported by pack pony to smelt mills, where it was processed into lead “pigs” and then taken to Blaydon on the River Tyne to be shipped to other parts of Britain and abroad.



*The Dukesfield Arches in 2008*

The Arches were falling into disrepair, and in 2010 one of the members of Hexhamshire Parish Council said that something should be done to restore the arches and find out more about their history. A steering group was set up comprising members of Hexhamshire and Slaley Parish Councils and the Friends of the North Pennines, and an expert on mining in the North Pennines. The Friends of the North Pennines was the accountable body to receive and administer grants.

Following much planning, consultation and a successful Stage 1 application to the Heritage Lottery Fund, a Stage 2 grant of £246,600 was awarded in March 2013 with the following Approved Purposes:

1. To reveal, consolidate and conserve the remains of the Dukesfield lead smelting mill on the banks of the Devil's Water River in Hexhamshire.
2. To increase participation in a range of conservation and heritage activities centred on the site remains and to research the lives of those who

worked there and along the lead corridor between the North Pennines and Blaydon.

3. To increase the exploration and understanding of the lead routes through a variety of interpretation and educational resources and increase awareness of the Dukesfield site.

4. 4,000 people will take part in learning opportunities and 136 people will receive formal heritage skills training.

5. To increase the numbers of volunteers contributing to and delivering the activities programme. To achieve 900 days of volunteer activity.

These Approved Purposes were successfully achieved. The Arches were acquired on a 25 year lease from Allendale Estates and were consolidated using an innovative method of soft capping which will keep them in good condition, requiring little maintenance, for many years. A programme of community archaeology digs exposed many features of the former smelt mill and increased the knowledge about lead smelting in the 17<sup>th</sup> to 19<sup>th</sup> centuries.

As well as the archaeology digs, there were many imaginative activities and events for volunteers and members of the public to take part in, which revealed more about Dukesfield, the smelters and carriers, the lead industry and aspects of social and economic life at that time. These included Dukesfield-themed classes at Slayey Show, a comedy play about lead mining, art and photography workshops, the Heritage Cook Off and storytelling by lamplight at the Arches. The activities and events were planned for all ages.

There was a comprehensive schools' programme for local First and Primary schools, which was chosen as a case study by the Council for Learning Outside the Classroom. Online learning resources are available on the Dukesfield website, <http://www.dukesfield.org.uk/>.

Reading the Past volunteers have transcribed over 1.2 million words from 6,000 documents about the Beaumont and Blakett lead businesses, and other associated documents. The transcriptions are on the Dukesfield website and are fully searchable. They are being used by academics and people with a general interest, to shed light on the lead industry and people involved in it.

Interpretation panels have been created for Dukesfield and the Keelman's Way at Blaydon, and walk and cycle leaflets for people who wish to follow the lead routes. There is a family trail around Dukesfield. Stone sculptures of a pack pony have been installed at places along the lead route (Dukesfield, Sinderhope and Killhope) showing the miles to the River Tyne and Dukesfield. A touring exhibition about the project has been shown at libraries and other venues from the North Pennines to the River Tyne.

The project exceeded its targets for the number of volunteers and amount of time they contributed, the number of participants and the number of trainees. 199

volunteers contributed 1,626 days of volunteering time, 6,116 people took part in events and activities, and 168 people took part in training.

A number of contractors delivered various aspects of the project to increase the capacity of the Dukesfield Steering Group to deliver such a wide range of activities and events, and to carry out the restoration of the Arches and the archaeology.

The Dukesfield Arches restoration project was entered by the architect and project manager in the 2015 Construction Excellence North East Awards, and was “highly commended” as the runner-up in the awards. Its success was due not only to the quality and methods used in the restoration, but because of the community involvement as well. The project has also been nominated for the National Lottery Awards, and the Dukesfield Steering Group has been shortlisted in the Industrial Heritage category of Historic England’s Heritage Angel Awards.

Dukesfield was chosen as a case study for the Institute of Volunteering Research’s study into volunteers and heritage asset assignment. The case study acknowledged the high level of skill, expertise and capacity which is required for a voluntary organisation to develop and deliver a project of this nature. The Dukesfield Steering Group was highly capable and was thus able to make the Dukesfield project so successful.

## 2. Dukesfield Smelters and Carriers project background

### 2.1 Background

The Dukesfield Smelters and Carriers project is centred on the remains of the Dukesfield lead smelt mill in Hexhamshire, Northumberland, which operated from 1666 to 1835. The mill formed a key part of the lead industry from the late 17<sup>th</sup> century to the mid-19<sup>th</sup> century. Lead ore was mined in the North Pennines and transported by pack pony to smelt mills, where it was processed into lead “pigs” and then taken to Blaydon on the River Tyne to be shipped to other parts of Britain and abroad.



*A Blackett lead pig displayed at Slaley Show*

The two Gothic arches at Dukesfield were quite familiar to local residents and walkers, but many people did not know what they had been built for, or about their connection with the lead industry. The arches had fallen into disrepair and were becoming dangerous because of falling masonry. In September 2010, one of the members of Hexhamshire Parish Council said that something should be done to restore the arches and find out more about their history. Early in 2011, links were made between Hexhamshire Parish Council, Slaley Parish Council and the Friends of the North Pennines and it was agreed to start developing a project and seek funding from the Heritage Lottery Fund. The Friends of the North Pennines (a registered charity and company limited by guarantee) agreed to be the accountable body for funding applications. It was intended from the outset that it would be a time-limited project with the project steering group being disbanded once Stage 2 of the project was completed.

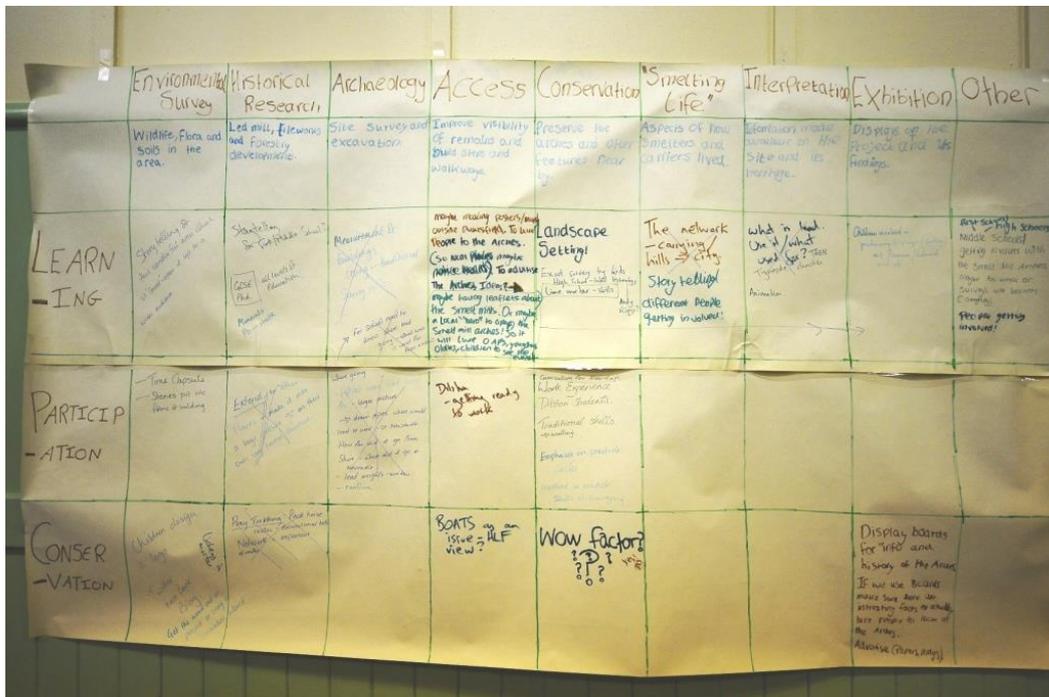
The Heritage Lottery Fund supported the pre-application, and the Dukesfield Steering Group (DSG) was established as a partnership between the two parish councils and the Friends and as a working group of the Friends of the North Pennines in January 2012 with representatives from the Friends of the North Pennines (FOTNP), Hexhamshire Parish Council, Slaley Parish Council, and a specialist in mining and the geology of the North Pennines. The DSG members had relevant expertise in the history of lead mining, geology, cultural and industrial heritage, landscape and environmental conservation, interpretation, business analysis and project management, as well as strong links into the local community. This range of skills and knowledge, not only of lead mining and the local area but also of developing and managing complex projects, has enabled the success of the Dukesfield Smelters and Carriers project.

Allendale Estates, the owner of the Dukesfield arches and the land surrounding them, agreed to a 25 year lease with a peppercorn rent. A Stage 1 development grant of £21,200 was awarded by the Heritage Lottery Fund to the Friends of the North Pennines in June 2012, and it was matched by £12,600 of in-kind volunteer contributions from the DSG.



*Public meeting about the Dukesfield Project, January 2012*

A number of activities were started, to involve local people in the project. Altogether Archaeology, the North Pennines AONB community archaeology project, carried out a dig on the site. A pilot project started, to transcribe documents relating to the local lead industry. Open evenings were held to explain the project to local residents, and to seek ideas of activities which people would be interested in taking part in.



*Ideas for the project, from local residents*

In the autumn of 2012, the North Pennines AONB Staff Unit was contracted to carry out relevant community consultations, to advise on conservation planning, contracting and lease drafting, and prepare the Stage 2 application. Although much of this work was achieved, eventually lack of capacity within the Staff Unit meant that one of the DSG members had to help to complete the application, which was successfully submitted in December 2012.

The Stage 2 Heritage Lottery Fund grant of £246,600 was awarded in March 2013 with the following Approved Purposes:

1. To reveal, consolidate and conserve the remains of the Dukesfield lead smelting mill on the banks of the Devil's Water River in Hexhamshire.
2. To increase participation in a range of conservation and heritage activities centred on the site remains and to research the lives of those who worked there and along the lead corridor between the North Pennines and Baydon.
3. To increase the exploration and understanding of the lead routes through a variety of interpretation and educational resources and increase awareness of the Dukesfield site.

4. 4,000 people will take part in learning opportunities and 136 people will receive formal heritage skills training.

5. To increase the numbers of volunteers contributing to and delivering the activities programme. To achieve 900 days of volunteer activity.

## **2.2 Activities**

The consultations during the development phase led to an exceptionally wide range of activities to research and interpret the Dukesfield site, the lead routes between the North Pennines and Blaydon, and the lives of the people who lived and worked there. The Activity Plan contained the following activities, although some were subsequently altered during the delivery phase. The activities are described in more detail in section 7.

### **Project launch event**

#### **Conservation**

- Opening up the leat
- Conserving the Arches' structure
- Traditional building skills training days (lime mortar and soft capping)

#### **Research**

##### ***Community archaeology***

- 2013 - chimney stack clearance
- 2014 - main excavation of area to North of Arches to establish nature of features detected during Altogether Archaeology dig in 2012

##### ***Reading the Past***

Transcription of documents based on the Blakett and Beaumont lead business records and other documents, dating from the 17th to the 19th centuries.

##### ***Who Do You Think You Are?***

Genealogy research about lead mining families in the Dukesfield area.

#### **Interpretation events**

- Photography workshops and photographic recording of the project
- Inspiring Stones - art workshops at the Dukesfield Arches
- Print making workshops
- Slaley Show, 2013 and 2014, with Dukesfield-themed competitions
- Along the North Pennines Lead Routes: North Pennines Walking Festival, 2013 and 2014
- Heritage Cook Off
- Storytelling by Lamplight
- Project logo competition
- Print making workshops
- Carriers' Ride
- Community play

## **Interpretation products**

- Website
- Temporary board at Dukesfield to explain project progress
- Willow sculpture of carrier and pony, located at Whitley Chapel cross road, on the lead road
- Self-guided walk leaflets for walks centred on Dukesfield, the Allen Valley and Blaydon
- Cycle route, the Lead Road between Dukesfield and Blaydon
- North Pennines Lead Route map and leaflet, showing routes from the North Pennines lead mines via Dukesfield to Blaydon
- Dukesfield information sheet for local Bed & Breakfast places and holiday lets
- “Life on the Lead Roads” book, based on early 19<sup>th</sup> century watercolours
- Fixed interpretation boards at Dukesfield, and one on the Keelman’s Way in Blaydon, next to the site of the former lead refinery

## **Schools’ programme**

- Games and stories for First School pupils
- Teacher familiarisation sessions
- Tynedale Middle Schools - Dukesfield project, site visit and archive resources

It was originally intended to appoint an Education Contractor to deliver the schools’ aspect of the project, but instead the work was carried out by the Project Manager and the Volunteers and Events Co-ordinator, under an additional contract. This decision was taken because the Project Manager and Volunteer and Events co-ordinator had the relevant skills and to increase the efficiency of the project delivery by reducing the number of personnel involved.

The schools’ programme had to be modified due to various changes which happened between the project’s development planning stage and the delivery stage. There were changes in the History National Curriculum which affected the periods studied at Primary and Secondary level. Allendale First School changed status to a Primary School, and changes in staffing affected the schools’ capacity for involvement.

## **Promotional activities**

- Touring exhibition about the project and the lead routes between the North Pennines and Blaydon
- Talks to local history societies and other groups
- End of project celebratory event
- Volunteer recruitment events
- Press and social media throughout the project

There were a few changes to the activities as originally planned:

## **Archaeology**

More archaeology was undertaken than originally planned. The chimney stacks went down to a depth of seven feet rather than the anticipated one foot, so were much deeper than expected. The flues across the top of the Arches were planned

to be excavated as part of the consolidation works rather than the community archaeology, but the volunteers were so keen and capable that they took part in this too. A wheel pit was discovered and turned out to be 12 feet deep, much deeper than expected. A retaining wall and building foundations were found to the East of the Arches alongside the mill burn, which have now been covered over as there was insufficient budget to consolidate them. The water supply system (leat, or mill race) to the mill proved to be much more complex and to contain many more surviving features than expected.

### **Project logo competition**

It was originally intended to run a competition for local schools to create the logo, but it was necessary to create a brand identity sooner than a competition would allow. Moreover, opinion in the DSG was divided about the quality of the results from this approach to designing the project identity. Instead, the logo and branding was designed by the graphic designer who was contracted to carry out other design work for the project.

### **Carriers' Ride**

Originally this was to be a day for horse riders, cyclists and walkers to follow the lead route from Sinderhope to Dukesfield, with participants in period costume if practicable. The ride would have taken place in collaboration with Sinderhope Pony Trekking Centre, but it was felt by staff at the Trekking Centre that the route was too long (3.5 hours) and so the horses would have to be boxed back to Sinderhope afterwards. Combining horses with many cyclists and walkers could have resulted in problems with safety. Instead, the Dukesfield project teamed up with the Hexhamshire Endurance Ride to sponsor the trophy for the Pleasure Ride in 2014. This involved over 70 horse riders, compared to the six who would have taken part in the original ride, and had a greater reach amid a more relevant audience who frequently ride the carriers' ways.

### **Website and Social Media**

A Wordpress website was created for the duration of the project, and a legacy website <http://www.dukesfield.org.uk/> was launched in March 2015 to provide all the information about the project as a lasting resource. The Dukesfield Facebook page and Twitter account kept followers informed during the project.

### **Willow sculpture**

A willow sculpture of a carrier and his pony had been planned for a site at Whitley Chapel on the Lead Road. However the intended site was owned by Northumberland County Council's Highways Department, and planning permission might not have been granted. In addition, the sculpture would have been made of living willow and would have required regular maintenance. It was decided not to proceed with the willow sculpture.

### **Additional fixed interpretation**

Three fixed interpretation boards were installed at Dukesfield, instead of the two which were originally planned. Milestones, in the form of a carved stone pack horse, were designed as pieces of interpretation to raise public awareness of the lead carriers and the routes they took. They were installed at Killhope Lead

Mining Museum, Sinderhope and Dukesfield, and show the distance between their locations, the lead mines and the Tyne Quays.

### **Additional family guides**

A family guide to Dukesfield, and one to Allenheads, were piloted by pupils from the schools. These guides can be downloaded from the website.

### **Beer**

Instead of the willow sculpture, it was decided to create an ale to celebrate the lead route, and to reflect the fact that miners and carriers would have drunk ale as an alternative to water because the water supply was often unfit to drink. The beer was brewed by Geoff Brooker at Hexhamshire Brewery, and was sold at pubs throughout the lead route between Allenheads and Blaydon. Beer mats and pump clips were designed as additional ways of interpreting the Dukesfield project, and they (but not the beer itself) were funded by part of the HLF grant.

### **Camera obscura**

The Volunteer and Events Co-ordinator arranged to rent a camera obscura from VARC (Visual Artists in Rural Communities) and artist Ingrid Pollard led sessions for schools and adults at Dukesfield, so that they could see the Arches in a different way and make drawings and photographs.

### **Dowsing**

Following a successful dowsing session as part of the development phase, another training day about using dowsing to reveal archaeological features was delivered.

### **Evaluation video**

Local film maker Mike Robinson was commissioned to film project participants and DSG members talking about highlights of the project. The video is available on the Dukesfield website at <http://www.dukesfield.org.uk/the-project/>.

## **2.3 Volunteers and contractors**

The Dukesfield Smelters and Carriers project was initiated and overseen entirely by volunteers, via the Dukesfield Steering Group (DSG), as outlined in section 2.1 above. The various activities were led either by steering group members, or other volunteers with relevant expertise.

A total of 199 volunteers took part in the Dukesfield project, either as members of the steering group (generally seven or eight members) or participating in the various activities. They gave a total of 1,626 days to project governance and activities. This far exceeded the original target of 90 volunteers giving 900 days of their time.

The DSG and FOTNP decided to use contractors to carry out certain aspects of the project, rather than taking on employees, because of the additional administrative and financial responsibilities which would be required to be an employer.

After the Stage 1 grant was awarded, the self-employed administrator, who was already contracted by FOTNP to carry out administrative work on their behalf, was

asked to add the Dukesfield administration to her work for the Friends. The North Pennines AONB Staff Unit was contracted to prepare the Stage 2 application.

Several contractors were taken on to deliver aspects of the Stage 2 phase:

- Project Manager
- Volunteer and Events Co-ordinator
- Project administrator (retained from Stage 1)
- Marketing and communications consultant
- Graphic designer
- Website designer
- Stone sculptor
- Architect, responsible for conservation works to the Dukesfield Arches (retained from Stage 1)
- Archaeologist, responsible for excavations at Dukesfield (retained from Stage 1)
- Heritage building contractor, responsible for conservation works to the Dukesfield Arches
- Fencing contractor
- Dry stone waller
- JCB driver
- Tree surgeon

## **2.4 Funding**

In addition to the grant of £246,600 from the Heritage Lottery Fund, the project also received support from:

- HB Allen Charitable Trust
- Joicey Trust
- Barbour Foundation
- Northumberland County Council: Community Chest, Members' Small Schemes (Councillor Colin Horncastle)
- Sir James Knott Trust
- Hexham Local History Society
- Henry Bell Trust (specifically to support document transcription)

Fencing, paths and landscaping at the Dukesfield site were supported through Northumberland County Council's Ward Fund.

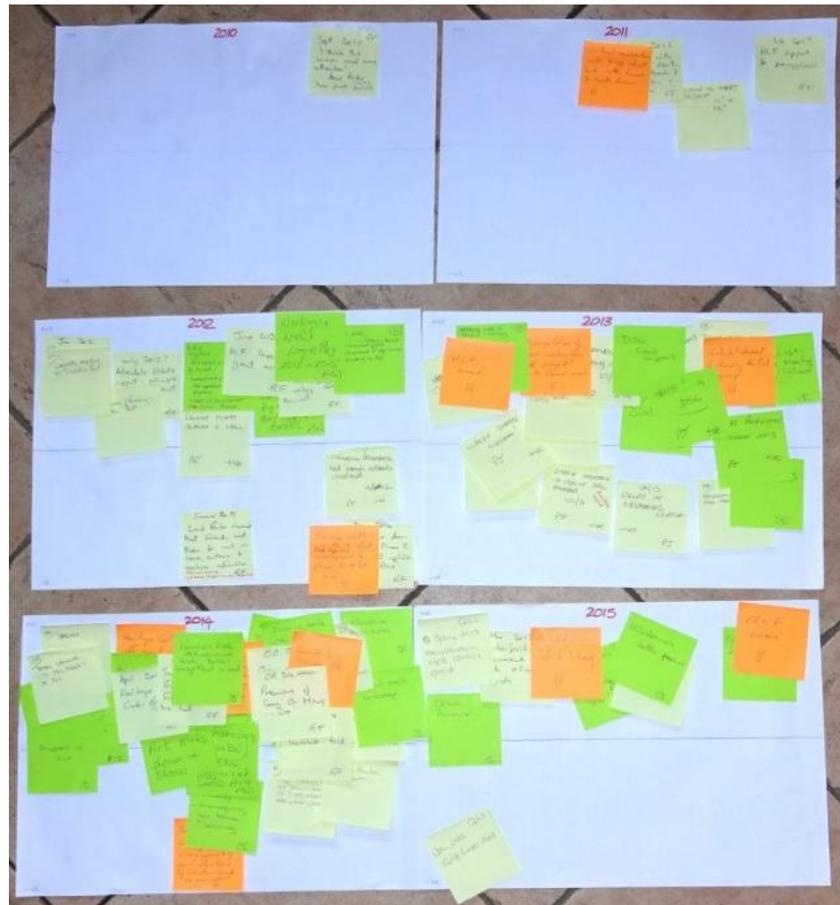
Hexham Local History Society has recently (Summer 2015) provided a follow-on grant for the document transcription work to continue after the end of the project.

## **3. Evaluation methodology**

Towards the end of the project, an independent evaluator was contracted to carry out the summative evaluation. This reviewed the project as a whole and the outcomes achieved, and captured the learning which had taken place during the project, so that it could be used to inform the development of any future projects

which the Friends of the North Pennines, the two parish councils, or other organisations, may wish to carry out in the future.

Records of volunteer time and activity had been kept throughout the project, and some feedback was gathered at events. For the summative evaluation, qualitative and quantitative data was collected from DSG members, volunteers and the contractors, using face-to-face interviews, telephone interviews and an online survey. The online survey was sent to 127 people, of whom 65 responded, a 51% response rate.



*Project timeline discussion with members of the DSG*

A discussion session was held with the DSG, to discuss the key events in the development and delivery of the project, and the learning points that could be taken from them. Using one sheet of paper for each year of the development and delivery of the project (2010 to 2015), DSG members wrote the key events on post-it notes and placed them above or below the horizontal line to show whether they had had a positive or negative impact.

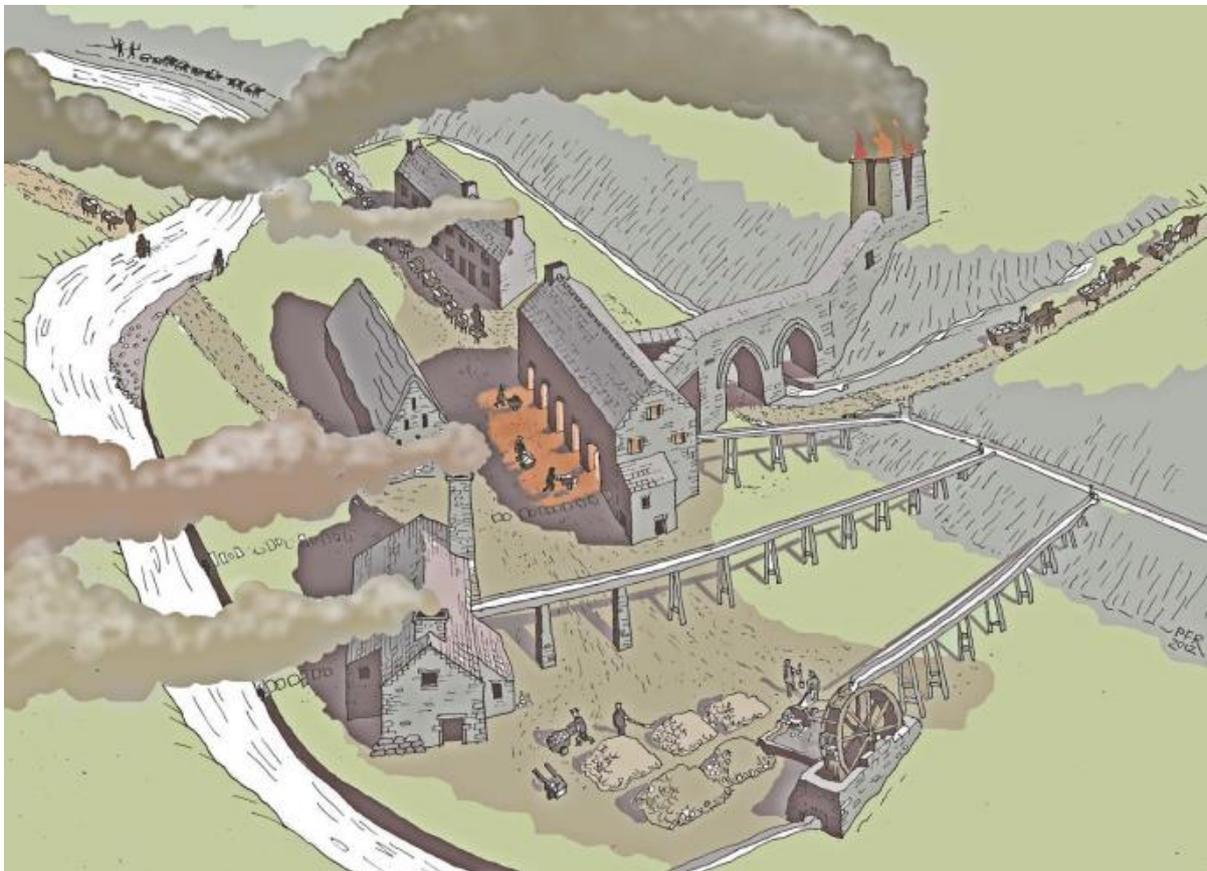
The information gathered during the evaluation ascertained the extent to which the project's approved purposes (outlined in section 2.1 above) and intended outcomes had been met. The grant application form stated that there would be outcomes for heritage and for people. These were described in the grant application:

## Outcomes for heritage:

### Physical structure

The project would ensure the preservation of a unique structure belonging to an early period of the lead industry before later Victorian developments, and which was in an increasingly precarious condition. Revealing and consolidating the chimney stacks would enhance the visual appreciation, understanding and interpretation of the site. This would be done using techniques to minimise subsequent maintenance costs, and improve general access to the structure. Local participation would increase the sense of local ownership and value of keeping the conserved remains in good condition, all endorsed by our consultation feedback.

The project would also expose and interpret hitherto overlooked adjacent remains of the smelt mill and supporting features, especially the leat and culverted spillway to the Hall Burn



*Interpretive aerial view, after initial excavations in 2012 (Peter Ryder)*

### Intangible heritage

The project would explain and interpret the development and use of the site and the wider lead smelting industry within Hexhamshire, transport economics, and Dukesfield's place within the regional economy during the early modern period and the industrial revolution.

The project would produce greater knowledge and understanding of the operation of the transport network in and out of Dukesfield, and the background, lives and working patterns of 18th century smelters and carriers in the Hexhamshire area, and in communities along the lead route down to Winlaton and Blaydon.

The project would forge new partnerships in regional lead industry heritage.

The project would greatly increase ease of access to an important archive of documents and greater understanding of the lead industry through further research. All of this should, in turn, improve the understanding of crucial stages of the regional lead industry as a whole in context of the Industrial Revolution.

#### **Outcomes for people:**

The outcomes for people were achieved through the comprehensive programme of events and activities as described in the Activity Plan, and outlined in Section 2 above. They covered learning, participation and the project legacy of interpretation, increased local knowledge and skills, increased historical knowledge, and a project story which could inspire other community groups to have the confidence to reveal and celebrate their own heritage.

The grant application set out how the benefits of the project would be maintained in the long term. The Dukesfield Arches were consolidated using a method which would not require ongoing specialist maintenance - routine maintenance could be carried out by trained volunteers. The documentary research would be made accessible via the website and through future talks. The interpretation panels and leaflets (downloadable from the website) would make the Dukesfield Arches and the lead routes accessible to visitors. The links made between FOTNP, Hexhamshire and Slaley Parish Councils, schools, history societies and other organisations would be continued and form a basis from which future projects may develop.

The grant application also set out how the project would benefit the environment in the immediate vicinity of the Arches, as well as addressing wider environmental issues such as sustainable transport (encouraging walkers, cyclists and horse riders) and minimal production of printed materials (leaflets can be downloaded from the website).

## **4. Project Governance**

The Board of Trustees of the Friends of the North Pennines was in overall control of the project and was the accountable body to the Heritage Lottery Fund and other funders.

The Board appointed the Dukesfield Steering Group (DSG) to oversee the project's progress. The DSG comprised:

- Two representatives of the Friends of the North Pennines trustees
- Two Hexhamshire Parish Council nominees
- Two Slaley Parish Council nominees

- Another community member (and member of FOTNP) with expertise in geology and the history of mining in the North Pennines

A diagram showing the governance structure is at Appendix 1.

Several contractors provided specific services to the project, as outlined in section 2.3 above. The Project Administrator and the Project Manager attended DSG meetings, and the Project Manager liaised between the DSG and the contractors. Originally it was intended to appoint a contractor to develop and deliver the schools' programme, but instead the Project Manager and Volunteers and Events Co-ordinator carried out the work under a separate contract.

## 5. Volunteers, participants and trainees

### **Dukesfield Steering Group**

The Dukesfield Smelters and Carriers Project was instigated entirely by volunteers, who had the necessary enthusiasm, knowledge and skills to develop the project from the initial idea that “something should be done about the arches”, through to successful Stage 1 and Stage 2 Heritage Grant applications. The DSG commissioned and paid the North Pennines AONB Staff Unit to write the Stage 2 bid on its behalf, and their expertise made a valuable contribution to the application, but it became apparent that they did not have the capacity to complete the application to the DSG's satisfaction and to the required timescale. Members of the DSG therefore took on elements of the bid writing so it became a joint venture.

As well as the knowledge and skills to develop the Heritage Grant application and see the project through to successful completion, DSG members had strong connections within the local community to encourage people to take part in the project. Some of the members had specialist knowledge regarding mining and the lead industry, document transcription, experience with archaeological digs, etc, which were also essential for an effective project

### **Activity Leaders**

Each of the activities in the Activity Plan was allocated a leader, usually a member of the DSG, but some of the activities were led by other volunteers with particular expertise, such as for developing the walk and cycle routes. Where required, the Project Manager and the Volunteer and Events Co-ordinator supported some of the lead volunteers / activity leaders (DSG members or otherwise) to lead and manage the volunteers who were taking part in the activities. Some of the activity leaders had had to step down due to other commitments.

### **Activity volunteers**

The third group of volunteers were those who took part in the project activities, such as the archaeological digs, Reading the Past, Who Do You Think You Are?, the Heritage Cook Off, and the art, photography and print making workshops. All these activities involved the volunteers learning or developing skills which helped conserve, record and interpret the heritage of the Dukesfield Arches and illuminate the lives of the lead smelters and carriers.

Working with partner organisations can be very beneficial. A member of Winlaton Local History Society devised the Blaydon walk, and advised on the content of the interpretation panel on the Keelman's Way. She said that the Dukesfield project has been much better organised than some other heritage projects which the society has taken part in. Other members of the society took part in Reading the Past and the archaeology dig. Knowledge gained from Dukesfield has informed their research into the lead industry in Blaydon.

### **Activity participants**

Some of the activities, such as the Dukesfield tent at Slaley Show, the Carriers' Ride and the Lead Route walks at the North Pennines Walking Festival, were designed to bring the Dukesfield Smelters and Carriers to a wider audience. The people who took part in these events are described as activity participants.

### **Whitley Chapel Young Farmers and Natural Ability**

Eight members of Whitley Chapel Young Farmers opened up the leat in July 2013. It had been partly excavated and back filled the previous summer as part of the Altogether Archaeology excavation (Altogether Archaeology is an HLF funded programme of the North Pennines AONB Partnership), which formed part of the development stage of the Dukesfield project. This excavation had exposed the cast iron hearthstones from the mill, which line the bottom of the leat, and the dressed stone culvert to the Hall Burn. The Young Farmers' work enabled further work to be carried out on the leat. In interviews with two of the Young Farmers, they said that they did not take part in any other Dukesfield projects because of lack of time. One of them, who works as a tree surgeon, helped remove some of the larger trees to clear the area around the Arches.



*Whitley Chapel Young Farmers opening up the leat*

Natural Ability provides training for young people with mild to moderate learning disabilities. Eight trainees spent three half-days in March 2014 brushing and

creating habitat piles, to help clear the site of undergrowth. Their supervisor said that they enjoyed working on the Dukesfield site which was new to them. Brushing is repetitive, physical work which the trainees do a lot of on other sites, and it is work that other people often do not wish to do. He explained that the trainees would have been unable to take part in the archaeological dig because they do not have the fine motor skills required and the necessary level of concentration, and would not understand the purpose of the work.



*Natural Ability trainees clearing the site*

### **Traditional building skills trainees**

The conservation works to the Dukesfield Arches were an ideal opportunity to offer training in traditional building skills to professionals (builders, architects, surveyors) as well as others with a personal interest in these skills. Heritage Consolidation Ltd, the specialist contractors who carried out the restoration work on the Arches, provided the training as part of their contract. They offered one day of training in lime mortaring, and another day in soft capping. Soft capping provides a durable and very long-lasting protection to the top of the arches.

### **Volunteer time contributed**

The target number of volunteers in the Stage 2 grant application was for 90 individuals to carry out a total of 900 days of volunteering. This target was greatly exceeded, with 199 individuals volunteering over 1,626 days. However this was not a budgetary in-kind contribution. During the project's development phase time contributed by the volunteer members of the steering group was counted as an in-kind element of the budget, and the initial plan was to include a similar element in the Delivery Phase. However, for cashflow and administrative reasons that are explained more fully in section 3.14, it was agreed with the Heritage Lottery Fund that the Delivery Phase budget would not include an in-kind element.

### **Training events and trainees**

14 training events (such as the traditional building skills days, training in transcription for Reading the Past, etc) were held, which met the project target.

The number of people taking part in training was 168, compared to the target of 136.

### **Learning events and participants**

95 learning and participation events took place, such as talks for local history groups, walks, and the Dukesfield tent at Slayey Show, compared to a target of 77 events. Again, the number of participants, 6,116, greatly exceeded the target of 4,000.

### **Case study for the Institute of Volunteering Research**

The Institute of Volunteering Research carried out a study “Asset Transfer and its Impact on Heritage Volunteers”, for which Dukesfield was a case study. The study reviewed the processes of asset transfer in Heritage Lottery funded projects which were managed by volunteers, and looked at the skills required of volunteers to make the asset transfer successful. The Dukesfield site was leased to the Friends of the North Pennines for a term of 25 years, and the DSG and FOTNP negotiated the lease with Allendale Estates, the site owner, through its agent LandFactor. The report concluded that for Dukesfield, and the other organisations involved in the study, the level of expertise and commitment required by the project volunteers was very great. This would exclude some groups from an asset transfer project because they did not have the skills, capacity or confidence, and the report suggests that funders should provide more support for volunteers so that they can take on projects of this nature.

### **Demographics of volunteers and participants**

Demographic details of volunteers and participants are at section 12.2 below.

## **6. Conserving the Dukesfield Arches**

The stone and brick Gothic arches are the only remnants of the important Dukesfield Smelting Mill; they carried the flues from the smelting furnaces to vertical chimneys at the end of the structure. Dukesfield was once one of the most important concerns in the northern lead industry. It belonged to the Blakett family from the 1660s and was their biggest smelting mill during the 18<sup>th</sup> century. It converted lead ore into pig lead and silver using wood and later peat and coal as fuel, and water power to drive the bellows. The smelt mill remains have continued in the ownership of the same family estate, now in the form of Allendale Estates. Old estate maps showed that there were other remains on the site of heritage interest, and some of these have been uncovered by clearing trees and undergrowth, and through the archaeological excavations.

The stone, brickwork and mortar of the Arches were damaged, and saplings were growing on top of them which was further contributing to their deterioration.

Conservation architect Kevin Doonan Architect Ltd prepared the management plan for the Grade II listed Dukesfield Arches in October 2012. The management plan identified the works required to bring the remains of the smelt mill back to good repair, based on an informed conservation approach. The plan provided a record

of the structures and information which would increase the knowledge of the site and help with its interpretation.

Heritage Consolidation Ltd were appointed to carry out the restoration work on the Arches, which took place alongside the archaeological excavations, under the supervision of Tristan Spicer of Kevin Doonan Architect Ltd. The archaeological work was undertaken by The Archaeological Practice, with a team of volunteers. The excavations revealed more features than anticipated, for example the wheel pit. As the other works were completed under budget, the top courses of the stonework of the wheel pit could be rebuilt. To differentiate between the original and the new stonework, the original stonework was pointed, and the new stonework was not.



*Applying soil and turf onto the membrane on top of the arches*

An innovative method of soft capping was used on the top of the arches. Once the archaeologists had exposed the remains of the two flues on top of the arches, they were pointed with lime mortar and surrounded with rubble fill to protect them. This was covered by a membrane of hessian and clay which expands when wet to mould itself to the surface beneath. It prevents water percolating through the structure, and now it is dry underneath the arches when it rains. The membrane was covered with turf to protect the hard capping below. This provides a very low-maintenance solution as the mortar is protected from the elements. Any tree seedlings can be removed from the turf by unskilled labour, and no scaffolding is required to access it. The tree seedlings compete with the turf, so the turf prevents them from growing so quickly.

The Dukesfield Arches restoration project was entered by the architect and project manager in the 2015 Construction Excellence North East Awards, and was “highly commended” as the runner-up in the awards. Its success was due not only to the

quality and methods used in the restoration, but because of the community involvement as well.



*Chimneys repointed, soft capping completed*

Part of the heritage building contractor's brief was to provide two days of training in traditional building skills, so training in lime mortaring and soft capping was offered to professionals (architects, builders, surveyors) and others with an interest in traditional building skills - see section 7.1.1 below.

## 7. Activities

### 7.1 Conservation

#### **7.1.1 Traditional building skills training days**

One day of training in lime mortaring and one day of training in soft capping were provided by Heritage Consolidation Ltd as part of their contract, and were promoted via the Dukesfield project and the Heritage Skills Initiative. The soft capping day was fully booked with 10 people; only five attended the lime mortaring day, probably because similar courses have been offered in the North East in recent years, and there is a limited pool of people who are interested in that subject.

The training days were free of charge as the costs were covered by the Heritage Lottery Grant. This also removed the administrative task of dealing with payments. Eventbrite (an online booking system) was used for the bookings. Some people booked but did not attend - one person said that it was because he obtained a new contract, so he could not attend. Heritage Skills Initiative staff suggested that in their experience, charging a cancellation fee was a way of reducing the number of people who did not attend.



*Lime mortar training*

Those who did attend the courses said that they had developed new skills and would be able to use them in their work in future.

### **7.1.2 Opening up the leat**

The leat had been partially excavated in 2012, as part of the dig by Altogether Archaeology to ascertain the extent of features on the site. It was backfilled afterwards to protect it, and in July 2013 eight of the Whitley Chapel Young Farmers spent a day digging it out so that further work could be done on it. The Young Farmers also helped with removing some of the larger trees from the top of the arches.

Some of the Young Farmers met with the archaeologists beforehand to discuss the extent of the leat which had to be cleared. It was not practicable to use a digger so the work was done by hand.

## **7.2 Research**

### **7.2.1 Community archaeology**

The archaeology funded by the Stage 2 Heritage Grant took place over two seasons, 2013 and 2014. Prior to that, the Altogether Archaeology project (run by North Pennines AONB Partnership) had carried out some exploratory work, partly to ascertain the extent of remaining sub-surface features on the site, and partly to encourage local people to take part and gauge the level of interest.

In 2013, the chimney stacks were cleared, revealing four distinct and separate structures. These have been interpreted as two condensing chambers and two chimney stacks. Once this had been done, the stacks and presumed condensers

could be consolidated and the soft capping was applied to the top of the Arches as part of the overall consolidation of the structure. The leat was also excavated. In this and the following year, some volunteers with previous archaeology experience took part, and some were novices. MA Archaeology students from Newcastle University were invited to take part in the dig, but none of them did because there is no public transport to Dukesfield, which made it too difficult to get there. Young people under 18 have to have an adult with them, so a few took part with their parents.



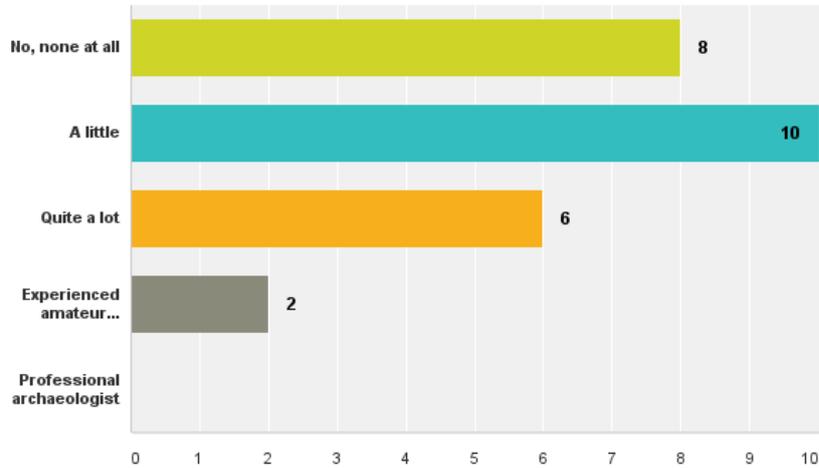
*Excavating the chimney stacks, September 2013*

In 2014, further excavation took place to reveal the wheel pit, and more excavations were carried out on the leat and building remains to the East of the Arches. Groups from Allendale Primary School and Whitley Chapel First School took part during their visit to Dukesfield.

30 volunteers took part in the archaeology excavations. People came more than once because the dig staff took an interest in them - they were not just seen as “labourers”. The staff supported the volunteers by talking to them twice daily about how the dig was progressing and what was being found. Site safety measures had to be reviewed as a local person (not one of the volunteers) started doing his own excavations on top of the Arches, putting himself, the archaeology and the building contractor at risk - he would not have been covered by the contractor’s public liability insurance, as he was not registered as a project volunteer.

### Q19 Had you ever done any archaeology, before you took part in the Dukesfield project?

Answered: 26 Skipped: 38



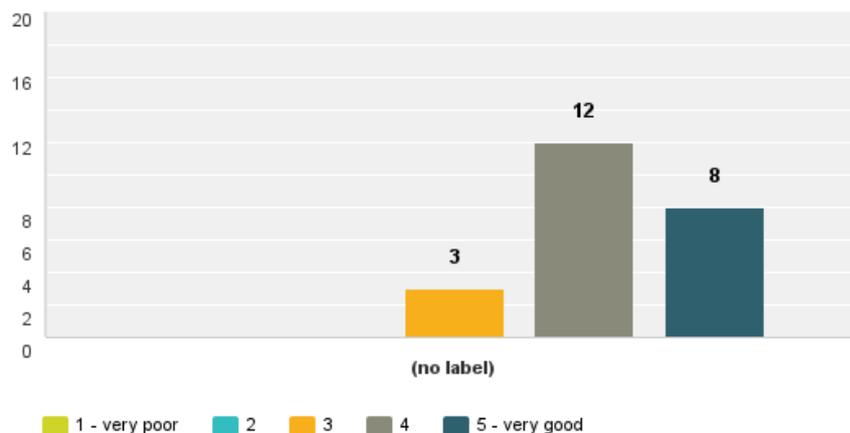
Of the 26 who responded to the survey, most had done some archaeology previously. 17 of them said that they had learned new skills and 12 had developed existing skills, for example:

“Excavation in confined space. Excavating waterlogged wooden features. Excavating building structures.”

Most people thought that the training was good or very good:

### Q22 How would you rate the training you received?

Answered: 23 Skipped: 42



Everyone said that they had learned more about Dukesfield, and most said they had learned more about the lead routes:

“I didn't know about the lead routes in the area and the impact this had on the immediate area. Similarly with Dukesfield site - I learnt how the industry developed over time and how this meant changes to buildings and use of the site.”

One person was neutral about the experience, and everyone else had enjoyed it.

“The organisation was excellent with experienced archaeologists on hand to give advice and guidance.”

The reports of the excavations are available here:

<http://www.dukesfield.org.uk/research/archaeological-reports/>

### ***7.2.2 Reading the Past***

Prior to the Stage 1 bid, volunteers carried out a pilot project to transcribe documents dating from the 17<sup>th</sup> to the 19<sup>th</sup> centuries, relating to the lead industry. The interest shown in this, and the amount of information being gathered about the lead industry, resulted in the Stage 2 grant to fund training, copies of documents and visits to archives. 30 volunteers have transcribed 1.2 million words, and the transcriptions are available as a searchable database, “Dukesfield Documents”, at: <http://www.dukesfield.org.uk/research/dukesfield-documents/>

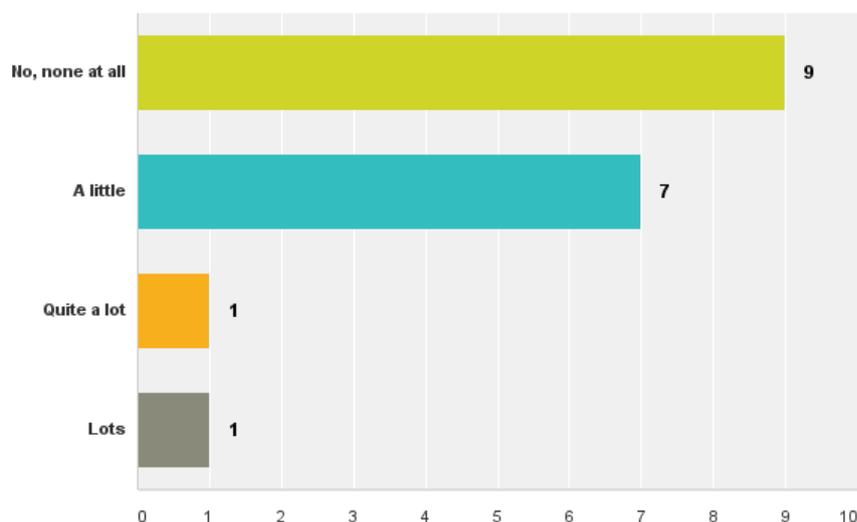


*Reading the Past meeting at Stocksfield*

These documents have shed light on aspects of the lead industry and life at that time which were previously unknown, and this information is now being used in academic research. The Society of Antiquaries of Newcastle upon Tyne is planning to work with the Reading the Past group to discuss their research in relation to the Society's Flood Papers, which cover the flood of the River Tyne in 1771. The Secretary of the Historical Metallurgy Society is using the Dukesfield material too, and commented that making this research available via a website is much better than publishing it as a book, because it makes it readily accessible to the public and it is available to them without cost.

### Q81 Had you ever done any transcription, before you took part in Reading the Past?

Answered: 18 Skipped: 46



Of the 18 people who responded to the survey, half had never done any transcription before. 13 of them learned new skills, reading archaic writing, transcription methodology and learning about cloud storage of documents and the conventions and procedures for uploading documents to the website. 11 people developed existing skills:

“Broadened my knowledge of old handwriting, especially 17th century hands.”

“I had done transcribing in the past, but regular use of a variety of documents makes it so much easier.”

Everyone enjoyed taking part, apart from one person’s response which was neutral. People learned more about Dukesfield, the lead routes and the lead industry.

“Previously all I knew was that Dukesfield was a place where my ancestors lived, and the Lead Road ran close by my home. Everything I've subsequently learnt is thanks to the Reading the Past project. Much of which came from a document dating back to 1690 from the Court of Exchequer in Westminster instigated by Sir William Blackett concerning the status of the Lead Road which ran through Sir Thomas Tempest’s estate in Stella.”

Respondents said that the support they received from the Reading the Past leader and other volunteers was very good, and if they had queries, they could easily receive help. Visits were organised to various archives and the volunteers met together from time to time to talk about the documents they were working on, and what they had found out from them. An important outcome of the project was

that the members of the group were determined that the group and its work would continue and “Reading the Past” has now become a section of the Friends of the North Pennines with an informal management committee of its own.

### **7.2.3 Who Do You Think You Are?**

This involved four local people who were researching with own family histories, and found that their ancestors had connections with the lead industry as smelters, miners or mine agents. The activity leader had to step down due to other commitments, so the activity did not involve as many participants as it might have done.

“Researching the families involved in the lead trade has been fascinating, especially now being able to identify the people in the old documents.”  
(This respondent also took part in Reading the Past)

“I was able to follow a particular family over a period of time and link them into my own - the Blackburns.”

The volunteers have created a database of over 1,500 references to people in the Hexhamshire/ Slaley/ Dukesfield area, drawn from a variety of sources including parish registers, rentals, wills and inventories, and paybills.

The histories of four families are at:

<http://www.dukesfield.org.uk/research/genealogy/who-do-you-think-you-are/>

## **7.3 Interpretation events**

### **7.3.1 Photography workshops and camera obscura**

Three photography workshops were held, with tutors Karen Melvin and Iain Duncan, who taught the participants digital photography skills so that they could take photographs of the Dukesfield project to record its progress. 12 people attended the first workshop and fewer attended the later ones. Four survey respondents said they were unavailable to attend them. Of the seven who responded to the survey, five of them had attended other photography workshops before, and two were self-taught. They all rated the training as good or very good, and four people said they learned new skills and developed existing ones. They all enjoyed attending the workshops.

Two people went on to take photographs to document the Dukesfield project. It appeared from the survey responses that some of the other participants were expecting to be asked to take photographs, rather than taking them by themselves.

The photography workshops had been organised by the Volunteer and Events Co-ordinator. After they had finished, no further meetings were arranged for the photography group and the group members were not always informed about when there would be photography opportunities at Dukesfield. The tutors said that they could have attended such opportunities as well, to advise the group members with photography skills on site.



*Photography workshop*

One of the tutors said that the workshops had developed her skills in presenting visual ideas and photography techniques to non-specialists, using general language to explain technical terms.

Participants learned more about Dukesfield and the lead routes:

“I have walked some of the lead routes and taken photos of flowers and mosses to identify at home. Stone walls and gateways, anything man made and their use I find interesting.”

Artist Ingrid Pollard brought a camera obscura to Dukesfield for a long weekend in June 2014, so that members of the public could see Dukesfield in a new way. Some of the schools also had a session with the camera obscura at Dukesfield.

### ***7.3.2 Inspiring Stones - art workshops at the Dukesfield Arches***

Sessions for members of two local art clubs were held at the Arches, as an inspirational venue for creativity. A third day was held for members of the public. The art works created were exhibited at Slaley Show. They were to have been exhibited at the Moot Hall Gallery in Hexham as well, but the gallery was unavailable due to flooding. 37 people took part altogether, but none of them responded to the online survey.



*Tony Marron, Hexham Art Club*

### **7.3.3 Print making workshops**

Tutor Jan Baxendall led one one-day workshop on drypoint printing and two half-day workshops on woodcuts. 33 volunteers attended altogether. Most of the participants had not made prints before and the workshops were very well received. One person said that he would have liked a further session to learn the skills more fully. Participants in the woodcut workshop could take the blocks home with them so that they could make their own prints in the future. The prints were exhibited at Scott's Café in Hexham in June 2015.



*Print making workshop*

10 people responded to the survey, of whom only one had not done any print making before. Everyone learned new skills and rated the training as good or very good.

“I learnt about the process and produced a variety of colour prints. Also about the history around the arches from other attendees relating to crests, transport and fauna.”

Participants said they benefitted from sharing knowledge about Dukesfield and the lead routes with others:

“Chatting to others in the workshop we realised we all knew different things or had picked up some facts that perhaps others hadn’t.”

Nine respondents said that they planned to carry on making prints.

#### ***7.3.4 Heritage Cook Off***

The Heritage Cook Off was a one-day event held at Slayey Commemoration Hall, where volunteers demonstrated, and participants could try making and tasting, food from traditional recipes. Some of the recipes dated from the 18<sup>th</sup> century, and as well as using unfamiliar ingredients, the cooking methods were different as people would have cooked on an open fire. There was a display of historical cooking equipment so that people could see what was used.



*Demonstrating how to make sheep's head broth at the Heritage Cook Off*

Chefs from local pubs, the Travellers Rest and Rose and Crown, made several dishes for visitors to taste. Locally-produced Fentiman's botanical drinks and

Allendale beers were sold. The Northumberland Sausage Company sold sausages and did a sausage making demonstration which participants could join in with. Another local HLF project, Hexhamshire Heydays, brought their research about local recipes and local ingredients, and shared their gooseberry tarts.

There were children's recipes available all day which they could make with one of the DSG members: barley broth, simple brown bread, Easter biscuits, coloured peppermint, orange, rose and lemon creams, and cheese, fruit or plain scones.

The Cook Off was very popular, with 300 people attending, from children to people in their 80s, and 12 volunteers organising it.

Eight of the volunteers responded to the survey, and most of them had done little or no cooking with heritage recipes before. Everyone enjoyed the Cook Off and most learned new skills and developed existing ones:

“Cottage cheese making - watched the demonstration and now make this regularly at home.”

“Food preparation especially killing the family pig and its preparation for smoking.”

Everyone learned new knowledge, not just about recipes but about the way of life for the smelters:

“Knowledge about the smelters homes, the lack of what we take for granted - cookers, fridges, taps with running hot and cold water. Keeping food for winter consumption.”

“It's made me aware of how food defined people and how it is important to people in different ways from subsistence to celebration. Through this I learned where to find more information on social history reinforcing my existing interest in genealogy.”

### ***7.3.5 Drama production***

Local farmer David Nixon, an experienced amateur playwright and drama producer, wrote and directed “Carry On Mining ... Ore”, a comedy based on the research carried out into the Beaumont and Blakett lead business. The cast of eleven were mainly local young people, most of whom had taken part in other drama productions before. For the writer, it was an opportunity to create a play based on historical research which could be presented in a humorous and engaging way and enabled the audience (and cast) to find out more about Dukesfield and the lead industry.

The play was performed along the lead route at Slaley, Path Head Water Mill at Blaydon, Bardon Mill, Sinderhope and Whitley Chapel. It has also been performed at Stocksfield and Hedley on the Hill, through bookings made via the play's director.

The director and writer described the skills he had learned and developed:

“You always learn new skills from writing, acting and directing. Every new character is challenge to understand and then perform. Writing with research, creating the mix between history and fiction.”

Of the respondents, all the participant apart from one had done some drama before. They learned and developed drama skills, and learned more about Dukesfield and the lead routes.

“I learnt how to Adlib and learnt a lot about gaining my confidence and it was good to be working under a director who could direct in a direct way.”

“I know understand lots more about how ore was mined and what miners and smelters had to cope and live with.”



*Isaac Blunter, the Dukesfield mill agent; Mrs Weaumont, the lead owner; John Erasmus Racket, her agent*

### **7.3.6 Dowsing**

One dowsing session took place as part of the project development phase, and another as part of the Stage 2 activities. An experienced dowser trained eight people to dowse for the location of remains of buildings and structures at Dukesfield. Some of these locations were later confirmed by the archaeological investigations. Some of the participants had done dowsing before; everyone enjoyed it and they were fascinated by what the dowsing revealed about the site.

“As a group dowsing at The Arches we were all able to identify “things” under the ground. What those things are would only be clarified by archaeology. We understood them to be walls because that is the question we asked.”

“My Grandchildren would say it was “Awesome” - I think that means surreal - so much so that I spent several days afterwards reading up on Dowsing on the internet.”

“You must ask the right question. The dowsing sticks or metal nut can only answer yes or no to your direct question.”



*Plotting the foundations*

### **7.3.7 Slaley Show, 2013 and 2014, with Dukesfield-themed competitions**

One of the show tents was dedicated to the Dukesfield project, with classes devised by members of the DSG and based on Dukesfield themes. The classes were designed to encourage participation by all ages, including a three-generation class where children, parents and grandparents entered together, for example making gooseberry jam or knitting a carrier and his pony. Children could play Victorian skittles and have a go at archaeology. The Dukesfield tent also showed the project progress to visitors and encouraged them to visit the Arches and explore the lead routes. 1200 people visited the Dukesfield tent over the two shows. Slaley Show attracts many people from outside the area as well as local people, so it was a good way to present the project to people who might not otherwise find out about it.



*Children's activities at the Dukesfield tent, Slaley Show, 2013*



*Archaeology activities for children at Slaley Show, 2014*

**7.3.8 Along the North Pennines Lead Routes: North Pennines Walking Festival, 2013 and 2014**

The North Pennines Walking Festival attracts many walkers, and at each festival the Dukesfield project provided guided walks along one of the lead routes so that the participants could find out more about the lead smelters and carriers.

### **7.3.9 Carriers' Ride**

The Dukesfield project sponsored the trophy for the Pleasure Ride which formed part of the Hexhamshire Endurance Ride in 2014. This involved over 70 horse riders and was targeted at those people who would be using the bridleways frequently.

The original plan was that the Carriers' Ride would have involved horse riders, cyclists and walkers following the lead route from Sinderhope to Dukesfield, as outlined in section 2.2.



*Along the lead routes on horseback*

### **7.3.10 Storytelling by Lamplight**

This was the final public event of the Dukesfield project, held at the Arches in April 2015. 18 people attended, listened to stories and told ones which they wrote at the event, inspired by prompt cards with images and information about the Arches, the smelters and the carriers. This event attracted a family audience, with children and adults telling their own stories. Musician Anita James performed her song "Lead Mining at Dukesfield" which was inspired by the project.



### **7.3.11 Activities for children and young people**

Very many of the events and activities were either suitable for children, or specially designed for them. One of the DSG members took the lead on the children's programme, planning Storytelling by Lamplight; a range of imaginative classes at Slaley Show; an archaeology activity and a 19<sup>th</sup> century skittle game at Slaley Show; making scones, bread, sweets and broth at the Heritage Cook Off; a quiz and trail for the end-of-project celebration event. Art work which children had made as part of the schools' activities was exhibited at Allendale Agricultural and Horticultural Shows, Hexhamshire Leek Club Show and Slaley Show. At all the shows there was a Dukesfield wordsearch and a drawing of a Galloway pony to colour in, so all ages and interests were provided for.



*Making sweets at the Heritage Cook Off*



*Whitley Chapel pupils' art and spar boxes at Hexhamshire Leek Club Show*

A grandparent had asked whether the DSG member was a teacher, as she was so good at engaging the children with activities.

There was no age limit on any of the art activities or the archaeology digs, so long as children were accompanied by an adult. A few teenagers took part in the digs but none took part in the art sessions or print making workshops.

Two of the schools took part in the archaeology dig when they visited Dukesfield, and tried out the camera obscura. There were two days when the camera obscura was available for members of the public, so children could have attended then as well.

23 of the survey respondents answered the question “If you went to any Dukesfield events with a child (or children), did you think that the event(s) were welcoming for children?” 17 of them thought the events were welcoming for children, and five thought they were OK for children.

“My daughter has attended most of the Dukesfield events with me, Heritage Cook-off, Sleaford Show, Storytelling by Candlelight to name a few and has thoroughly enjoyed them all.”

“There were specific children’s activities at some events which were very good and well thought through. Most project activities were adults only.”

There may have been a perception that events such as the camera obscura and the print making workshops were only for adults, even though children could have attended.

One young person (a GCSE student) said:

“Although most of the people working for the Dukesfield project have been wonderful and friendly there have been one or two who didn’t seem to like that younger people were getting involved.”

Some of the younger children described what they had enjoyed most about the Dukesfield project:

I really enjoyed the bake-off because its one of my favourite things to do. At the bake-off I watched a lady churning butter the old-fashioned way and I found it amazing - it took a while!

I also went to the story telling at the Arches, while I was there I discovered that at night it can be quite windy! At the story telling there was hot squash to drink, a chocolate fountain with fruit and lots of stories to be read!

I also enjoyed the hunt at Whitley Chapel, you get lots of free food! There was also a funny play there!

**My favourite Dukesfield event**

was the story telling event but I loved tasting granny's toffee at the cook off and following the pony trail with my cousin charlie at the party on Sunday.

## 7.4 Interpretation products

### 7.4.1 Website

A Wordpress website and project blog was set up at the start of the project to provide information to volunteers, participants, tenderers and the public:

<https://dukesfield.wordpress.com/>

A legacy website was launched in March 2015: <http://www.dukesfield.org.uk/> with comprehensive details of the project, its events and the research carried out. The searchable Dukesfield Documents database is there (the end products of the “Reading the Past” activity), along with the archaeology reports and a photographic record of the project. There is an interactive map showing locations relevant to the lead industry: <http://www.dukesfield.org.uk/history/interactive-map/>. The website has enabled people to engage with the Dukesfield project from a distance, as well as providing people with information for visiting the site and other lead industry places.

Online traffic is already far in excess of the informal estimates developed by the project and included in the Stage 2 Heritage Lottery Fund grant application Activity Plan. The following statistics are from when the new website went live on 24 March 2015, until 31 May 2015:

- Entrances: 2,193
- Page views: 13,015: on average just under 6 pages viewed per visit. Highest traffic has been to the home page (1,907) and Dukesfield Documents search page (1,494). Most of the latter seems to be through repeated searches in the course of a visit, by comparing page views with ‘unique page views’ (which is number of visits during which the specified page was viewed at least once)
- Unique page views: 8,597
- Highest traffic: 1,521 to the home page,  
416 to the main Dukesfield Documents home page  
282 to the Dukesfield Documents search page (i.e. 5.3 searches per visit)

### 7.4.2 Temporary progress board

A board was installed at the Dukesfield site so that information about the restoration of the Arches, events and the progress of the project could be put up on the board and visitors could find out about the project.

### 7.4.3 Walk leaflets and family trails

Three walk leaflets were created:

- In the footsteps of the Allen Valley lead miners
- Dukesfield Arches and Devil’s Water
- Lost industrial Blaydon

The walk routes and descriptions were developed by experienced walk leaders, Jennifer Norderhaug (Allenheads), Richard Young (Dukesfield) and Susan Lynn

(Blaydon), who is also a Green Badge Guide for NewcastleGateshead. The walks were trialled by members of the DSG and other volunteers, and the leaflets were designed by the project's graphic design contractor. The text was checked and fine-tuned by the DSG, and the final designs signed off by the DSG. One of the walk developers felt that there should have been more liaison between them and the graphic designer to ensure that the information provided by the walk developers was correctly presented within the leaflet. Unlike the other contractors, the graphic designer was contracted on an outputs basis (design and production of leaflets, interpretation panels, etc) rather than on a time basis, so he was less readily available for the amount of unprogrammed interpretation advice and testing which became necessary.



*Trialling the Dukesfield walk*

3000 copies of each leaflet were printed and distributed free of charge, and the leaflets can be downloaded free of charge from:

<http://www.dukesfield.org.uk/downloads/walks-cycle-route-leaflets/>

Family trails around Dukesfield, which Whitley Chapel First School pupils piloted, and Allenheads, piloted by Allendale Primary School pupils, are additional outputs which are available to download from the website.

#### **7.4.4 The Lead Road Cycle Route**

Ted Liddle, an experienced cycle route developer, created a route between Dukesfield and Blaydon which follows the lead roads, which the carriers would have taken to transport the lead pigs from Dukesfield to the River Tyne. The route was trialled with the graphic designer, which helped him with the map design, following best-practice guidelines for cycle route maps developed by the developer.

As with the walk leaflets, the cycle leaflets are distributed free of charge. The developer considered that the cycle route should be charged for to bring in some income, but this would involve time and cost to administer, and the arrangement would need to continue beyond the life of the project. Making the route available as a download from the website removes these difficulties.

#### ***7.4.5 Leaflet about the lead mining heritage of the North Pennines***

“Discovering the Lead Mining Heritage of the North Pennines” is available to download from the Dukesfield website. The leaflet was originally intended to be a map of the lead routes but was subsequently widened out to include entries on every site within the North Pennines where the heritage of the lead industry has been both conserved and interpreted. This is the first time this regional information has been brought together in one place and the North Pennines AONB Partnership have expressed an interest in reprinting the leaflet and distributing it more widely through their channels.

#### ***7.4.6 “Life on the Lead Roads” book***

A book will be published about the lives of the smelters and carriers, using images from a collection of sketches and watercolours depicting lead mining scenes in the North Pennines, owned by the Science Museum Library in London.

The images are dated around 1805-1815, when Dukesfield smelt mill was active. There are a number of watercolours showing the lead and ore carriage (these are the images that were used on the Dukesfield travelling exhibition, paying a fee for their use and under licence). The DSG decided to produce a book of them as part of the Dukesfield project, and the relevant curator agreed in principle to a co-production, with the library providing the images free of charge and Dukesfield financing and writing the book. Although there were various delays in arranging the agreement for the images, the Heritage Lottery Fund granted an extension and the book is due to be published in August 2015, with a planned print run of 400 copies. Funds from book sales will go towards future maintenance of the Arches.

#### ***7.4.7 Fixed interpretation***

There was some considerable discussion amongst the members of the DSG about what form the fixed interpretation should take - whether there should be interpretive panels explaining the Dukesfield site and aspects of the lead routes, or whether the interpretation should leave more to people’s imaginations and take a more artistic approach.

During one of the archaeological digs in the development phase, volunteers carried out surveys with walkers passing by the Arches to ask them what sort of things they would like to find out about. A survey questionnaire was left on site for walkers to complete when no volunteers were present, which received 65 responses. The Marketing contractor had also carried out research with users of the footpath to find out their interests. The outcome was that the DSG considered that traditional interpretive panels should be created, focusing on the public’s questions, such as where the smelt mill workers lived. The panels were designed by Marcus Byron, the graphic designer, using text provided by the DSG and reconstruction drawings by Peter Ryder, architectural historian.



*Interpretation panel on the Keelman's Way, Blaydon*

Three panels were installed at Dukesfield: one on the footpath towards the Arches giving an overview of the site, one explaining how the site was powered at the leat and one explaining the flues and chimneys. A fourth panel was installed on the Keelman's Way beside the River Tyne at Blaydon Staithes, which is a well-used route for walkers and cyclists. Additional advice on the content for this panel was provided by Susan Lynn, local historian and guide and Anna Pepperall, Gateshead MBC Curator for Public Art.



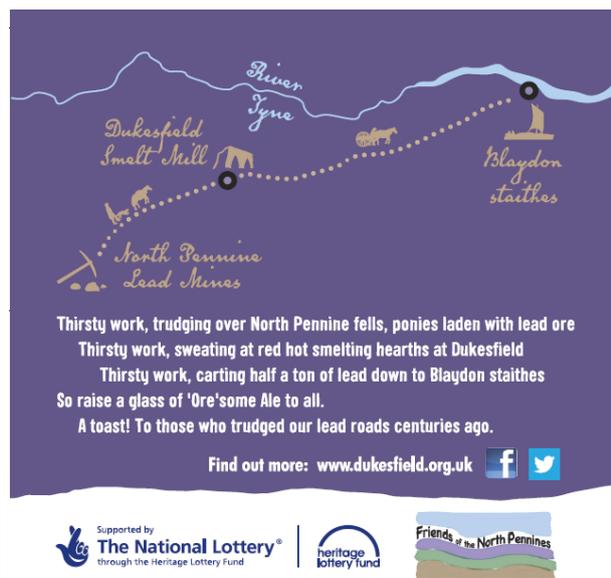
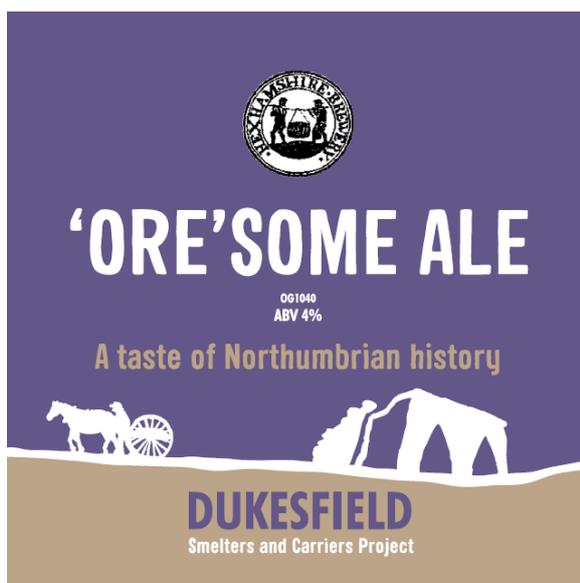
*Milestone at Oldman's Bottom, Sinderhope*

Milestones in the form of a carved stone pack horse have been created for the car park at Killhope Lead Mining Museum and at Oldmans Bottom at Sinderhope. These mark one of the starting points of the lead routes where the lead ore was mined, and a popular picnic spot where one route fords the River East Allen. A third milestone is located at Dukesfield, where the ore was smelted. The milestones give the distance between their locations, the lead mines, Dukesfield smelt mill and the Tyne Quays. They were designed as pieces of interpretation to raise public awareness of lead carriers and the routes they took.

#### 7.4.8 'Ore'some Ale

The DSG asked the Hexhamshire Brewery to create an ale for the project, to reflect the fact that the smelters and carriers would have drunk ale rather than water, because the water supply was often unsafe to drink. A competition was held at Slaley Show to name the beer, which attracted over 100 entries and the winning name 'Ore'some Ale. There were two brews, and beer was sold for two months in free houses along the lead route between Allenheads and Blaydon. It sold out at the first Allen Valleys Folk Festival. One of the DSG members was responsible for marketing the beer to the pubs. This was one of the few ways in which the old lead route could be connected up again today and bring the heritage to new audiences in a new way.

Sadly the owner of the Hexhamshire Brewery, Geoff Brooker died before the end of the Dukesfield project, and the beer is no longer brewed. The Heritage Grant covered the cost of design and production of interpretive beer mats and pump clips, and this brought the Dukesfield project to people in a large geographic area who otherwise might not come across the project. The beer mats show the lead route and the project website as an encouragement for people to find out more and visit the site and carry a short poem about lead carriers written collaboratively by members of the DSG and the Project Manager.



## 8. Work with schools

Very successful site visits and sessions in schools were carried out with local schools - Slaley First School, Whitley Chapel First School and Allendale Primary School. The Whitley Chapel and Slaley schools' activities were organised by the Volunteer and Events Co-ordinator and some of the DSG members carried out the sessions in schools. The Volunteer and Events Co-ordinator made one visit to Thorp Academy secondary school in Ryton. The Allendale Primary School work was developed and delivered by the Project Manager.

There were several reasons for the success of the schools' work in the Dukesfield project:

- Transport costs could be covered, which was particularly important for Allendale Primary School
- Project staff were able to collaborate with the classroom teachers with regard to adapting what was offered to the different topics they were planning on studying
- The timing of site visits and classroom sessions could be flexible
- There were already trusted relationships between project staff and volunteers and the schools
- Project staff took a holistic and wide-ranging approach to the educational opportunities the project could offer and incorporated many subject areas

Slaley First School and Whitley Chapel pupils visited the Dukesfield site to take part in the archaeological dig, walk part of the route which the carriers would have used, try out the activities for the family trail, and view Dukesfield in a different way with the camera obscura. Back at school, Slaley pupils found out more about smelters' and carriers' lives, and modern uses of lead, from one of the DSG members. Whitley Chapel pupils made spar boxes (wooden boxes filled with minerals, like the lead miners used to make) and found out about lead mining.



*Pupils taking part in the dig*

Allenheads Primary School pupils visited Allenheads and explored the village's mining heritage and the wider miner-farmer landscape with input from a local geologist and engineer. They visited Dukesfield and worked alongside the archaeologists, stone masons and also used the camera obscura, wrote poetry and drew sketches. During their art consolidation day at school they produced a banner of the lead routes and made prints from their site sketches.



*Whitley Chapel pupils at the camera obscura*

“The project inspired me to make a mine in my back garden. I’ve made a drilling machine to help with the tunnelling. It’s quite deep now. I’ve found some crystals and maybe some galena.”

(Pupil, Allendale Primary School)

Lesson plans and teaching resources have been produced and are available as a free download. Allendale Primary School visit was written up as a case study for the Council for Learning Outside the Classroom's English teaching resource:

<http://www.dukesfield.org.uk/downloads/learning-resources-2/>

These visits have developed the local children's knowledge of this aspect of their local history. Around half of the pupils from Allendale Primary School live at

Allenheads, and many of them did not know about the history of buildings in the village and their connection with the lead industry.

The new National Curriculum which came into force in 2014 requires all Primary and Secondary schools to carry out a local history study. Whitley Chapel First School and Slaley First School are both very close to Dukesfield and may use it as part of a local study in the future. Allendale Primary have long studied local lead mining, but the development to include smelting and the connections with the wider region will extend their earlier work. Teachers involved are now familiar with how they can use the Dukesfield site and its heritage.

At the outset of the project, it was intended that there should be more involvement with secondary schools and schools elsewhere along the lead routes - for example that the Thorp Academy, Blaydon, would be involved in the drama production, and that students from the Queen Elizabeth High School in Hexham would create a digital animation of the working Dukesfield smelt mill. Due to the schools' other timetable commitments within the short timeframe of the project, this was not possible, but the quality and level of the engagement with the local First and Primary schools was so good that there was less capacity to work with a wider group.

The schools piloted site activities which have since formed the basis of the Dukesfield and Allenheads family trails, downloadable from the project website.

There had also been a possibility of arranging a ride along the lead route for children, which would take place on a Sunday but be arranged through the schools. Sinderhope Pony Trekking Centre was asked to take part, but there was insufficient interest from the children so the event had to be cancelled.

## 9. Marketing and Communications

### 9.1 Marketing and Communications during the project

A Marketing and Communications contractor, Jane Brantom, was appointed to carry out external PR for the project. Her local knowledge and previous involvement with the Altogether Archaeology dig at Dukesfield was very advantageous, and brought benefits which would not have been achieved if an agency unfamiliar with the area and the project had been appointed. She was very good at working with the DSG and other volunteers, which was important for the success of the project

The project's marketing plan focused on reaching local people via the Hexham Courant, the Newcastle Journal and parish newsletters. Available time resources meant that professional journals were not approached about the restoration work at the arches, but the builder, architect and other volunteers could place articles in professional journals if they wished. Some of the volunteers have contributed articles to local history publications.

The Project Manager managed the Facebook page (<https://www.facebook.com/DukesfieldSmeltersAndCarriers>), Twitter account

(<https://twitter.com/dukesfielda> ) and the Wordpress website during the project. Communications with the volunteers were carried out by the Volunteer and Events Co-ordinator, Project Manager, DSG and lead volunteers, mainly using Mailchimp.

Because the DSG and the contractors are all based in the locality and know a lot of people, much of the publicity was carried out by word of mouth and local networks. This helped to engage a wide range of people (ages and interests) in the project.

The graphic designer developed a brand style and logos for the project which is used on all its materials.

Several exhibitions were held during the course of the project to explain project progress so far, and to encourage more people to take part. These were held at a variety of locations from the High Forest Community Centre at Sinderhope to Blaydon Library, and at Slaley Show.

## 9.2 Local history talks

26 talks were given by DSG members to local history societies and other interested groups. The talks brought research from the project to a wider audience, and encouraged more people to take part in Dukesfield activities.



*Talk at the Institute of Mining and Mechanical Engineers, Newcastle*

## 9.3 Touring exhibition

A touring exhibition was created at the end of the project, to bring findings about Dukesfield to locations, such as libraries, from the North Pennines to Blaydon and beyond. The exhibition has been shown at:

- Newcastle City Library
- Gateshead Library
- Blaydon Library
- Gateshead Civic Centre

- Nenthead Mines
- Hexham Library
- Killhope Lead Mining Museum

The touring exhibition was to have been created by the Volunteer and Events Co-ordinator, but she had to resign from her contract towards the end of the project for family reasons and this remaining element was transferred to the Marketing and Communications contractor. She developed the content of the ten exhibition panels with project volunteers and the design was carried out by the graphic designer and a project volunteer. Both the Marketing and Communications contractor and the graphic designer felt that there was insufficient time and money allowed in the budget for creating the panels, and therefore much of the work was done on a goodwill basis, with significant support from talented volunteers.



*Touring exhibition at Newcastle City Library*

#### **9.4 Awards**

The project had received good press coverage and attained a high profile, not least by receiving the Highly Commended award at the Construction Excellence North East awards in 2015. Dukesfield being chosen as a case study for the Institute of Volunteering Research's study into volunteers and heritage asset assignment, and for the Council for Learning Outside the Classroom's learning resources, were further commendations for the project. The project has also been nominated for the National Lottery Awards and the DSG has been shortlisted for Historic England's Heritage Angel Awards. They have made a shortlist of 4 (out of 100 national nominees in their category) and the final award will be announced in September 2015.



*Construction Excellence North East awards 2015  
L-R Gary Simpson (Heritage Consolidation Ltd), Yvonne Conchie (Conchie & Co -  
Project Manager), Tristan Spicer (Kevin Doonan Architect) and Thirteen - the  
award sponsors.*

## 10. Contractors

### 10.1 Project Manager

The Project Manager, Yvonne Conchie, was appointed to manage the project and the work of the other contractors, and act as the link between the other contractors and the DSG. This involved reporting to the funders and the DSG, alongside co-ordinating the architect, builder, volunteers and archaeologist on the Dukesfield site, as well as liaising with the Marketing and Communications contractor, Volunteer and Events Co-ordinator, website designer, graphic designer and other contractors. She planned and delivered half of the schools' work, authoring and disseminating all of the online learning resources. She set up and managed the Dukesfield Wordpress website which ran during the course of the project delivery, led on the design of the architecture of the legacy website with support from DSG members and wrote and coordinated much of the content for the legacy website, and managed the Dukesfield Facebook page, Mailchimp emails and Twitter account. In addition she supported the DSG and lead volunteers providing additional capacity and expertise where necessary, particularly in the areas of volunteer management, digital communications, interpretation and site works. She also identified new opportunities, such as the evaluation video and Natural Ability's involvement.

The Project Manager attended the monthly DSG meetings, presenting written reports detailing her work and that of the other contractors. Members of the DSG said that her commitment, experience and enthusiasm was key to making the project successful. Having worked in the locality previously and already having

some knowledge of the lead industry and having contacts in the area was essential, and the DSG members felt that if a project manager without the necessary connections and knowledge had been appointed, the Dukesfield project would not have been so successful.

The project manager nominated DSG as Heritage Angels in Historic England's 2015 Awards. She wrote the nomination for the National Lottery Awards 2015 and co-wrote the application for the Constructing Excellence North East Awards 2015 Heritage Category with Tristan Spicer of Kevin Doonan Architect Ltd.

### **10.2 Volunteer and Events Co-ordinator**

The Volunteer and Events Co-ordinator, Mandy Roberts, was contracted to monitor and co-ordinate the events, support lead volunteers and recruit volunteers to participate in activities and co-ordinate their involvement, and recruited some of the activity leaders. She also undertook a separate contract to plan and deliver the work with Whitley Chapel and Slaley First schools - see section 10.3 below. She worked with the lead volunteers who developed the walk and cycle routes. She concentrated on the schools work and developing new audiences (for example, groups at Blaydon and cyclists) because she felt that her strengths in these areas would complement those of the DSG members.

The contract brief allowed 100 days for the work required, which equated to an average of 1 day per week. This was intentional, to allow for flexibility to match the work to the peaks and troughs of the activities. The Volunteer and Events Co-ordinator felt that this was not always enough for the amount of communication required with the number of volunteers and activities. She also felt it would have been helpful if the contractors had had more contact with the DSG, so that there were closer links between them, even if they did not attend every DSG meeting which she agreed would have used up valuable contract time.

The Volunteer and Events Co-ordinator resigned from her contract three months early in December 2014 due to family reasons, and the main remaining task of creating the touring exhibition was taken over by the Marketing and Communications contractor. Other tasks were taken on by the Project Manager and members of the DSG.

### **10.3 Education**

It was originally intended that the education work should be carried out by a separate contractor, but the DSG decided that the Volunteer and Events Co-ordinator and Project Manager should carry out the education work between them, because of their existing experience and local contacts within schools. The DSG and the Project Manager also decided that reducing the number of contractors would increase the efficiency of communication and project delivery. The education work was arranged under an additional contract.

### **10.4 Marketing and Communications**

Jane Brantom was appointed as the Marketing and Communications contractor, responsible for external communications, as outlined in section 9.1 above.

Jane was very successful in getting news stories and longer articles in local and regional newspapers and local newsletters, and supported volunteers to write articles for journals. Her connections and knowledge of the project were essential to identifying newsworthy opportunities and her realistic appraisals enabled the effective focussing of the volunteer resource.

When the Volunteer and Events Co-ordinator resigned, the Marketing and Communications contractor took over the development of the touring exhibition. This involved creating the content with help from DSG members for 10 exhibition panels, creating the layout of the panels with one of the Reading the Past Volunteers, liaising with the Graphic Designer, booking venues and installing and taking down the exhibition at each location. This took more than the allocated 10 days. However, the contractor said that it developed her exhibition design and technical skills.

The Marketing and Communications contractor is a leader for Healthy Walks (run by Active Northumberland), and when she proposed a new Dukesfield walk, several of her colleagues had already heard about the Dukesfield project through the Hexham Courant and other sources.

#### **10.5 Project administrator**

The project administrator, Diana Denbury, was contracted to carry out the administration for the Dukesfield project - including finance, time sheets for volunteers' hours (in the development phase), and reporting to the Heritage Lottery Fund to claim grant payments. Diana is also the administrator for the Friends of the North Pennines, and co-ordinates the North Pennines Walking Festival on their behalf.

Diana's attention to detail and administrative and financial reliability has ensured the smooth running of the project, ensuring invoices were paid on time and early notice was given of issues allowing them to be resolved before they became crises. Di's understanding of the development phase of the project and the requirements of the funders, has kept the project on track on several occasions and her firm guidance on protocol has been invaluable.

As the Friends of the North Pennines are responsible for receiving and administering the Heritage Grant, the success of this large project in terms of delivering activities on time and managing the budget successfully, has been very good for FOTNP's reputation.

The necessary reporting to the Heritage Lottery Fund required the project administrator to set up spreadsheets to make the process easy, and these systems can now be used on other projects in the future. This was the first HLF project she had been involved in, but she had been involved in other lottery and asset transfer projects before.

#### **10.6 Graphic design**

Unlike the other contractors, the graphic designer Marcus Byron was contracted for the design and production of certain outputs, rather than working on a time basis:

- Project logo
- Four walks leaflets
- Cycle leaflet
- Map of lead heritage
- Fliers
- Three fixed interpretation panels
- Three display panels for the touring exhibition
- Assistance with website design
- Publicity posters

Although not in his remit, the graphic designer was often asked to comment or help with interpretive writing and checking text and routes. As with other contractors, the work evolved during the delivery of the project: the touring exhibition expanded to ten panels rather than three, the interpretation panels from two to four, plus the two family guides and 'Ore'some Ale beer mats and pump clips.

He carried out significantly more work than he tendered for. For example, the content for the panels was produced by the Marketing and Communications contractor and one of the volunteers using Microsoft Office software, whereas the printers required the material to be in professional graphics software, so the graphic designer needed to make these conversions. His expertise in producing interpretive materials, and knowledge of the local area have been invaluable to the project.

The graphic designer considers that the project has been extremely successful in its scope, and that the Heritage Grant has been spent in an effective way. He has a lot of experience of working on Heritage Lottery funded projects and with Friends groups, so can compare.

### **10.7 Website design**

Peter Davies of Digital Acorn was contracted to design the website which is the repository of all the activity and research undertaken by the Dukesfield project: <http://www.dukesfield.org.uk/> He described it as a more interesting website build than usual, particularly because of the need to deal with the transcribed documents from Reading the Past.

The Reading the Past documents had to be created in a format which could be searched on the website. Working with transcribed documents was a new field for the website designer, and a lot of the transcription work was already done by the time he was appointed. The transcription volunteers had used Microsoft Word, but there were some differences in formatting, and keywords for metadata had to be agreed so that the documents could be searched properly. The website designer suggested that if he had been involved earlier (he was appointed in February 2014), he could have advised on this which would have made the process easier. He has provided online training videos to enable volunteers to continue to manage and add to the website after the end of the project.

The website designer said he felt the website build had gone smoothly, although it would have been better to have the content sooner to decide how best to structure the website. He learned a lot about Dukesfield, which he had not known about before.

### **10.8 Architect**

Kevin Doonan Architect Ltd was appointed as the conservation architect to consolidate the Dukesfield Arches. Kevin Doonan had carried out an initial survey of the Arches on a pro bono basis prior to the Stage 1 bid. Tristan Spicer, the project architect, developed a management plan for the Arches, and a schedule of work which formed the basis of the brief for the heritage restoration builder. Kevin Doonan Architect Ltd invited tenders from contractors with whom they had worked before, and made a recommendation to the DSG via a tender report.

It was decided to carry out the building work over two years instead of one, to accommodate the time required to carry out the archaeological excavations, for which there were occasional delays. This alteration was possible thanks to the good working relationship between the architect, the builder, the archaeologist and the DSG, and was agreed by the Heritage Lottery Fund.

The soft capping (as described in section 6 above) was an innovative method and was one of the factors in the successful Construction Excellence North East award, along with the impressive level of volunteer involvement in the project. The project architect wrote the award submission with the Project Manager, and did not charge for it. The project manager and project architect also wrote submissions to the Heritage Angels awards and the Heritage Lottery awards on behalf of the project.

The building work was completed under budget, which allowed the additional works to the wheel pit, which had been discovered during one of the excavations. Repair work was carried out to the lead as well, and more of the chimneys were exposed by the archaeologists but sufficient sums had been allowed in the budget for additional works.

Before the Project Manager was appointed, there was sometimes some confusion about who within the DSG was giving instructions and making decisions - sometimes different people were saying conflicting things.

The project architect is also working on lead industry buildings as part of the Allen Valleys Landscape Partnership, so he has found it very useful to learn more about the smelting process which took place at Dukesfield.

### **10.9 Heritage building contractor**

Heritage Consolidation Ltd were appointed to carry out the consolidation works at the Dukesfield Arches, which included repairs to the archaeological features once they had been excavated.

Gary Simpson, the contractor, said that usually on a building project of this size, there is not a Project Manager, and it was very helpful to have a Project Manager who could help unite the team of the building contractor, archaeologist and

volunteers. Everyone worked very well together and the builders were very impressed by the enthusiasm of the volunteers. The builders could help the archaeologists interpret some of the features as they were excavated. This was the first time which Heritage Consolidation Ltd had used the clay membrane as part of the soft capping, so it was useful experience. They also learned about the characteristics of lead-rich sites from members of the DSG - the different types of rock associated with lead, and the contamination of the underside of the arches by the lead in rainwater. The masons' interest and engagement with the site and its history, coupled with their experience of working on other heritage buildings in the region led to interesting discussions and collaborative learning with the other professionals and volunteers.

As part of their contract, Heritage Consolidation Ltd had to provide two days of training in heritage building skills. These took place in September and October 2013, with eight trainees for soft capping and five for lime mortaring. The courses were advertised by the Project Manager through project networks and the Heritage Skills Initiative.

#### **10.10 Archaeologist**

The Archaeological Practice, represented by Richard Carlton, was contracted to carry out the archaeology research. The initial dig at the Dukesfield site during the development period was part of the North Pennines AONB Altogether Archaeology project. This was to evaluate what was at the site, and what would be worth excavating. In 2013 and 2014, work was carried out on the chimneys, leat and wheel pit. The Archaeological Practice had a watching brief on the site towards the end of the consolidation works on the Arches.



*Excavating the Dukesfield waterwheel pit in 2014*

The volunteers were very enthusiastic, and more archaeology was found than expected. In fact, some of the volunteers opened up a new area without agreeing it with The Archaeological Practice; once an area is excavated, it has to be recorded and written up and this was not budgeted for. However, the contractor and lead volunteers did not wish to stop the volunteers being enthusiastic

Some of the DSG members have extensive knowledge of the lead industry and so had a good idea of what features were likely to be found, and their possible location. This was very helpful for the archaeologists, who did not have so much direct experience of smelt mills.

There had been nothing allowed in the budget for post excavation costs of analysing wood for its age (for example from the leat) and slag for its composition. 5-10% of the archaeology budget should be allocated for analysis.

#### **10.11 Site works contractors**

A local contractor, Malcolm Johnston, was appointed to construct a new fence around the site. Other local contractors were also employed in line with the DSG's desire to employ local people wherever possible. Contractors with the appropriate skills were found because of the local knowledge of DSG members. John and Matthew Harding, tree surgeons, felled some of the larger trees which were obstructing the area around the Arches. Keith Wilson carried out dry stone walling and Roy Forster carried out mechanical digger work. Andrew and Kath Swallow, who farm at the adjacent Dukesfield Farm, assisted with some additional work with a digger and chainsaw on a goodwill basis when required. They had freely given their time before the project had any money to carry out some initial tree clearance - a great example of local goodwill to make the funded project possible

The level of interest and goodwill from local people was invaluable for the success of the project.

#### **10.12 Briefs for contractors**

The original brief for the Project Manager had not set out the number of days or the budget for this work, so tenderers had to estimate this. As a result, all the tenders submitted were over the available budget, so the DSG issued a revised brief stating the budget available for the work and the tenderers were invited to resubmit. The Project Manager ensured that contracts for the other contractors stated the budget available and/or number of days' work required, so that the tenders could be more accurate and the amount of work would be better quantified.

The heritage skills training courses, schools and public engagement events were included in the original tender brief for the building contractor and formed part of the criteria against which the contractor was selected. This enabled the contractors to allow for lost time due to the training days and also to demonstrate the value of sharing learning and participation about the heritage.

## **11. Outcomes for heritage**

### **11.1 Tangible and intangible heritage**

This section reviews the outcomes for heritage set out in the Heritage Lottery Fund grant application. The tangible heritage comprises the Dukesfield Arches and the remains of the smelt mill, and the documents which have been transcribed in Reading the Past. The intangible heritage comprises the lives of the smelters and carriers along the lead routes from the North Pennines to the River Tyne.

### **11.2 Heritage will be better managed**

The Dukesfield Arches were rapidly deteriorating, and few other remains of the smelt mill were visible. The Dukesfield project successfully negotiated a 25 year lease with the Allendale Estates, to enable this Heritage Grant to be awarded and the Arches restored.

There were already good relationships with the Allendale Estates, but negotiating the lease was not straightforward because the Estate's agent LandFactor had not drawn up a similar lease with a charity before. The DSG felt that it would have been helpful if a model lease was available, for example via the Heritage Lottery Fund, which could act as a basis for this and similar asset transfers. Perhaps this is something which the Heritage Lottery Fund could consider in the future. A redacted version of this project's lease will be available from the project website.

Thousands of documents relating to the Blakett and Beaumont lead businesses and other aspects of the lead industry have been located and transcribed, and can now be accessed via a fully searchable database on the Dukesfield website.

Genealogy research has created a database of over 1,500 references to people in the Hexhamshire/ Slaley/ Dukesfield area drawn from a variety of sources including parish registers, rentals, wills and inventories, and paybills. It too is available on the Dukesfield website.

### **11.3 Heritage will be in better condition**

The soft capping on the Dukesfield Arches will preserve them indefinitely. Regular maintenance will be required to remove tree saplings from the top of the arches, but the grass helps prevent their growth and the maintenance work can be done by unskilled labour (e.g. trained project volunteers) with safety equipment, but without the need for scaffolding. The project architect will produce a management and maintenance plan to guide this work. The leat and wheel pit have been conserved.

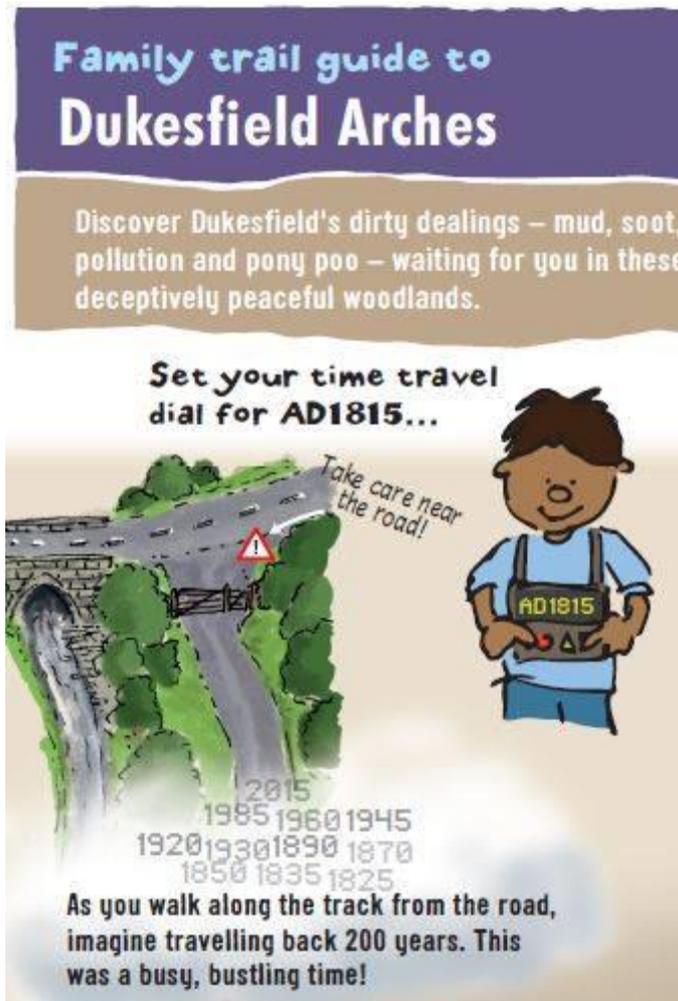


*The leat, with re-used hearth stones*

Some of the documents relating to the lead industry had been found in attics and similar locations. These have now been digitised so that electronic copies are available and the original copies are kept in suitable conditions.

#### **11.4 Heritage will be better interpreted and explained**

The Dukesfield Arches and the routes of the smelters and carriers are interpreted and explained through fixed interpretation panels, milestones, walk and cycle leaflets, a leaflet on “Discovering the Lead Mining Heritage of the North Pennines”, the Life on the Lead Roads book, the lead heritage map, the website, and of course the ‘Ore’some Ale beer mats and pump clips. During the course of the project, temporary interpretation such as the touring exhibition, talks and events brought the history of Dukesfield, the smelters and carriers to people along the lead routes who already had an interest in the subject, as well as those who had not come across it before.



*Family trail guide to Dukesfield Arches*

The Reading the Past transcription of documents relating to the lead industry has made previously inaccessible material available via the website to academics and people with a general interest in the lead industry, and social and economic conditions in the 17<sup>th</sup> to 19<sup>th</sup> centuries.

### **11.5 Heritage will be identified and recorded**

The extensive archaeological excavations at Dukesfield have identified and recorded previously hidden features of the smelt mill. The site has been recorded and the excavation reports are available on the Dukesfield website.

Documents relating to the lead industry have been located in many archives and libraries:

- Allendale Estates
- Northumberland Archives
- Tyne & Wear Archives
- Durham University Library
- National Archives
- Department of Manuscripts and University Archives, Cambridge University Library

- Proceedings of the Society of Antiquaries of Newcastle upon Tyne
- North of England Institute of Mining and Mechanical Engineers
- Literary and Philosophical Society of Newcastle upon Tyne
- University of Birmingham Special Collections
- Borthwick Institute for Archives, University of York

More than 1.2 million words have been transcribed and the transcriptions are available and searchable on the Dukesfield website.

This material is now being used by academics in current research, as well as by people with a general interest in the subject.

## 12. Outcomes for people

### 12.1 Outcomes in the Activity Plan

This section addresses the outcomes for people set out in the Activity Plan for the Heritage Lottery Fund grant application.

- more people learn about heritage
- more people enjoy heritage
- people gain new skills and experiences
- the project contributes to an improved sense of identity and community
- the project builds or strengthens partnerships
- the project benefits the local area
- the project improves the quality of the local environment

### 12.2 Project participants

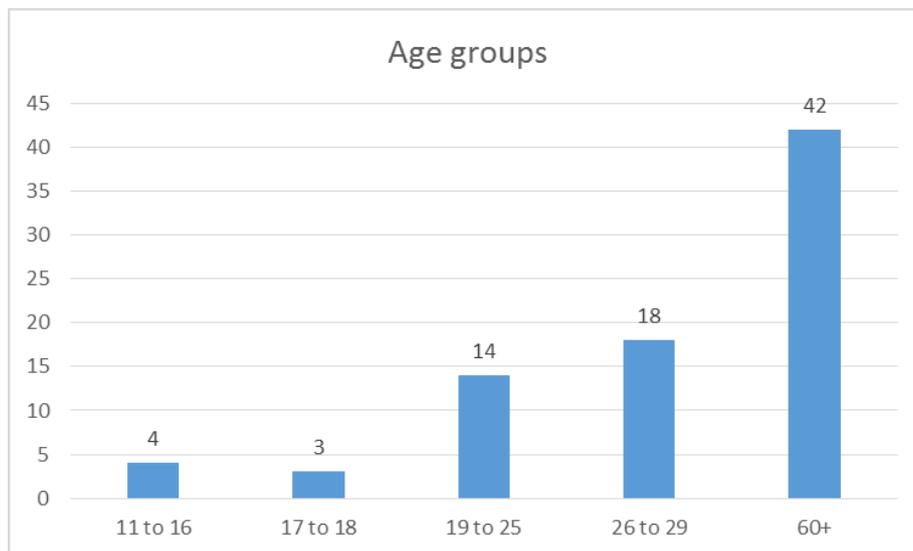
During Stage 2 of the project, 199 volunteers have taken part in activities and 6,116 people have taken part in 95 events, such as local history talks, walks and exhibitions. 168 people have taken part in 14 training events.

All ages have taken part, from young children to people in their 90s. Ridley Roddam, then the oldest local resident at 91, pointed the final piece of lime mortar on the Arches topping out ceremony in November 2013.



*Ridley Roddam with Gary Simpson of Heritage Consolidation Ltd*

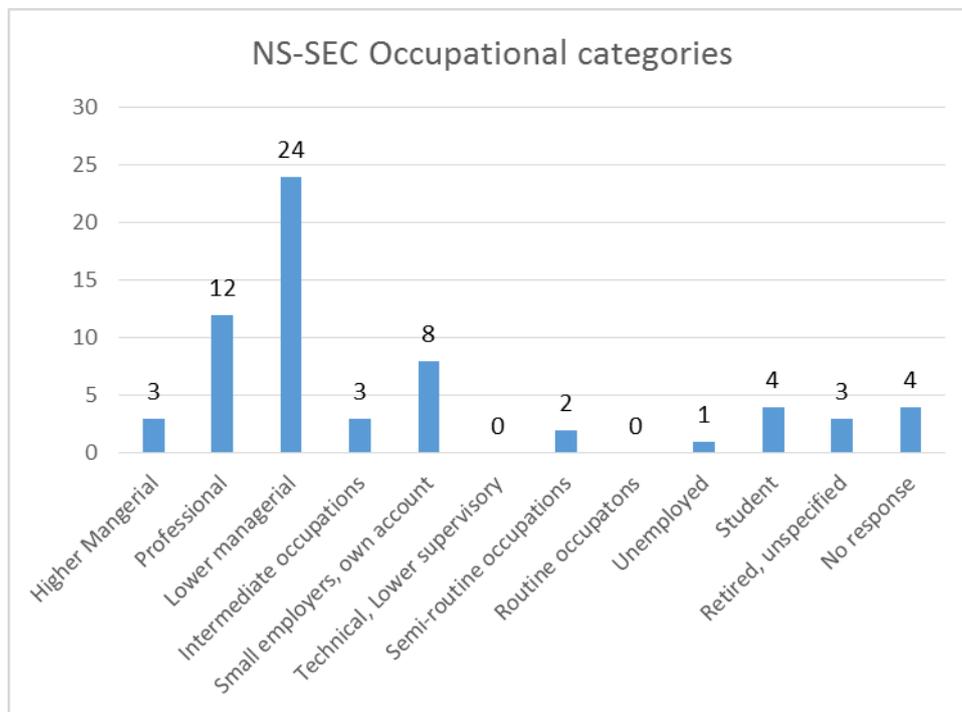
The chart below shows the ages of the respondents to the online survey, plus the Young Farmers and the Natural Ability trainees.



40% of survey respondents were female, and 60% were male. Four people (6% of respondents) said that they had a disability.

All the respondents to the survey said that they are from a white ethnic background, apart from one who did not want to give that information. This reflects the demographics of the local area.

Survey respondents were asked about their occupation, or their previous occupation if they were retired. The chart below shows their occupational categories.



### 12.3 People have learnt and understood their heritage

All the volunteers, DSG members and contractors said that they had learned more about the Dukesfield Arches and the smelters and carriers.

Many people who lived nearby were familiar with the Arches, but not with their history:

“I have lived in the area for 25 years and have often walked past the Arches and I did not know what they were for.”

The volunteers who have transcribed the documents have learned about the lead industry and other aspects of social and economic life, and this is being used by other researchers.

Now, people’s knowledge about Dukesfield and the smelters and carriers has been transformed - not just for local people, but because all the research from the project is available on the website, people from further afield can study this information too.

### 12.4 People enjoy heritage

84% of the survey respondents said they had enjoyed taking part in the Dukesfield project, and the rest said they had enjoyed it quite a lot. 58% decided to take part because they thought it would be fun - the most popular reason for taking part, closely followed by finding out more about the lead mining industry (57%).

84% also said that they had enjoyed the social aspect of the project. The reasons for taking part were:

What made you decide to take part in the project? (Please tick all which apply)		
Answer Options	Response Percent	Response Count
To help save the arches	39.1%	25
To find out more about the arches	45.3%	29
To find out more about the lead industry	57.8%	37
To find out more about the lead routes from the North Pennines to Blaydon	39.1%	25
To use existing knowledge about the arches and / or the lead industry	14.1%	9
To learn new skills	40.6%	26
To use existing skills	43.8%	28
To take up a new interest	14.1%	9
To develop an existing interest	46.9%	30
To work with people you knew already	31.3%	20
To meet new people	40.6%	26
To do something of benefit to the local community	43.8%	28
To do something which would be enjoyable	59.4%	38
Anything else? (please specify)		9

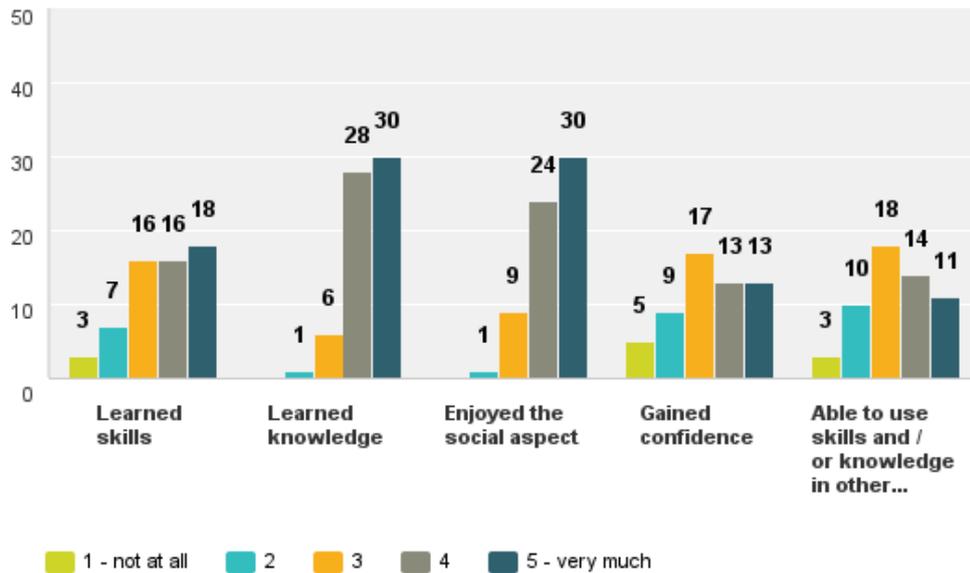
Other reasons for taking part were:

- Because I am interested in all aspects of our local history
- I was delighted to be asked to join
- I represented the Friends of the North Pennines on the Dukesfield Steering Group
- To help other people get the most out of the project
- Having recently retired, to use skills and experience gained at work as a volunteer and to help deliver a project
- Some of my ancestors lived at Dukesfield and I wanted to find out more about their lives there. Also the Lead Road passes close by my birthplace and the various locations I've lived and been schooled. It's all a part of my heritage.
- To get to know my local area and its heritage.
- Took part in excavations, initially via Altogether Archaeology
- To learn about the heritage of this area and the process of exploring that

The following chart shows what personal benefits people have gained. The final statement is “Able to use skills and/or knowledge in other areas of life”.

### Q3 What personal benefits have you gained through taking part in the project?

Answered: 65 Skipped: 0



Inevitably there would be some aspects of the project which were less enjoyable. Some of the DSG members commented on the amount of time which was required to manage the project, and that at times it became all-consuming. Some volunteers said that they would have liked to take part in more activities but they did not have enough spare time. Some would have liked to carry on doing more archaeology. Several mentioned the midges and the rain, which are beyond the control of the project team.

#### 12.5 People have developed skills

Volunteers, including the DSG members, have developed skills through the following activities:

- Archaeology
- Transcribing documents, through Reading the Past
- Genealogy, through Who Do You Think You Are?
- Photography workshops and photographic recording of the project
- Inspiring Stones - art workshops at the Dukesfield Arches
- Print making workshops
- Heritage Cook-Off
- Drama production
- Dowsing
- Website development
- Creating the touring exhibition

43% of the volunteers who responded to the online survey said that they would be able to use the skills and knowledge they had learned in other areas of their lives:

“Applying skills and knowledge - particularly for developing other projects in the future.”

“I am now using improved skills in heritage cookery, butter making, proggy mat making, and am so much enjoying researching the family histories of the people involved in the lead trade.”

(This volunteer said in interview that she makes all her butter herself now, as a result of the Heritage Cook Off)



*Making butter at the Heritage Cook Off*

The DSG members have developed skills through their role in developing and running the project:

- Preparing grant applications
- Financial management of large grant awards, and the necessary reporting
- Creating heritage interpretation
- Planning and running large events, including Health & Safety requirements
- Sales, to encourage pubs to sell ‘Ore’some Ale
- Marketing and communications
- Managing volunteers
- Identifying rocks associated with lead mining

The DSG members brought skills from their working lives to a new field, which helped to make the project such a success. The Institute of Volunteering Research report acknowledged the level of skill and expertise required by volunteers to run a project like this - it would not be possible to run it without these skills.

The contractors also said that they had learned new skills:

- Working as a freelancer rather than within the public sector

- IT, social media, website design
- Creating an exhibition
- Using the clay membrane for soft capping
- Website design requirements for making a searchable database of transcribed documents

The trainees on the heritage skills training days learned how to do lime mortaring and soft capping.

### **12.6 People have had an enjoyable experience**

When asked what the best thing about the project was, most respondents mentioned the specific activities they had been involved in. Although some of the activities had required a lot of commitment, such as Reading the Past, many of them had enabled people to drop in and out as they wished:

“Easy to take part in stand-alone activities without commitment which are fun, informal and with enthusiastic people.”

As for the worst thing about the project, several people mentioned the weather and the midges while digging at Dukesfield, or that they had not had enough time to take part in more activities. One person found transcription difficult, and some of the DSG members mentioned some difficulties with personnel management which had happened during the course of the project.

Many of the events and activities were suitable for children as well as adults:

“The Cook off was great and my children loved watching the 'old fashioned' way of making butter, and enjoyed rolling their sleeves up to bake. The 'story telling event was cold, however the Chocolate fondue was fantastic! As before, really enjoyed the 'treasure hunt' on the 7<sup>th</sup> [final celebration event on 7 June 2015]”.

45% of survey respondents found that taking part in the activities had increased their confidence:

“Not done a [cooking] demo for ages and demonstrated the sheep's head broth I made (gallons of) for sharing with visitors to the event. Got a bit of confidence back.”

“Patience! I found I was not skilful first time [with print making] but I gained confidence to try something new and enjoy it. Having suffered with mental health problems it really helped with my communication and confidence as well as lifting my spirits.”

### **12.7 The project strengthens the community**

The project has made strong links between the Friends of the North Pennines, Slaley Parish Council and Hexhamshire Parish Council. Connections have been developed with organisations further afield, such as Winlaton Local History Society. The varied activities have attracted people of all ages and with different

interests and abilities. Some of the activities will continue beyond the end of the project, for example Reading the Past and a Dukesfield tent at the 2015 Slaley Show. This will maintain Dukesfield as a community focus.

The Dukesfield Arches stand beside a footpath which is well used by walkers, and it now forms part of the “Wainwright Pennine Journey”. The walk and cycle routes attract people into the area who will use shops and cafés and support the local economy. Many meetings and events have been held in village halls, which has given them much needed support. Local contractors have been used which also helps to support the local community and economy. The project produced an information sheet about Dukesfield for local accommodation providers which helps build the local tourism economy.

Local people along the lead routes now understand more about the early industrial heritage of their area, and how it helped to shape the history and landscapes between the North Pennines and Blaydon, and links have been made between the rural and urban communities.

### **12.8 Project legacy**

The Dukesfield Arches have been consolidated and will remain sound for many years. The varied methods of interpretation at Dukesfield and along the Lead Routes - both fixed interpretation and the walk and cycle routes, teaching resources and heritage map - will explain the Arches and the smelters and carriers to people in the future. The website provides a wealth of information about the project, the site, the lead routes and the historical research. This will continue to be added to after the end of the project.

The archaeology digs have shown that there is still a large amount to investigate, and the volunteers are willing to take part again should the opportunity arise.

The teachers from Whitley Chapel First School, Slaley First School and Allendale Primary School are now familiar with Dukesfield and will be able to use the heritage for future studies. Online learning resources are available for schools to use. The children now know more about the history of where they live.

Many of the participants have been inspired to carry on with skills they had learned during the project, or to try something new. 33% said the project had inspired them to do something specific, and a further 56% were inspired to do something but had not decided what yet.

“To cook different gingerbreads for a work fundraiser and pass on the history around this. I have also looked into family history connections to lead smelting in N Pennines and the social history of the area around the 17th and 18th centuries.”

Many of the archaeology and transcription volunteers said that they planned to do more:

“Continue with archaeology and printmaking and looking out for similar projects.”

“To join the local history society. To continue helping transcribe letters associated with local industrial and social history of the region.”

The Friends of the North Pennines and the DSG always intended that this project should be an inspiration for other community groups to carry out projects about their own local heritage, and documents relating to the development and management of the project are available on the Dukesfield website, which other groups can refer to.

The project has gained a large pool of volunteers who are keen to take part in future projects, and the experience gained by the DSG, activity leaders and volunteers will provide a sound basis for future developments. These groups of volunteers will be adopted by the Friends of the North Pennines and kept informed of future opportunities.

The following sections of the report review what went well and what was less successful, to inform the planning of further projects.

## **13. What went well, and reasons for success**

### **13.1 A successful application**

The Dukesfield Smelters and Carriers project would not have taken place without successful Stage 1 and Stage 2 grant applications to the Heritage Lottery Fund. This was achieved because of the level of enthusiasm and commitment of the DSG, and the amount of planning, consultation and pilot activities which showed the need for the project. The North Pennines AONB Staff Unit provided valuable help to prepare the Stage 2 application, as they are experienced in making successful Heritage Lottery Fund grant applications and could advise the DSG on areas such as conservation planning and contracting, lease drafting and consultation planning. The Staff Unit gave valuable advice on project scope, regarding the scale and cost of various activity options, which improved the application and made the delivery phase more manageable.

The DSG had not written a Heritage Lottery Fund application before, and the Staff Unit had not written an application for a client like this before, so there was some lack of understanding from both sides about what was expected. In addition, capacity issues arose within the Staff Unit, and so the application was completed by members of the DSG. After the application was submitted, members of the DSG met with the Staff Unit to resolve the misunderstandings. Preparing and writing a successful grant application takes a great deal of time and requires the necessary skills and knowledge. This was achieved due to the collaboration between the DSG and the Staff Unit.

### **13.2 Enthusiastic, committed and knowledgeable steering group**

The members of the DSG were all very enthusiastic and committed to the project, which at times was very demanding - for example, ensuring that funding applications were completed on time and managing personnel issues. Funding applications are complex to prepare, and people need the necessary skills,

knowledge, capacity and perseverance to make them. The DSG members had the necessary contacts and networks to be able to develop a project of this nature, and could bring in further advice and support as required. One of the DSG members already had a good working relationship with Allendale Estates, which helped with negotiation over the lease of the Arches and access to the Beaumont and Blackett lead business records.

Members of the DSG have skills, knowledge and experience in:

- North Pennines geology, landscape, environment and history
- North Pennines lead mining industry
- The effects of lead mining on the environment
- Landscape and environmental conservation
- Museums, libraries, archives and other cultural heritage organisations
- Local history
- History and archive research
- Interpretation
- Trustees / board members / steering group members of public and third-sector organisations
- Senior positions within large companies and organisations
- Business analysis
- IT systems
- Managing volunteers
- Involving young people in heritage and other projects
- Organising events
- Taking part in theatre groups and art clubs

Some of the DSG members are retired, so they could bring skills and knowledge from their previous work, and had the time available to dedicate to the project.

The project administrator considered the calibre of the DSG to be exceptional; she has always worked for charities which are reliant on funding, and has never seen such a high calibre of volunteers. This is a prime example of a community running the project itself, and this was one of the factors in the success at the Construction Excellence North East awards. The Project Manager was also very impressed with the expertise and commitment of the DSG, and described it as “extreme volunteering” because of the level of time, skills, knowledge and long-term involvement required.

The DSG members had good subject knowledge about the lead industry, local history, archive transcription, archaeology and the environment, in order to make informed decisions about what the aims and outcomes of the project should be to make it most effective.

The length of time required for a project like this should not be underestimated; from the first idea, it has taken five years to plan and deliver the project and most of the steering group members have remained deeply involved throughout that time.

### **13.3 An effective method of governance**

The relationship between the Friends of the North Pennines and Hexhamshire and Slaley Parish Councils was very effective, as it gave the project the capacity and local knowledge to be able to set up and manage such a large project. FOTNP was the accountable body to receive and administer grants. The DSG comprised members of the three organisations so that they were equally represented, plus an expert in mining history.

It was planned from the start that the project, and the DSG, would be time-limited and that apart from site maintenance at Dukesfield, and maintaining the website, there would be no on-going commitment after the project ended. Nevertheless, some Dukesfield activities will continue, such as the Dukesfield tent at Slaley Show in 2015.

Throughout the development and delivery phases of the project, careful records had to be kept of volunteer numbers and the numbers of days they were contributing, as well as records of the financial aspects. Effective systems were set up to do this, which could be used again for future projects.

The DSG met once a month, and kept in touch by group emails so that everyone was kept in the loop with progress. All the DSG members felt that this worked well, and all issues were able to be discussed at meetings or via email. Documents were shared via Dropbox so that everyone could access them.

During the course of the project, two of the DSG members resigned or stepped aside due to family or other commitments, and one new DSG member was recruited. The Volunteer and Events Co-ordinator resigned due to family commitments. These changes in personnel caused some disruption, as other people had to take over their tasks. However, this was managed successfully by the DSG and the Project Manager. The steering group of any future project needs to have the ability to manage changes in capacity and availability of steering group members and contractors.

### **13.4 Using volunteers' time as match funding**

Many Heritage Lottery funded projects are run by organisations which can use staff time and other resources as in-kind contributions for match funding. The Dukesfield project was run entirely by volunteers, and volunteer time was intended to provide an element of match funding to the HLF grant as an in-kind contribution. Volunteer time was to be meticulously recorded, but a problem arose right at the start of the project when it became clear that most of the conservation work (and therefore a lot of expenditure) to consolidate the Arches would take place early in the project but much of the volunteer time would follow later. There was therefore a potentially fatal cash flow problem. Negotiations with the Heritage Lottery Fund enabled this to be resolved.

One of the DSG members explains:

“Our Phase 2 funding bid was structured to include in-kind income from the voluntary effort we planned to obtain, and consequently we sought HLF cash to the value of about 66% of the project total. Our grants officer during the

bid phase accepted this and the project cash flow projections. We always expected to spend a great deal towards the start of the project as we wanted to get on quickly with the structural conservation work given the precarious state of the Dukesfield arches.

It was only after we'd been successful with our bid in March 2013 that a new grants officer pointed out that we would only get 66% of our cash spending covered + whatever accrued through volunteer time. Given that volunteer time was expected to build up much more slowly over the project timetable this meant there would be an unsustainable deficit in 2013 that the Friends of the North Pennines' reserves couldn't possibly hope to cover.

The HLF accepted, however, that this had not been pointed out to us during the development phase and they were creative in helping come up with a way out of the problem: to remove the in-kind income from volunteers, and so reduce the project's total spending, and thereby increase the HLF's % contribution without them needing to commit any extra cash. Ivor Crowther (Heritage Lottery Fund Casework Manager for the North East Region) helped us directly with this. I am very grateful to him for it.

Valuable though this was in avoiding the project having to be cancelled at a late stage, I think we got even greater benefit over the life of the project from not having to rely, every month, on getting volunteer time reports in quickly so that we could convert them into financially critical in-kind income contributions. Even capturing individual time estimates for each activity for tracking against our approved objective of 900 days was tricky enough. Had we needed to do so simply to keep afloat financially from month to month we either wouldn't have made it, or would have needed to divert a great deal of management time and attention to the thankless task of collecting information from upwards of 100 people, and quite possibly both.

Something worthwhile learned: do all you can to avoid relying financially upon formal in-kind contributions. The effort of collecting the data could make a project collapse under its own administrative weight.”

Although using volunteer time as match funding was successful for the Dukesfield project application, it is not without risks and the implications should be considered carefully for any future projects.

### **13.5 Using contractors rather than employees**

FOTNP and the DSG decided to use contractors rather than employees to deliver some aspects of the project, because the administrative and financial requirements of an employer are onerous. It also meant that the contractors could be flexible according to the varying workloads during the course of the project.

The Heritage Lottery Fund grant application form refers to “employees” rather than “contractors”, but it is equally acceptable to have contractors.

Communications between the Project Manager and the DSG went very well throughout, and the DSG praised, and were very grateful for, the quality, enthusiasm and commitment of the Project Manager. They felt that this was one of the key reasons for the success of the project. The Project Manager liaised between the DSG and the other contractors.

The DSG recognises that it was very fortunate to find contractors for all the roles who were so committed and interested in the project, and were prepared to do more work than was set out in their contracts. Had the contractors been more commercially focused and less dedicated to the project, they might have carried out less work or submitted more claims for additional fees. Payment for additional items of work were made, particularly where these had not been included in the original briefs; the entire amount of additional time spent, particularly in developing interpretive content, was not covered.

The overall outcome of using contractors was very successful, but there were some aspects which both the DSG and the contractors thought could have been done differently, and they are addressed in section 14.1 below.

### **13.6 Volunteers, participants and activities**

The Dukesfield project is commendable for having involved so many volunteers (more than twice the original target) and participants (approximately 50% more than the original target). This was due to having such a wide range of activities and events which people could take part in, many of which took place at venues where there were large audiences, e.g. hosting exhibitions at local libraries. In addition, it was impossible to count the number of people who found out about Dukesfield through seeing the beer mats in pubs. All ages were provided for, and there were events and activities which people could just go to once or twice, and other which people could be involved with over a longer period of time - several days or weeks for archaeology, and months or years for Reading the Past, for example.

Some volunteers and participants were already interested in Dukesfield and the lead industry, and so they could be attracted directly by activities such as archaeology and talks about Dukesfield, the smelters and carriers. When planning many of the activities, the DSG chose ones which people would be interested in (such as photography or print making) and then focused the activity on Dukesfield, to capture people who may not necessarily have been interested in Dukesfield and the lead industry at first.

The project has made a link between urban communities in Blaydon and rural communities in Hexhamshire and the North Pennines.

The DSG planned imaginative activities at events which many people would attend, such as Slaley Show and Hexhamshire Leek Club Show, to attract those who might not otherwise be interested.



*The Tyne at Blaydon, site of the former staiths and lead refinery*

Most respondents to the online survey thought that communications with the Project Manager, Volunteer and Events Co-ordinator, activity leaders and the DSG (where applicable) were good or very good, via the project newsletter (sent using Mailchimp) or for information about specific activities.

### **13.7 Involving children and young people**

Several events and activities were planned mainly for children, in addition to the schools' work, such as Storytelling by Lamplight and the classes in the Dukesfield tent at Slaley Show. Children joined in the Heritage Cook Off very enthusiastically, which was a multi-generation event. A few teenagers took part in the archaeology digs; there was no age limit on participation, so long as under-18s had an adult with them, although this was not specifically promoted. Most of the cast of Carry On Mining ... Ore were teenagers or young adults.

Some of the Whitley Chapel Young Farmers attended a training session about the archaeology and conservation works at Dukesfield, and some of them subsequently took part in clearing out the leat. Young people from Natural Ability carried out undergrowth clearance at the site.

The variety of imaginative activities and the skill of the people organising and delivering them were key to the success.

### **13.8 Work with schools**

The work with Whitley Chapel First School, Slaley First School and Allendale Primary School was very successful as the pupils were able to go to the Dukesfield site and do follow-up activities in school. The Allendale pupils explored their village and its connection with the lead industry, and looked at the miner-farmer landscape around the village. Teachers are now familiar with Dukesfield and how they can use it in their teaching.



*Pupils from Allendale Primary School consolidating the leat with lime mortar*

The Project Manager and the Volunteer and Events Co-ordinator were both experienced in developing and leading education sessions, and similar experience is important for education programmes for future projects.

The changes in the History curriculum (since September 2014) mean that now all Primary and Secondary schools carry out a local study, so any future project can take advantage of this and work with their local schools to develop sessions based on their heritage. An organisation such as the Friends of the North Pennines planning any future heritage project needs to ensure that it has up-to-date knowledge of the curriculum so that it can tailor the education offer to the requirements of local schools.

### **13.9 Consolidation of the Arches**

Now that the restoration work has been carried out on the Arches, they will need no further work for many years, but the principles of the work can be used in future projects. The high quality work was achieved through using an architect and builder who are very experienced at this type of work, and who were both flexible enough to accommodate unexpected finds by the archaeologists, and changes to the work programme.

The soft capping used on top of the arches is innovative, and the architect and builder will use it again on future restoration work. This innovative technique, along with the high level of community involvement in the Dukesfield project, led to the project being Highly Commended at the Construction Excellence North East awards in 2015. Applying for relevant award schemes is a good way to publicise the project.



*Consolidation of the Arches completed*

The soft capping and lime mortaring provided opportunities for CPD training for building professionals and others interested in historic building restoration. The contractors were selected in part because of the skills and approach to delivering training. They also welcomed children from Allendale Primary on site and supported them to help consolidate the leat wall with lime mortar. It increased levels of participation in the project and brought in people who might not otherwise have got involved.

### **13.10 Archaeology**

The archaeology was very successful and it was fortunate that a preliminary dig could be carried out with Altogether Archaeology (a project of the North Pennines AONB Partnership) to ascertain the extent of sub-surface remains at Dukesfield. This dig also encouraged local people to take part and showed that there was enthusiasm for further excavations.



*Using old maps to identify building locations*

The digs in 2013 and 2014 revealed more structures than anticipated, and the volunteers were so enthusiastic that they had to be discouraged from digging too much. Any part of the site that is excavated has to be properly recorded, and the limit of the budget meant that digging had to stop in order that the recording could take place.

The archaeology staff and the lead volunteer made a point of talking to the volunteers twice a day to explain what was being found, so the volunteers felt valued and well-informed and it encouraged their enthusiasm.

Allendale Primary School, Whitley Chapel First School and Slaye First School were able to take part in the dig when they made a site visit. If further digs take place in the future, it would be good to involve local schools and enable children to take part with their families, perhaps by having a special family day.

### **13.11 Heritage interpretation**

The Dukesfield Arches had been a mystery to many people, and so interpreting them effectively was a key part of the project. The Arches and the lead routes have been interpreted in a variety of ways, so people can find out about them in the way that suits them best. The fixed interpretation boards at Dukesfield and the Keelman's Way provide information for people who may come across them by chance, and the walk and cycle leaflets suit people who are planning a walk or cycle ride - and people may come across the leaflets by chance too, either a printed one in a local shop, for example, or by downloading one from the website.

There had been some discussion amongst DSG members about whether the interpretation should take the form of panels and leaflets, or whether it should be more artistic and appealing to people's imagination. Carrying out a site survey at Dukesfield with passers-by showed that most people wanted panels and leaflets which conveyed information in an accessible way.

The milestones, of the pony showing the distances to Dukesfield and the River Tyne, take a more artistic approach and will encourage people's curiosity. The Allen Valleys pony is already proving popular with local families and was installed in time for Allendale Primary School's annual duck race at the nearby ford. There is currently (July 2015) a debate running to choose a name for their pony, which has led some parents to explore news stories and the project's legacy website for inspiration.

The 'Ore'some Ale was very popular, and the beer mats and pump clips were an imaginative way of presenting the Dukesfield project to people who might otherwise not come across it, or might not (initially) be interested in the lead routes. As the ale was sold in pubs between Allenheads and Blaydon, and at the Allen Valleys Folk Festival, it was a means of interpretation which literally followed the lead routes.



*Paul Mooney, TV Weatherman, launching 'Ore'some Ale at the Rose and Crown community owned pub in Slaley*

### **13.12 Reading the Past**

The transcription of documents relating to the lead industry has been extremely successful, thanks to the dedication of the volunteers who have transcribed around 6,000 documents. The fully-searchable “Dukesfield Documents” database on the website makes the documents readily available to academics and anyone with an interest in the subject. This is much better than publishing the transcriptions in a book, because it removes the need to print and distribute them, and people can access the documents without charge. Documents can be continually added to the website, and funding has been received to continue with the transcriptions. Four of the Reading the Past volunteers have been trained to upload documents to the website so that the responsibility and knowledge of the procedure does not rest with just one person.

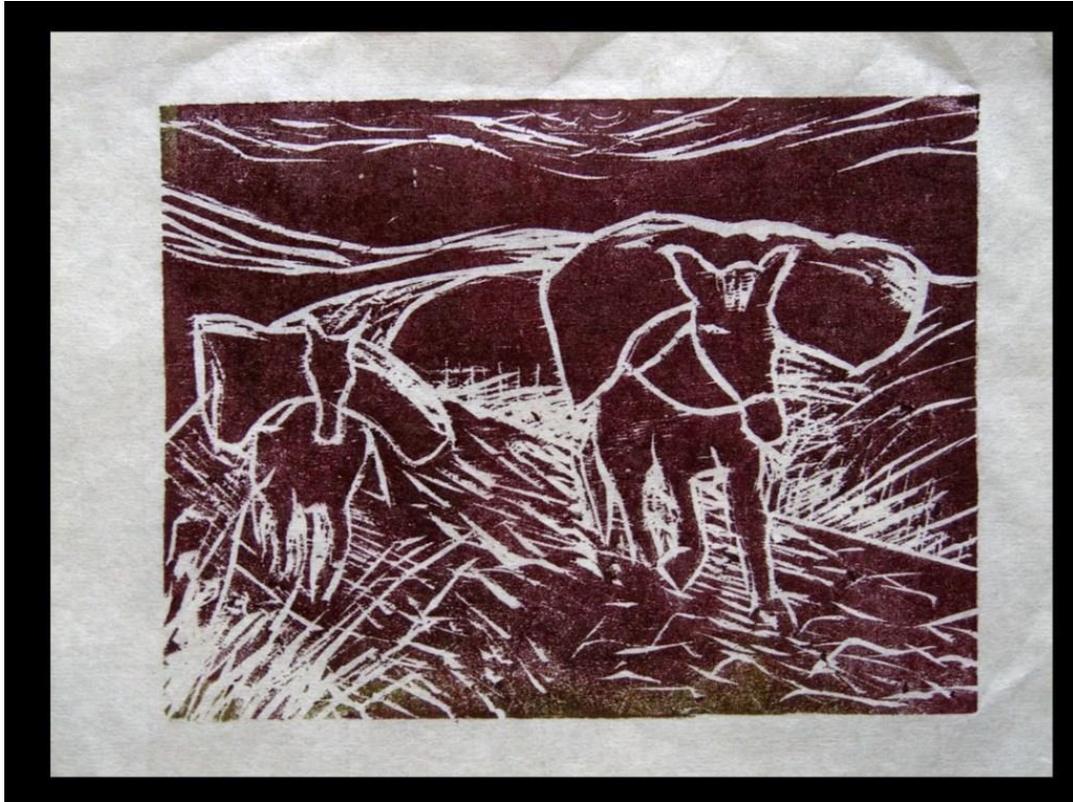
The website notes the various libraries and archives where the original documents are held, so that people can carry out further research if they wish.

The website designer would have liked to have been involved in the project at an earlier stage so that the formatting and metadata could have been agreed sooner, and it would have made it easier to structure the website if he had had more of the content sooner.

### **13.13 Dukesfield, the lead routes, the smelters and carriers are now better known**

The Dukesfield Arches, the lead routes and the lives of the smelters and carriers are now much better known between Allenheads and Blaydon, and further afield. The target numbers of volunteers and participants were well exceeded, and this was due to the enthusiasm, hard work and commitment of the DSG, contractors

and activity leaders and the wide range of imaginative activities and events which were held. These attracted people of all ages, some of whom were heritage enthusiasts already, and some who were brought in through an interest in cooking or print making, for example.



*Woodcut print, Anne Watson*

A large part in this success was the excellent press coverage achieved by the Marketing and Communications contractor, and also through the use of the project blog and its networking through social media, newsletters and mailshots. The information was presented in an easily digestible way, visually appealing and written in a welcoming style, which made viewers more likely to share and engage with the content, and so spreading the project's messages.

The Arches are now consolidated and the area around them cleared for better accessibility for visitors, and to protect the Arches from encroaching vegetation. This was achieved thanks to the quality of the work and enthusiasm of the architect, builder and archaeologist, who carried out work beyond their contracts to make the work succeed, alongside expert volunteers.

A project of this scale requires a great deal of commitment over a long period of time from many people and is not to be undertaken lightly, but the experience gained from this project and the lessons learned can be applied by other groups to reveal and celebrate their heritage. The quality of the project is reflected by receiving Highly Commended in the Construction Excellence North East awards and being shortlisted for the Heritage Angel Awards.

## 14. What could have been done better, and suggested improvements

### 14.1 Liaison between DSG and contractors

During the development phase of the project (Autumn 2012), the DSG had appointed the North Pennines AONB Partnership Staff Unit to carry out consultations and prepare the Stage 2 application for the Heritage Lottery Fund grant. The AONB Staff Unit made a valuable contribution through their expertise in a number of areas (for example, conservation planning and contracting, lease drafting, consultation planning) which the DSG lacked, and gave valuable advice on project scope. This improved the application and made the project easier to manage during the delivery phase.

Although the Staff Unit was very experienced in making grant applications, they had not worked with a client like the DSG before, and the DSG had no previous experience of making a Heritage Lottery Fund application. This was new ground for both sides and there were some misunderstandings about what each side was expecting from the other. The DSG wanted to write a very detailed application to prove to the Heritage Lottery Fund that they would be able to carry out the project successfully, as this was their first application and they did not have a previous track record of planning and delivering a project of this scale.

In due course it became apparent that the Staff Unit did not have the capacity to complete the application in time and in the way that the DSG had expected, and so a member of the DSG had to help complete it. Although it was very demanding to have to take on the application at a late stage, it was completed on time and the grant was awarded. Both client and contractor need to be clear, at the outset of the commission, about the amount of work which will be involved and the expectations on each side. A schedule, to show by when each task has to be completed, was agreed but was not always adhered to, and this should be addressed in any future projects.

The Staff Unit had contacted potential contractors during the consultation phase for the Stage 2 application, for the proposed willow sculpture and carriers' ride. These contractors said later that the contact had not been followed up, and so they were not sure whether or not these activities were going ahead, or in what form. Any consultees need to be informed of the outcome of the application, and whether or not they will be involved in the project.

The Project Manager was appointed once the Stage 2 grant had been received, and until that time the DSG members had been responsible for all aspects of the project. The Project Manager would have found it helpful to have received some background information about the DSG members, so that she could know about everyone's expertise. It took a little while for the new arrangement to settle in - having a paid Project Manager to carry out many of the tasks - while the DSG members adjusted to being responsible for some things rather than everything.

In a project of this size, with several contractors, it is very important that lines of communication are clear. The steering group should meet the contractors when they are appointed to make communication easier. The steering group and contractors also need to be aware of each other's working patterns. For example,

some volunteers may only be available outside normal office hours, and some contractors may generally only work within normal office hours. Of course if contractors are expected to attend events and activities during evenings and weekends, this should be made clear in the brief. Steering group members are likely to have other commitments, and contractors will have other clients, so this needs to be taken account of and communications may take longer.

The Project Manager liaised between the DSG and the other contractors. They did not attend DSG meetings (apart from the Project Administrator) as the DSG felt that it was not a good use of their contracted time. The Marketing and Communications contractor did attend a DSG meeting to plan the touring exhibition, and the Evaluator attended part of one meeting to explain the evaluation plan, and part of another to carry out an evaluation discussion with the DSG members. Some other contractors felt that it would have been helpful to attend part of a meeting when they were appointed, so that they could meet the DSG members at the outset and explain how they intended to carry out their contract tasks. Some of the contractors met DSG members from time to time on site or at activities and events, but they felt that closer links would have been helpful. At the same time, they recognised that attending all DSG meetings would use up too much of their contract time. Some of the contractors said that when they met with DSG members on site, sometimes they received conflicting information from different people and it was not always clear which were the correct instructions. However, once the Project Manager was appointed, it was clear that she was the main point of contact.

Contractors need to receive information in a timely manner in order to complete their tasks. Because the DSG were not familiar with the processes required for designing and completing interpretation panels, for example, they did not provide the Graphic Designer with the necessary information soon enough and so there was a delay in completing the panels. The Web Designer would have preferred to be involved sooner in the development of the Reading the Past database and web pages, so that he could advise on formatting, metadata and page structure.

## **14.2 Contracts**

The initial brief for the Project Manager did not state either the number of days required or the budget available for the contract tasks. Everyone who submitted a tender had estimated that the tasks would cost more than the available budget, so the DSG asked them all to tender again, based on the available budget. For all - subsequent contracts, the brief stated the budget available so that tenderers could know what was expected.

All the contractors said that they had carried out more work than they had stated in their tender. They were all willing to do this because they were interested in and committed to the project, but other contractors might not have been willing to do this extra work. The DSG are very aware of the extra work which has been undertaken, but for future projects there needs to be careful consideration about the amount of work which will be required, to ensure that a sufficiently large amount of money is allowed for it in the project budget and grant application. It is also important not to expect contractors to do more than the brief required.

The Project Manager, Volunteer and Events Co-ordinator and Marketing and Communications Contractor were appointed on a time basis (number of days to carry out the required tasks), whereas the Graphic Designer was appointed on an outputs basis (the fee covered only the design and production, not the testing and writing, of a certain number of panels, leaflets, etc). They all found this slightly awkward as the Graphic Designer was often asked for advice in addition to work on the required outputs, which he was very willing to provide, but a contractor who was less committed to and less enthusiastic about the project might not have been so willing to do this. It needs to be clear to all the contractors what everyone else's contracts cover, and what is not covered.

### **14.3 Activity leaders**

Each element of the Activity Plan was assigned a leader, either one of the DSG members or another volunteer with relevant experience. It had been intended that the Volunteer and Events Co-ordinator would recruit more activity leaders, to take the burden off the DSG members. This did not happen because the Volunteer and Events Co-ordinator was busy with other tasks and was working within a tight budget, and even though the Lead Road Show and an open evening were used as recruitment events, new volunteers were not forthcoming. For future projects, it will be important to ensure that each activity has a leader who has the relevant expertise and time to manage it or that there is a robust and fully costed mechanism in place for recruiting activity leaders.

### **14.4 The lease for the Arches**

The Arches and the land surrounding them were leased from Allendale Estates for a period of 25 years at a peppercorn rent. There were already good relationships with the Allendale Estates, but negotiating the lease was not straightforward because the Estate's agent LandFactor had not drawn up a similar lease with a charity before. The DSG felt that it would have been helpful if a model lease was available, for example via the Heritage Lottery Fund, which could act as a basis for this and similar asset transfers. Perhaps this is something which the Heritage Lottery Fund could consider in the future. A redacted form of the project's lease will be made available from the Dukesfield website.

### **14.5 Archaeology**

The archaeology was very successful overall, but there were a couple of aspects which did not go quite so well. Some of the excavations took place at the same time as the building works on the Arches, and the builder's public liability insurance covered any volunteers on site, so long as they had signed in as archaeology volunteers. A local person (not a volunteer) decided to do his own archaeology and came on site outside of the official archaeological digs and remaining on site outside of the contractor's working hours, putting himself and the archaeology at risk and invalidating the builder's insurance. The individual was known to the DSG and had a track record of similar behaviour on other sites. If the contractors had been made aware of the risk that this person may have appeared, then mitigating action could have been put in place sooner. A DSG member spoke to the person about this and the matter was resolved, but local knowledge of risks regarding unauthorised access to the site needs to be shared with contractors.

There had not been an allowance in the budget for post-excavation analysis of materials such as slag (for its composition) or wood (for its age). This is an important part of the research process, and in future this should be allowed for when setting the budget.

#### **14.6 Photography workshops and project documentation**

One of the aims of the photography workshops was to train participants in the skills to be able to photograph building conservation and archaeology progress at the Dukesfield site, and photograph events and activities to document the project. Although the first workshop was well attended, subsequent workshops were not, and some of the survey respondents said that they had been unable to attend due to other commitments.

Only a couple of the other participants went on to take photographs of the project, and some of them said they had not been asked to take photographs. The course tutor said that there had not been enough information about when events were happening at the Arches, so that she could attend with the participants and help them. It was a good idea that the participants should photograph the project, but it appears that there was insufficient communication for this to happen.

#### **14.7 Genealogy project - Who Do You Think You Are?**

This strand was to research local families who were connected with the lead industry. The people who took part were already researching their own family histories, and details of four families are on the Dukesfield website. The Who Do You Think You Are? participants also created a spreadsheet of 1,500 references to people living in the Hexhamshire, Slayley and Dukesfield areas.

The activity leader had to step aside due to family commitments, and as no-one else took over as leader, the project did not expand to include more participants. However it was decided that the underachievement of the target (four people researching instead of ten), was acceptable when balanced by the over achievement in other activities.

#### **14.8 Interpretation panels and walk leaflets**

The graphic designer felt that the overall interpretation plan was good, in terms of themes and methods used, but that the detailed content needed more input either from an interpreter or lead volunteer. His existing knowledge and skills of design, illustration and heritage interpretation, and local knowledge were very important in creating the various interpretation materials. A graphic designer without experience of heritage interpretation would have needed more content provided for them. He felt that there could have been a stronger lead from the DSG on interpretation, in terms of content for the panels and leaflets and communication over deadlines, for example.

#### **14.9 Cycle route leaflet**

An experienced cycle route developer was invited to create a Dukesfield cycle route as a volunteer. The route takes cyclists on the lead route between Dukesfield and Blaydon, and back via the Tyne valley. There were some delays over the production of the leaflet, partly because the Volunteer and Events Co-

ordinator had been managing this and resigned before it was completed, and the developer had not received much communication afterwards.

The developer felt that the cycle route leaflet should be sold in order to raise funds for reprinting the leaflet. However, the DSG considered that the initial printed copies should be free, and thereafter the leaflet should be free to download from the website. The cost and effort of managing the sales, reprint and distribution of the leaflet would outweigh the financial benefit. The DSG did agree that if the developer wished to sell a version of the route himself in his own publications, that he could do that, even though it would be freely available from the Dukesfield website.

Whilst none of this constituted a problem, delays and misunderstandings can be minimised by good communications with everyone involved and with a clear initial brief.

## 15. What was unsuccessful, and suggestions for improvement

### 15.1 Activities which were cancelled or substantially changed

A few of the activities set out in the Activity Plan had to be cancelled or substantially changed because they turned out to be impracticable. All the revised activities were successful because the DSG members and the contractors were able to plan them in an appropriate way and mitigate any issues which arose.

The carriers' ride was cancelled as the proposed route from Sinderhope to Dukesfield would be too long. Instead the Dukesfield project sponsored the Pleasure Ride section of the Hexhamshire Endurance Ride. 70 horse riders took part, compared to six who would have taken part in the carriers' ride.

The willow sculpture was replaced by the beer mats and pump clips to promote the 'Ore'some Ale and to provide additional interpretation for the Dukesfield project, explaining Dukesfield and the lead routes. This probably reached far more people than the willow sculpture would have done.

It had been planned to run a competition with local schools, to design the project logo. However, the DSG decided that this would not necessarily lead to an appropriate logo, and the branding was needed sooner than a competition would allow. Instead, the Graphic Designer created the logo and brand identity.

The schools' work changed significantly from the original plan. It was not possible to involve any secondary schools, apart from a talk given at the Thorp Academy at Blaydon. Changes to the History curriculum meant that the topic focused on local history rather than the Victorians. Re-structuring of Allendale First School to a primary school meant that firm plans were unable to be made during the development phase. Despite this, the schools' activities which were held with Whitley Chapel First School, Sleafy First School and Allendale Primary School were very successful and there would not have been sufficient capacity within the project team to work with any other schools.

## **15.2 Collecting demographic data throughout the project**

The Heritage Lottery Fund requires demographic data about volunteers, visitors and trainees to be collected for its monitoring purposes. The data was not collected during the project so demographic questions were asked in the end-of-project online survey which volunteers were asked to complete. There was a 51% response rate which was good, but does not give a full representation of all those who took part.

In future this data should be collected throughout the project, for example when people sign up for activities and events.

## **15.3 Carrier's Ride for schools**

The proposed ride along part of the Lead Route for school children instead of the Carriers' Ride, was promoted through Allendale Primary School but there was little take-up. Sinderhope Trekking Centre had cancelled some other clients in order to accommodate the school children, and lost business as a result. Staff at the Trekking Centre have since suggested that the project should have paid for the places in advance so that the ride could go ahead and the Trekking Centre would not lose money.

## **16. Opportunities which were missed or not taken up**

### **16.1 Including people of all abilities**

Natural Ability works with young people aged 16-25 who have mild to moderate learning disabilities. They volunteer for several days every week with Natural Ability, and they carried out brashing as part of the initial Dukesfield site clearance. They enjoyed carrying out the site clearance at Dukesfield because it is a task they are familiar with, and they were working in a new location. Nevertheless, sometimes they feel that they are doing the hard work which no-one else wants to do. In the evaluation interview, their supervisor said that it is important that publicly-funded heritage projects should provide activities for people with disabilities where possible. The trainees would not have been able to take part in the archaeology, for example, because they do not have the fine motor skills or understanding of the purpose of the work. Involving people with disabilities should not be tokenistic; it should be meaningful and lead to a sustainable benefit for them.

This should be addressed at the development stage of any future project, and consultation should be carried out with groups of people with disabilities to find out what sort of activities they would like to take part in.

## **17. Recommendations for the future**

### **17.1 The steering group**

The Dukesfield Smelters and Carriers project would not have succeeded without such a strong steering group. The Institute for Volunteering Research study recognised the knowledge, skills and expertise required by volunteers to carry out a project of this scale.

The steering group must have a common vision with mutual trust and respect between members:

“Bottom up development - start with a few people to develop a vision and expand the group to start working towards realising the vision. Interested people follow and join in and they buy into a vision usually when their own interest can be included - that dimension can usually be built into a project. This gives a longer term prospect for members of the group staying involved. There must be a driver to hold participants to the vision, keep everyone working towards the goals and hold everyone together as a group. This is not the job of a paid project manager, who needs to be able to encourage but also to keep the administrative tasks in hand. If a project is interesting enough to a community people will join up and stay with it.”

Other respondents to the online survey agreed on the need to have key people to drive the project forward, take responsibility for essential tasks such as the finance and budget, and to recruit enough volunteers to lead all the activities. There also need to be members who have good subject knowledge about the proposed project. Planning the project takes time, and it is important to spend sufficient time in planning it.

Good systems need to be in place to provide the reporting information which funders require. For example, the Dukesfield project used a spreadsheet in Dropbox so that volunteers could add their own hours to the time sheet.

Recognising that good communication is essential and that steering group members may change over time, another DSG member commented:

“Ensure clear terms of reference. Document roles and responsibilities and decision making levels of the steering group. Put in place regular review points for the steering group to look at its performance, assess if skills missing and improve. All of this may have been in place.”

Being on the steering group of a project of this scale is very demanding and time-consuming, and it requires the members to have flexibility to achieve this. For this reason some may be retired or self-employed. People should concentrate on the things which they are good at and which they enjoy. Managing volunteers (whether on the steering group or otherwise) takes a lot of time. The steering group also requires a good chairperson who can manage meetings successfully, both in terms of decision making and duration.

## **17.2 Project governance, grant applications and administration**

One of the many strengths of the Dukesfield project was the collaboration between FOTNP and the two parish councils. Any future project needs an accountable body which is constituted so it can receive and administer grants, as FOTNP did for Dukesfield. Working with the parish councils meant that there was good local knowledge of people and places.

The amount of time and effort required to develop a grant application should not be underestimated. The DSG had the skills and capacity to make successful

applications, but not all community groups do, which was recognised by the Institute of Volunteering Research study.

Because the project was run by volunteers rather than an organisation with staff and other resources, the match funding was intended to be in part an in-kind contribution made by volunteer hours rather than cash. The higher costs incurred in the building restoration at the beginning of the project could not be matched at that time by the necessary volunteer hours, because the archaeology dig had not commenced. If this problem had not been resolved with the Heritage Lottery Fund, FOTNP would have incurred a debt which it could not pay. Therefore, future projects should be very careful about using volunteer time as an in-kind contribution, particularly with regard to cash flow.

Numbers of volunteers, participants and trainees and the numbers of day which they contribute have to be carefully recorded. The Project Administrator set up systems for this and for the financial administration, so that they could be done easily. These systems can be used in future projects.

### **17.3 Activities**

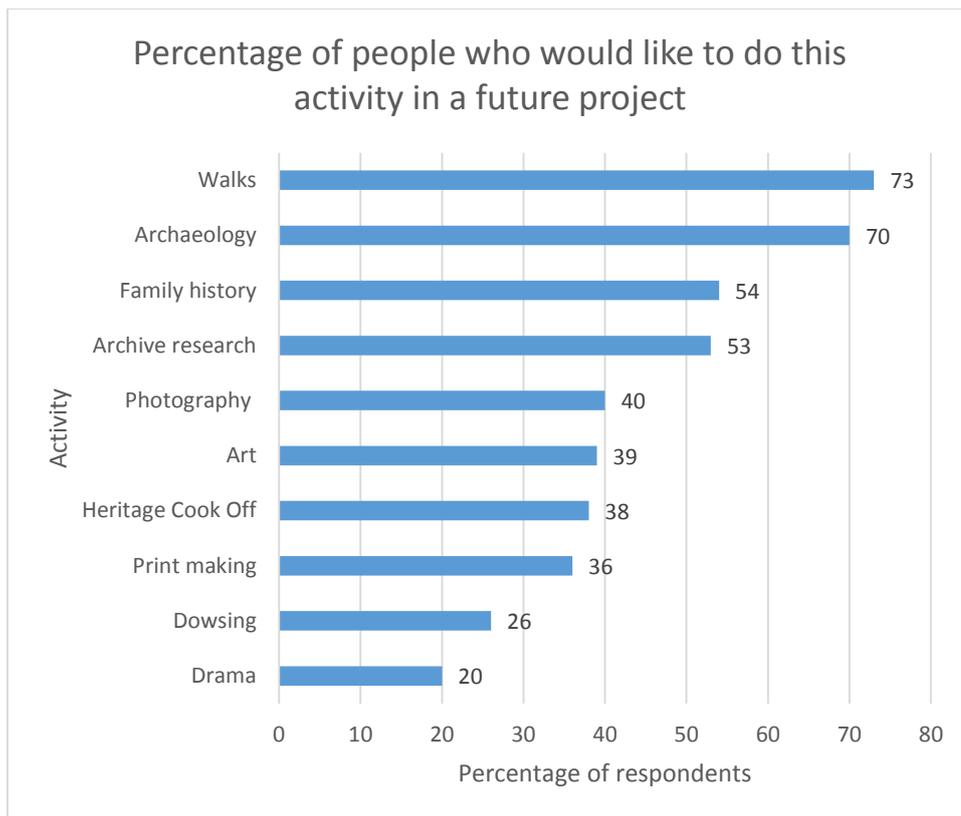
A future project should endeavour to have an equally wide range of events and activities which attract people of different ages and interests. People can be drawn in by activities which interest them, such as print making or cooking, even if they are not initially interested in the main subject of the project.

Many of the volunteers who responded to the online survey suggested doing a future project in the same way as the Dukesfield one:

“Continue with the formula that has made the current Dukesfield project such a success - lots of different strands of activity which attract a diverse range of people with specific interests but by creating links between the different activities encourage people to cross over and try something new. It worked for me!”

The great majority of respondents to the online survey said that they had had enough or plenty of information about activities and events in advance, but a couple of the survey respondents suggested better PR and advertising of events, and more “joining up” of events to encourage more people to take part.

The 65 respondents to the online survey were asked which activities they would like to do again, if a similar project takes place. The chart on the following page shows the percentage of respondents who would probably or definitely like to take part in each activity:



The activities organised for children had been very popular. Any future project should also have plenty of activities to engage children and young people. Few of them took part in the archaeology, although they could if they were accompanied by an adult, and none took part in the art or print making workshops. It may be that they or their parents thought that they would not be suitable for children, or that they were aimed primarily at adults. Perhaps in future, an archaeology day could be organised especially for children (as had been done for some of the schools). Likewise, the schools could use the camera obscura and a day for families could also be organised. Although there were two camera obscura days for the public, they were not specifically aimed at children.

The drama was an effective way to involve teenagers and young adults. It had been hoped that the Young Farmers would have had more of an involvement with the project, but those interviewed for the evaluation said that although they were interested in Dukesfield, they were busy with other things and did not take part in the activities, beyond clearing the leat.

The Natural Ability supervisor raised the issue of meaningful involvement for people with learning disabilities. Future projects should consult with groups of disabled people in the development stage, to see what sort of activities they would be interested and able to take part in.

#### **17.4 Involving volunteers**

In addition to the steering group volunteers, there needs to be a team of activity leaders (to take some of the load off the steering group) as well as the volunteers taking part in the activities. A Project Manager or Volunteer Co-ordinator can recruit and retain enthusiastic volunteers but this is time consuming, and needs to

be taken into account when drawing up their contract. A project needs to ensure that there is a realistic budget for this work.

There needs to be good communication between the steering group, project contractors and volunteers to ensure that people are aware of the activities and of overall progress of the project.

### **17.5 Working with contractors**

Using contractors to deliver aspects of the project, rather than having employees, puts less of an administrative burden on the accountable body which is responsible for the project.

Contractors need to be professional, committed, knowledgeable and inspirational. The contractors need to have more links with the steering group; at a minimum, to attend a steering group meeting when appointed so that everyone can meet each other, and the contractor can outline how he or she intended to carry out the tasks.

The scope of anticipated work needs to be carefully assessed. All the contractors said that they worked more than the contracted time, and they were very willing to do this because of their personal interest in the project. However, more commercially-focused contractors may not have been so willing to do so.

### **17.6 Working with partner organisations**

Working with partner organisations can be very beneficial, for example the work with Winlton Local History Society, Whitley Chapel Young Farmers and Natural Ability. It can bring in new people and different skills to the project.

### **17.7 Interpretation**

Heritage interpretation is more than just imparting information - it needs to reveal meaning and relationships to visitors and help them understand the site. The steering group of a future project needs to have more capacity to deliver heritage interpretation, or be able to bring in additional help (as a volunteer or contractor) to write interpretive materials and check details of routes, etc.

### **17.8 Marketing, communications and website**

A communications plan for internal and external communications needs to be written at the outset of the project, as it was for the Dukesfield project.

Mailchimp was an effective method of managing email communications with the volunteers. The Wordpress website was used during the project, along with Twitter and Facebook, to reach the internal and external audience. At the end of the project, the new legacy website was created as a repository for all the information about the project.

The local newspaper, the Hexham Courant, and parish newsletters were an effective way of reaching people. The Journal and television coverage reached people further afield.

This variety of communication channels should be used in future projects.

### **17.9 Schools**

Planning for work with schools should start early in the project development stage. Schools are constrained by the requirements of the National Curriculum (unless they are academies), and normally plan their programmes well in advance. With the uncertainty inherent in a Heritage Lottery Fund application, i.e. the wait for confirmation of the Stage 2 funding, schools are unlikely to commit to involvement with a project until the funding, and hence the activity, is confirmed. The flexibility with regard to timing and subject areas shown by the schools and the project contractors was critical in achieving such effective learning and engagement.

The steering group of a future project should build on the good practice here. Schools' work should be planned and delivered by volunteers or contractors who have relevant experience, skills and knowledge of the National Curriculum.

Primary (including First) schools and Secondary (including Middle and High) schools are required to carry out a local study within the History curriculum, but teachers may not always be familiar with the heritage which is on their doorstep. Therefore a local heritage project can be of great benefit to them and can encourage them to take part in the project. Some teachers may simply need support to develop and access the diverse and memorable learning experiences which a project like this can offer.

Apart from the local study, the Primary History curriculum focuses on the period before 1066, with a study of an aspect or theme of British history beyond 1066. The Secondary curriculum focuses on the period after 1066, with a study of an aspect or theme before 1066. As the Primary focus is now mainly prior to 1066, it is all the more important to consult with teachers and collaborate with them to develop excellent cross-curricular learning about the heritage.

### **17.10 Archaeology**

Many of the archaeology volunteers are keen to carry out more excavation work, as much more archaeology was discovered than anticipated. As a result of the Dukesfield project, there is a proven interest in a further archaeology project.

For a future project, the archaeologist noted the importance of allowing for post-excavation analysis of materials in the budget, and the need to control the amount of excavation that takes place. Everything which is excavated needs to be recorded and interpreted, and if volunteers start digging more than originally planned, this has a cost implication for the project.

There had been an instance of someone, who was not an archaeology volunteer, coming onto the site to carry out his own excavations. This was resolved, but known risks regarding unauthorised access to the site must be shared for the safety of the public, the archaeology, and to protect the builder's public liability insurance which would not cover unauthorised people.

### **17.11 Asset transfers**

The Dukesfield project involved the Arches being leased from Allendale Estates for a period of 25 years at a peppercorn rent. The Allendale Estates agent was not

familiar with creating a lease for a charitable organisation. The DSG would have found it helpful to be able to use a model lease as a basis, and it would be helpful if the Heritage Lottery Fund could develop a model lease which other projects could use in the future.

The Institute of Volunteering Research's case study covered volunteer-run organisations which had been involved in asset transfers, and noted the level of skill, capacity and experience required by the volunteers to effect the transfer. The case study noted that some community groups may not have this level of ability to be able to carry out such a project.

### **17.12 Building restoration**

The Dukesfield Arches are now restored and will remain in good condition for many years to come, with regular maintenance by trained volunteers. The experience gained from this restoration can be applied to the restoration of other buildings. It is important to use skilled and experienced architects and builders who are flexible in their approach, especially if there is archaeology on the site which may affect the proposed work schedule.

### **17.13 A time-limited project**

The DSG was always clear that the project would end and the DSG would be disbanded once the Heritage Grant project finished. It was felt that a definite end point would concentrate everyone's efforts during the project. It is unusual for a Heritage Lottery Funded project not to have ongoing revenue costs or audience targets after it finishes. The activities and events have shown that there is a continuing interest in Dukesfield and the lives of the smelters and carriers, and this could be continued by FOTNP or another organisation in the future.

As the Dukesfield project has been run by volunteers rather than by paid staff within an organisation, they may well wish to have a rest from the project, reflect and review it before embarking on something new. If they, or others, do decide on a future project, the lessons learned from this highly successful one will stand them in good stead for the future, and they have built up a large team of enthusiastic volunteers and participants who would take part again.

# Appendix 1

