

## Dukesfield Smelters and Carriers Project



# Activity Plan

November 2012

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### Acknowledgements

This plan could not have been completed without the assistance of many different people whose expertise and insights have been invaluable over recent months. The vital input of our contractors is mentioned at various places in this Plan, and we are grateful to all of them for their commitment to the project. We would like to thank the Heritage Lottery Fund for the faith expressed in us through the development stage grant, and to our Grants Officer, Natasha Browning, for her swift responses with help and guidance throughout the process. This stage of the project involved a great deal of work, as expected, but we have learned much from it.

The enthusiasm, hard work and humour of our fellow volunteers have been an immense support to us. In addition to their direct contributions and feedback on our emerging plans, they have been a constant reassurance to us that this is a project worth pursuing.

Dukesfield Steering Group  
Friends of the North Pennines  
December 2012

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## Executive Summary

The heritage we wish to conserve, celebrate and share is part of the lead processing industry that was so important to the development of the North East between the 17<sup>th</sup> and 19<sup>th</sup> centuries, and is centred on the remains of the Dukesfield lead smelting mill and silver refinery. It also takes in the routes by which ore was carried from the North Pennines lead mines to Dukesfield and lead and silver carried from Dukesfield to Blaydon and the markets of Tyneside, and is concerned with the lives of the smelters and carriers and their families.

Our development project has been a productive experience for all involved, building further community awareness in the Dukesfield area and along the lead route to Blaydon, and volunteer involvement in a number of pilot activities. We feel that our project plans have been greatly improved by our research and development work and feedback from widespread consultation, and the work needed to complete it has proved the value of the collaborative management approach forged between the Board of the Friends of the North Pennines and the communities of Hexhamshire and Slaley through the Dukesfield Steering Group.

Our audience development work has indicated the potential greatly to extend participation in the project by building on the healthy foundation we have as a consequence of our work to date. Audiences for learning about the heritage cover a wide range of people. On the one hand there are many with no more than a passing/casual interest in industrial heritage encountered while out for other recreational reasons. On the other hand there is a relatively small but knowledgeable and influential audience of specialists with an active interest in the lead industry regionally and nationally not all of whom currently know of the historic importance of the network centred on Dukesfield.

Our interpretation strategy has been designed to address this broad range of current and potential interest, employing both site-based traditional fixed interpretation at Dukesfield and Blaydon, events and printed and online resources. While Dukesfield remains the central focus of the project, the Blaydon site and surrounding area offers great potential to reach people in the Tyneside area, many of whom are unaware that the network extending deep into the country is part of *their* heritage.

The programme of activities we have defined has been shaped by this work on current and target audiences and the interpretation strategy. Other adjustments to our original ideas are based on a great deal of feedback obtained through individual and group consultations over the past five months and an assessment of practicality as a result of detailed scrutiny and planning. The result is an ambitious, exciting, and wide ranging set of activities that we are confident can be delivered over a two year period through our planned management and co-ordination approach. Care has been taken to sequence the timetable logically in order that later activities can benefit from the fruits of earlier ones.

Our programme encompasses conservation and research activities, interpretation events, the creation of fixed interpretation, printed and online resources, and an active series of promotional and entertaining learning events to capture

imaginings across the region. They will engage nearly 90 volunteers contributing around 850 days over a two year period. This is higher than forecast at our first stage application, primarily because of the excellent potential to build upon popular and illuminating pilot community archaeology and documentary transcription work. Activities designed to draw in many new volunteers to contribute to our collective understanding of the heritage through archaeology and documentary research are preferred to our earlier intention to develop a sophisticated digital animated reconstruction of the Dukesfield Mill. We still plan to create an engaging content-rich set of online resources to interpret our heritage, but the animation as originally planned is now considered a high risk venture that could consume a large amount of cash without a great deal of voluntary participation, and was not valued as highly by our audiences as a website complemented by more traditional interpretative products.

Through all this there will be great opportunities for people to build skills and confidence under expert direction, to come together and make a valuable contribution whether through environmental management, designing walking and cycle routes, acting, photographing, website development, archaeology, heritage crafts, exhibition design & stewarding or other activities. We intend to have fun during the project, and to build awareness in the wider regional community through our events and activities while doing so. When we've finished however, we are convinced that what we have created will last for others to enjoy and learn from for years to come. The historically important remains at Dukesfield will be secured for a generation, and the links to Tyneside opened up for all to see. Many more people will be equipped to look after our heritage – from conservation and maintenance to leading guided walks, from running community events to revealing the later history of Dukesfield. The resources will exist in accessible form to support deeper research into the north-eastern lead industry, and we will have a project story that could inspire other community groups to plan how to reveal and celebrate their own heritage.

The organisational basis which will underwrite this is the Friends of the North Pennines charity, its membership network and partnerships. At its heart lies the close working relationship formed with Hexhamshire and Slaley Parish Councils for this project, a partnership that will endure. Our development project has shown that the steering group model works, and it will be deepened as we collaborate during the exciting two years in front of us.

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## 1 CURRENT POSITION

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### 1.1 OUR ORGANISATION

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The Friends of the North Pennines AONB and European Geopark (FOTNP) is a charity and company limited by guarantee (Charity number 1137467, Company number 7240526) which aims to

- promote the conservation, protection and improvement of the physical and natural and built environment in and around the North Pennines Area, and in particular by conserving, protecting and improving the North Pennines AONB; and
- advance the education of the public in the arts and sciences, in particular in relation to the conservation, protection and improvement of the physical, natural and built environment of the North Pennines Area, including the North Pennines AONB and other protected areas.

The FOTNP was established in 2011 and has a membership of about 180 and 8 Trustees/Directors. The FOTNP organises events for members and others which all focus on aspects of the built and natural heritage of the North Pennines area. In Spring 2012 FOTNP became an Environmental Body registered with ENTRUST which allows it to apply for Landfill Tax funds. Working with the North Pennines AONB Partnership, the organisation was awarded £500,000 from BIFFA Award, which will help fund restoration of eroding peat sites across the North Pennines. We have established a 'donate a gate' scheme which allows people to commemorate loved ones through new gates on walking routes in the area whilst at the same time improving access for people. Through a small public appeal the FOTNP have raised funds to restore a traditional milestone and we are currently working on a project to develop an easy access guide to the North Pennines showing where people with mobility problems can go to enjoy the area.

The organisation has an Equal Opportunities Policy which was adopted in February 2012. FOTNP engaged the services of a self-employed administrator in August 2012, who has been responsible for the administration of the Stage 2 Development Phase of this project.

#### Approach to managing projects

We operate a two tier structure comprising our Board of Trustees and steering groups for each project. This approach sustains local support and ownership of individual projects and provides the capacity needed as the activity of the Friends extends in the future.

Section 3c of our application sets out how we arrived at what we feel is already a successful collaborative working arrangement with the communities of Hexhamshire and Slaley to develop the Dukesfield Smelters and Carriers Project. This is managed through the Steering Group comprising representative of the two Parish Councils, a further community representative, and the Board.

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## 1.2 THE HERITAGE

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The heritage we wish to conserve, celebrate and share takes a number of forms, all part of the lead processing industry that was so important to the development of the North East between the 17<sup>th</sup> and 19<sup>th</sup> centuries. It:

- Is centred on the **physical remains** of the Dukesfield lead smelting mill and silver refinery, the regional significance of industrial activity there, and its legacy on the surrounding Hexhamshire landscape but also
- encompasses the lost **lead routes** by which ore was carried from the North Pennines lead mines to Dukesfield and processed lead and silver carried from Dukesfield to Blaydon and the markets of Tyneside, and
- is concerned with the **lives of the smelters and carriers** and their families and how the geographically widespread business was managed before the era of modern communications.

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### 1.2.1 PHYSICAL REMAINS AT DUKEFIELD

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Two large and graceful stone and brick gothic arches are the most visible remains of the Dukesfield lead smelt mill on the banks of the Devil's Water valley, 3 miles south of Hexham and the Tyne Valley (grid ref: NY 942580). They stand 5.5metres high, about 4m wide and run for 30m or so away from the hillside bank. They stand alongside a public footpath, now part of the long-distance Wainwright Pennine Journey walk. The arches carried flues from the dismantled smelt mill to draw fumes and smoke away from the hearths to chimneys which once stood on the bank to the south.

Remains of adjacent features lie in surrounding woodland and scrub, some exposed during the recent HLF funded North Pennines AONB Partnership's Altogether Archaeology survey and exploratory excavation (hereafter referred to as the 'AA Dig'; see Appendix 5) which also showed the potential to learn so much more. Dukesfield belonged to the Blakett family from the 1660s, and was one of the most important concerns in the northern lead industry (through the family business WB Lead). It was their largest smelting mill during the 17<sup>th</sup> and 18<sup>th</sup> centuries, converting and refining lead ore into pig lead and silver using wood, peat and coal as fuel, and water power to drive bellows. The statement of historic significance which forms part of our Conservation Plan (see Annex 9 to our application) summarises the importance of the site. A silver refinery was added in 1765 to provide extra capacity to the business because of constraints on further development of the existing refinery at Blaydon. The late Dr Mark Hughes of Durham University believed Dukesfield to have been at one point the largest lead smelt mill in Europe.

There is evidence nearby of later industry in the area: a Victorian tileworks, a short-lived World War One vintage light railway for hauling timber, and a Second World War sawmill. Originally these structures were within the proposed scope of our project: however, we value the advice of our marketing consultant during the project's development phase to focus only on the lead industry, and have followed it. This has given the project a more coherent story.

The Tileworks, railway & sawmill have all but disappeared, but the older remains of the lead mill still stand, a well-known if little understood feature of the local landscape.

Dukesfield Smelt Mill was once just part of a more extensive lead industry along the Devil's Water river and adjacent Rowley Burn valleys. At least three other water powered ore hearth lead smelt mills were located in the area by the end of the 17<sup>th</sup> century and there are signs of earlier smelting in 'bale hills' in the area – bonfires on a stone base that relied upon the wind to increase the fire's heat.

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### 1.2.2 THE LEAD ROUTES

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Hexhamshire's smelt mills lay beyond the mining district, so ore had to be carried down from the hills of the North Pennines. Transport was by trains of packhorses following long established routes such as the Lightside Road from East Allendale & the Carriers Way along the ridge above the Devil's Water from Allenheads and Weardale.

'Pigs' of smelted lead were then carried away by packhorse – and from the late 18<sup>th</sup> century by cart- to the staithe and refineries on the Tyne at Stella and Blaydon from where keelboats could ship the lead downstream. The route out from Dukesfield eastwards to Apperley then following the high ridge road through Hedley down to Blaydon is still known as the Lead Road. High value 'cakes' of silver, commonly worth more than £20,000 each in modern value, were also carried to Newcastle from the Dukesfield refinery by horse – and then forwarded by the common carrier overland to London.

WB Lead's Blaydon refinery has disappeared but the site is known, and was overlooked at a distance from Blaydon House, built for Robert Mulcaster, their smelting agent, in the early 19<sup>th</sup> century. The building is now closed and in a vulnerable condition, largely ignored by the traffic swirling around the A695 roundabout just beside it. Collaboration with the Winlaton Local History Society during the project's development phase has stimulated interest there in marking the end of the lead route. Victorian development has obscured the importance of the earlier lead industry.

At the end of the 18<sup>th</sup> century we calculate that over 500 horses were on the lead ways each day from late spring to autumn carrying ore, fuel and lead to and from Dukesfield and returning loaded with supplies for the mines. Dukesfield was just one of several mills between the orefields and Tyneside.

The opening of the first section of the Newcastle to Carlisle Railway in 1835 between Hexham and Blaydon –the course of which was deliberately laid to pass right next to the refinery- was a response to the need for cheaper transport, and led to the closure of Dukesfield mill in the same year. The WB Lead Allen mill was better located, with recently constructed turnpike roads linking it to Hexham.

The historic packhorse and cart traffic connecting the Pennine dales and Tyneside via Dukesfield disappeared, and the long distance routes reverted to local uses as footpaths and bridleways. To this day there are no through routes for vehicles over

the fells out of Hexhamshire to the south and west because of the early cessation of lead smelting in the area.

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### 1.2.3 SMELTERS AND CARRIERS

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Lead smelting was a highly skilled craft, relying upon knowledge of the sight, colour and smell of the hearth at work, the varying nature of the ore and fuel, and was typically learned through long experience. It was also hot, heavy and dangerous work, with constant exposure to the poisonous fumes created by the smelting process.

The Steel, a small hamlet half a mile north of Dukesfield, was home to several smelting families during the 18<sup>th</sup> and 19<sup>th</sup> century. Its survival as a hamlet today is probably due to the lead industry providing employment during the early 19<sup>th</sup> century when many other similar settlements in the area were reduced to single farms by changes in agricultural practice. This illustrates the subtle effects of the industry on the surrounding landscape.

The carriage of lead ore to the mills and smelted lead to the markets was typically undertaken by small farmers. The sheer volume of traffic required by the scale of the industry, particularly in the late 18<sup>th</sup> century, meant that carriers were more numerous than smelters. Lead carrying and pony grazing underwrote the survival of many small holdings well into the 19<sup>th</sup> century. Their farmsteads today arguably represent the remains of a 'farmer-carrier landscape'.

Lead smelters' and carriers' lives are less well researched than those of the more numerous miners, but research before and during our project's development phase has shown that documentary material exists which allows us to discover much more about them.

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## 1.3 CURRENT AUDIENCES

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Section 2b. of our application sets out the regional importance of the lead industry during the early modern period and Dukesfield's central role within it, and who this matters to. The site and the industry's importance are only dimly appreciated today. Current audiences effectively fall into two quite separate categories: local people/visitors, and lead industry specialists.

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### 1.3.1 LOCAL PEOPLE AND CASUAL VISITORS

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**Dukesfield.** The mill arches are a well-known landmark for local residents in Hexhamshire and Slaley. Lying near the junction of several footpaths, they are frequently passed by individual walkers, riders, and organised groups. As part of our development project the opportunity was taken of carrying out a simple census and survey of the extent of this traffic during the 9 days of the archaeological survey in October 2012.

This confirmed the anecdotal views and 'guesstimates' of the nearest farmers and other residents of the level of passing foot traffic, and it is reasonable to suppose that

many more than the 35-45 walkers and riders observed on fine autumn weekend days pass by in the summer. See Table 1 below.

	Weather	Walkers/riders Small numbers	Walkers In groups	Other
Weekend	Fine & clear	25-30	10-15	
Week	Misty & damp	10-15	-	
Weekend	Wet & cold	10	10	15 (shooting party)
		Predominantly locals	Mostly from outside immediate area	

Many of the passers-by were stopped by an informal rota of project volunteers as they walked and asked if they knew what the arches structure was, and – if so – what the function of the arches was. See Table 2 below.

	Questioned	Know it was to do with lead	%	Know that the arches carried flues to chimneys	%
Local people	40	18	45%	2	5%
Visitors	15	3	20%	0	0%
Total	55	21	38%	2	3.5%

Although the sample is small, less than half of the local passers-by knew that the arches were associated with the lead industry in any way, (and it is thought possible that this 'audience' was biased towards more interested locals than on average because the dig was known to be taking place.) Amongst visitors, mainly members of organised weekend groups, awareness of the connection with the lead industry was much lower. Other opinions echoed earlier comments collected prior to our stage 1 application e.g.

"it looks like a folly"

"is it part of an old railway?"

"were they limekilns?"

Even amongst those who knew that the arches were remains of the lead industry very few knew their purpose. Most of these speculated that the arches themselves were kilns of some sort for burning lead or ore. The surviving structure offers no visual clues as to its function to anyone without a specialised interest.

On being informed of the site's role as a lead smelting mill, the full extent of the site, and the arches' function in carrying the flues most people were surprised and interested to know more. Many, including members of a shooting party from Whittonstall on the second weekend, had in any case paused in their walk to take a look at what the various trenches revealed,. Members of a walking group on the first

weekend (from Newcastle) expressed surprise that the area had previously had such an important connection with Tyneside. One man had previously worked at the Elswick Lead Works until the 1980s/90s and was fascinated to discover that the Dukesfield site had once supplied lead pigs to the works on the same site over 200 years ago.

When informed of the project plans all but one person voiced support for the planned conservation work (the one minority voice suggesting they should be 'let to fall down').

**Lead routes.** We have no quantitative data on the current level of use of the lead routes and only anecdotal evidence of knowledge of their past function. The tracks over the fells between Allendale and Hexhamshire attract hill walkers and the roads eastwards are used by local traffic and a number of cyclists. Many of those who live on or near the tracks and roads (e.g. at Sinderhope in Allendale, the 'Lightside Road' in Hexhamshire, at Low Bridges near Healey, Hedley-on-the-Hill and Greenside) are aware that the routes were used for lead transport, but it is unclear that the regional perspective of the network and its purpose is appreciated.

**Blaydon.** Other than a few knowledgeable members of the local history society, there appears to be little public awareness of the existence of the WB Lead refinery next to the railway on a site which is now occupied by a scrap metal yard. The site's operator was aware, however, that it had been used for the lead industry 'a long time ago', but not that it was built as early as the 1690s as one of the first sites in the North for smelting lead with coal, and later one of the largest silver refineries in the region. Blaydon is overwhelmingly associated with the famous races, coal mining, and with Victorian industry – including the Cowen brickworks on Blaydon Burn.

At the risk of some simplification the current local and casual visitor's attitude can be summarised as 'little awareness but latent interest'. This was generally true of volunteers taking part in the AA Dig, comprising people from across the region as well as local people attracted by our development project and attendant publicity.

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### 1.3.2 SCATTERED LEAD INDUSTRY SPECIALISTS

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Mostly separate from local people, there are a relatively small number of people and groups or societies with a specialist academic, heritage, or personal interest in the lead smelting industry. These are among the groups listed in section 2b of our application form and are represented among the various letters of support submitted as part of our first stage application. The increased level of interest observed during our development project is illustrated by:

- the Historical Metallurgy Society conference in Newcastle in early November, whose members were interested in the findings from the AA Dig;
- a visit to Dukesfield from the North East Mills Group in June to explore the mill remains and mill race and dam on the Devil's Water;

- valuable on-site input at Dukesfield from Dr Stafford Linsley (retired lecturer in industrial archaeology and founder member of the Association for Industrial Archaeology) as part of the briefing of the conservation architect;
- active interest from Northumberland Archives at Woodhorn in the potential of our "Reading the Past" activity R2 to make historical documents more accessible (see Appendix 6).

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#### 1.4 CURRENT ACTIVITIES

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Our heritage is not an existing 'visitor attraction' but the basis for a community based project to secure the visible remains and get people involved in researching and celebrating a lost industry. The low level and occasional nature of current activities related to Dukesfield follows from this, and was set out in sections 2c and 2d of our first stage application. A recent example of a volunteer-led visit was a planned lesson and walk with 7-9 year olds from Whitley Chapel First School in the last summer term. This was co-ordinated with their teacher to follow soon after the same class visited Killhope Museum so that the children could 'follow the lead' from the mine to the mill. This combination of visits left a positive impression on the class.

Levels of activity have increased during our development project, bringing in a number of new people and raising awareness, including:

- Developing contacts with several potential partners identified during and since the 1<sup>st</sup> stage application process, giving us encouragement that there is much mutual value to be reaped by working together, from Killhope, the North of England Lead Mining Museum, local history societies spread out along the lead route, to the Pennine Journey Supporters Club (which is promoting the Wainwright Pennine Journey long distance path), and Northumberland County Council & National Park's Joint Local Access Forum (which is interested in promoting use of rights of way on foot and by cycle)
- Specific activities alongside the development phase of the project including
  - pilot documentary transcription project
  - the AA dig (see Appendix 5)
  - a well-supported and self-funded dowsing survey of the Dukesfield mill area
  - an exhibition in Slaley in October
  - gathering and stacking old bricks by the arches which could be of use in the building conservation work.

These all indicate the great **potential** of our project to tap into enthusiastic support at Dukesfield and elsewhere along the lead routes. They give us confidence that we can greatly extend our network and recruit volunteers who can look forward to developing new skills.

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## 2 PARTICIPATION AND LEARNING STRATEGY AND PLAN

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### 2.1 BACKGROUND

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#### 2.1.1 INTRODUCTION – ORIGINAL PROJECT OBJECTIVES

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We entered the development phase of our project with clear objectives, as set out in our stage 1 application:

*The Dukesfield Smelters and Carriers project will make a positive and enduring difference to our industrial heritage and the people who visit and care about it by:*

- *revealing, consolidating and conserving the remains of the 18<sup>th</sup> century lead smelting mill on the banks of the Devil's Water river in Hexhamshire, Northumberland;*
- *tapping into voluntary enthusiasm to participate 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;*
- *stimulating the exploration and understanding of the area, its past and the routes linking it to the North Pennines Lead Ore Field and the industrial areas on Tyneside, through innovative interpretation and educational resources and events, and by increasing awareness of a free public amenity accessible to all.*

They provided the framework for what we wanted to accomplish following the development stage grant award in June. Section 2.1.2. below gives a short narrative summary of our development project and the approach we've taken to consultation. The fruits of our conservation planning are set out in section 3b of our application. The rest of this section 2.1 summarises the other work undertaken during the development project to

- identify potential audiences, (section 2.1.3),
- determine our interpretation principles and strategy based on those audiences (section 2.1.4),
- set out our marketing strategy to reach our target audiences (section 2.1.5).

We indicate where our initial conclusions have been refined by the feedback obtained from consultation.

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#### 2.1.2 DEVELOPMENT PHASE PROJECT

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##### 2.1.2.1 PROJECT PARTNERS

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Following stage 1 Heritage Grant approval in June 2012, we (the Friends of the North Pennines and the Dukesfield Steering group) sought responses to the Development

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Stage Contract Brief from five suitably qualified organisations. The North Pennines AONB Partnership Staff Unit was selected and appointed on 13<sup>th</sup> July to carry out the specified work required by our development stage plan and contract brief. While the AONB Staff Unit had wide ranging responsibility to help us reach this point, we have remained closely involved and worked together with them on key aspects of this plan. They have proved flexible partners, taking additional responsibility for providing an ecological assessment for Dukesfield (filed within Application Annex 9 – Conservation Plan) and the Volunteer Strategy. We are very grateful to the Staff Unit for their work and value their advice and the recommendations they made, drawing upon their experience in conservation and heritage management.

The final shape of our application, Activity Plan and decisions on the programme and its scope, of course, remain our own. The Steering group have therefore remained actively engaged in developing our plans throughout the development stage of the project. We have continued with the very successful management structure introduced prior to the stage one application. The Dukesfield Steering Group (comprising two members of the FOTNP, two members from each of the parish councils of Slaley and Hexhamshire and a local historian) has been chaired by the chair of the Friends of the North Pennines. The group has met very regularly to take operational decisions on the project development and to make recommendations on strategic and budgetary decisions to the board of the Friends of the North Pennines.

We commissioned a marketing strategy from Jane Brantom of Heritage and Tourist Connections, who worked closely with the AONB Staff Unit. Following a review of competitive proposals from conservation architects, that work was awarded to Kevin Doonan Architect, based on recommendations from our AONB Staff Unit main contractor, and the AONB staff unit have also facilitated discussions and the required legal work to develop and agree a 25 year lease of the Dukesfield Arches site from the landowner.

Discussions initiated with Teesside University on our plans for an animated digital reconstruction of a working lead smelt mill at the time of our stage 1 application were picked up again in August. However, we jointly reached the decision that the original approach to our intended partnership was too risky: they did not have the capacity required to develop a detailed and viable proposal within the timescales available. We became concerned that this potential partnership was too dependent on one person without sufficient buy-in from the wider institution. We developed our own detailed specification and used this to approach the market for quotations. For reasons set out in section 2.2.1.3 below, we concluded in October that we could not justify developing digital animation as part of the scope of this project. However, in order to give us an external perspective on what else we could offer within the digital domain, we commissioned a short review on our options and their costings from Wildlight Ltd, following two independent recommendations. We are grateful to Wildlight for being able to respond swiftly and provide an objective view and supporting detail to assist us in finalising that aspect of our activity plan.

#### 2.1.2.2 CONSULTATION APPROACH

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Various discussions took place throughout the development project with people able to represent specific target audiences and potential partners including First, Middle and High School teachers, local history societies in Hexham, Slaley, Acomb, Stocksfield, Winlaton, Ryton & Greenside, the Corbridge Village Trust, the North East Mills Group, Path Head Water Mill, Tees Cottage Museum in Darlington, Killhope Museum, the Hexhamshire Walking Group, Corbridge, Allenheads Trust, Slaley and Hexham Art Clubs, Allenheads Contemporary Arts, Queen Elizabeth High School Hexham 6<sup>th</sup> Form Freshers Fair, the Pennine Journey Supporters Club and members of the Northumberland Local Access Forum. As described in section 1.3.3.1 above, the opportunity was taken to seek the views of many passers-by and participants in the AA Dig. Our marketing consultant spoke to six local tourist accommodation providers and also to four regional tourist information website operators, whose views have helped to inform our plans for supporting products and distribution channels.

The project is now discussed each month at meetings of Slaley and Hexhamshire parish councils. Councillors communicate with residents personally and bring their feedback, and updates are reported via council minutes placed in the respective parish websites, magazines and a news-sheet delivered to every property in Slaley. We have found that news updates on the Hexhamshire parish website is already drawing in people taking an interest in the project who have not found their way from any other sources of information.

An **open meeting was held at Slaley Commemoration Hall** on Wednesday 24th October 2012, deliberately scheduled to be late enough in the project for us to have plenty to say and to seek feedback on, but early enough to be able to take that feedback into account. Representatives of groups associated with the lead routes were invited to this meeting directly while a more local audience was made aware of the meeting through an article in the local paper, posters around the area, the community websites of Slaley and Hexhamshire, parish magazine and newsheet. We decided to make an occasion of this – to give an update on what we know of the history of the Dukesfield site and the lead routes, to stage a mini-exhibition of old photographs and some of the sample letters from the transcription project. Killhope Museum lent an 8 stone lead pig, a flower arranger created a special display, a lady from Blanchland brought display cabinets of fluorspar creations by Victorian lead miners, and someone baked and decorated a cake in the shape of the Dukesfield arches. Over fifty people attended on a cold and murky night from the local area and from as far afield as Rookhope, Stamfordham and Stocksfield.

The AONB Staff Unit presented an overview of proposed activities and posed a number of specific questions for the audience to respond to. People were asked to write down their comments on 'post-it' notes during the presentation and to bring them together on flipchart sheets afterwards. Participants were also given an opportunity to offer additional suggestions for activities, to comment individually by email, and to ask questions. Members of the Steering Group and the Staff Unit were available after the presentation to discuss any issues with people individually. Feedback from those who attended suggested they had found it a worthwhile event e.g. "Wednesday night was brilliant. And I look forward to finding out more." Someone else remarked afterwards that "there was a lot of happiness in the hall".

From our point of view we were delighted with the level of attendance, engagement and feedback provided on the plan and activities, especially since Hexhamshire and Slaley lie in a sparsely populated part of the county. There are around 1,500 residents in the district, at a density of 0.12 persons/hectare, compared to 2.93 for the Northeast as a whole (ONS, Tynedale 007E, 2001-8). Much feedback was in verbal form, collected by Steering group members and our AONB Staff Unit contractors on the night. A short summary of the written comments and feedback received is attached as Appendix 4.

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### 2.1.3 AUDIENCE DEVELOPMENT

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Although we see the likelihood of a great deal of overlap between them, we feel it is easier to describe separately:

- the audiences we seek to involve in project activities ('participating audiences') and
- those we feel could benefit from and enjoy what the project intends to create ('learning audiences').

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#### 2.1.3.1 'PARTICIPATING AUDIENCES'

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We want to reach out and involve as many people as practically possible. Equally we recognise that the project needs to remain manageable, with a very clearly defined scope of activity and therefore it cannot be 'all things to all people'. Our activities follow our objectives, and need to be consistent with the themes of revealing, promoting, and celebrating the lead industry heritage in the area, and fostering community awareness & support for sustaining it all.

**Demand-led.** Participation is already at healthy levels through people 'voting with their feet' thanks to the increase in awareness of the project during our development phase as well as the opportunities created for involvement in pilot activities.

Around 40 people signed up for the AA Dig, a mixture of existing Altogether Archaeology volunteers from across the entire North Pennines region, and local people who had never taken part in excavations before. Over 30 were there on the first day and several took part every day despite poor weather during much of the week. A summary of the post-excavation report can be found at Appendix 5 to this application. The activity demonstrated a strong local appetite for more archaeology at Dukesfield. This led us to include an element of archaeology in our revised application.

- More than a dozen people attended the dowsing survey in September.
- 15 people aged from 4 to 40 plus turned up at short notice to clear excavated bricks from near the Arches in early November,.
- 6-8 people regularly took part in the survey of documentary material and sample transcription work. This has found a great range of relevant material

waiting to be tackled, and established a practical approach to getting more people involved in using it.

Allowing for some overlap of people between these activities this means we can already count upon 20-25 committed volunteers who want to work on the project in the future, and whose feedback to date is a great inspiration to us in completing our plans. As Yvonne from Hexham said *"I've had the most fantastic time with the documents, dowsing, digging to my heart's content (and just wishing I'd done it years ago), and attending the most interesting meetings. Been some of my most satisfying experiences, ever, and I've met some wonderful folk too!"* The Slaley consultation meeting yielded further indications of interest in and offers of voluntary help with planned activities such as Who Do You Think You Are, guided walks and event stewarding.

Buoyed by this, and with the experience of a model for how some of our high impact activities can work, we want to extend participation to a much higher level in our delivery project. With over 85 people signed up already to our online mailing list for information we feel we can quadruple involvement from the 20+ people already deeply involved. However this does mean actively reaching out to engage them.

**Reaching out.** We recognise that more awareness building is needed, and that many people can feel uncomfortable in 'voting with their feet' without a direct invitation. Without wishing to appear selective the following illustrative list identifies some groups of people who we feel might be interested in participating in certain activities within our programme:

- Young Farmers Club members. The local club, Whitley Chapel, is now signed up to help with our activity to open up the Dukesfield millrace and associated environmental conservation. This helps us with the project plans and them with their own charitable objectives.
- Older school students, such as sixth formers considering studying archaeology or history at University, but who might not find their own way to our planned follow-up archaeological digs at Dukesfield. After a productive visit this year we will return to the Queen Elizabeth High School (QEHS) Hexham 6<sup>th</sup> Form Fresher's fair next autumn to publicise our summer 2014 dig which will take place after the exam season. We will collect names of interested students who the volunteer co-ordinator can contact personally prior to the dig. Likewise, we will offer digital media students the opportunity to participate in developing innovative content as part of our website development activity, which is of interest to the school's ICT department head.
- Younger school pupils interested in acting, to take part in our community play. The local farmer and playwright who has volunteered to lead this activity has many years' experience of encouraging successive generations of 10-12 year olds to get involved from the local Middle Schools in Hexham and Corbridge, and we plan to continue this.
- People from elsewhere along the lead routes. Most of our current active volunteers are in Hexham, Hexhamshire and Slaley. We already know that our

'Reading the Past' documentary records project appeals to many people with an interest in history who live in or near places covered by the material, such as at Greenside and Crawcrook. We will spread awareness of this via our current contacts in Blaydon, Ryton, Stocksfield and Allendale, and through history talks scheduled over the coming winter. We will encourage people to sign up to initial orientation meetings and archive visits. This should in turn help us to extend our geographic network of volunteers and assist with direct recruiting for later activities such as guided walks and designing the guided walks leaflets and cycle route.

- Older and less mobile people in the Hexhamshire and Slaley area many of whom have a lifelong fondness for the Dukesfield arches and the valley they sit in, and an interest in contributing in some way to the project. Our 'Heritage cook-off' activity is a result of this, which will be publicised in local magazines and newsheets, WI meetings, and face-to-face contact. Likewise the Slaley Show competition will include a '3 generation' craft class to encourage grandparents to pass on their skills to children.

Direct contact to 'friends of friends' will help. A number of people outside the current circle of volunteers have agreed to take leading roles in some of our activities, such as walking route design, photographic workshop, community play and cycle routes. They will be asked to encourage their own contacts to get involved. Our Volunteer and Events Co-ordinator will have a key role to play, both in underpinning these specific groups and contacts and more generally in using a variety of media to spread awareness of the project generally and each activity as it is being prepared. See section 2.3.1 below, the Volunteer Strategy at Appendix 2, and the Project Management Services contract brief at Annex 6 to our application.

### 2.1.3.2 'LEARNING AUDIENCES'

Our Marketing Strategy includes a useful categorisation of heritage visitors drawn from B.McKercher & H.du Cros, *A Cultural Tourist Typology*, (2002). See Appendix 1, p.9. We feel this methodology can be extended and applied to our project as a basis for identifying different types of audiences for our heritage, and not merely cultural/heritage attraction visitors.

	<b>Serendipitous visitor</b>	<b>Purposeful visitor</b>	
<i>Deep</i>	does not travel for cultural reasons but who, after participating, ends up having a deep cultural experience.	Visits following careful research and planning	
<i>experience sought</i>	<b>Incidental visitor</b>	<b>Casual visitor</b>	<b>Sightseeing visitor</b>
	Does not travel for cultural reasons, but might participate in some activities & take a passing interest in the heritage	Has some interest in the heritage, participates in some activities	The heritage is a primary reason for the visit but is not seeking in depth knowledge
<i>Passing</i>	<i>Low</i> <b>Importance of heritage in the decision to visit</b> <i>High</i>		

**Dukesfield site.** This categorisation has been applied principally to our central site, the Dukesfield Arches. Estimates given in the Marketing Strategy are that:

- Some 30% of visitors to the Dukesfield Smelt Mill site itself are thought to be **Casual Visitors**. These are people who have some interest in industrial heritage, who participate in some activities and have 'shallow' experiences. They tend to be people out for a walk or cycle ride in their leisure time. They are aware and interested in local history and industrial heritage, living or staying locally or in Tyne Valley. They also include occasional walking groups from further afield e.g: Tyneside.
- A further 40% of visitors are **Incidental Visitors** who don't travel for cultural reasons, but nonetheless participate in some activities and also have 'shallow' experiences. They include people out for a walk, cycle or ride in their leisure time, out for some fresh air and exercise, or perhaps just walking the dog. They probably live locally (in Hexhamshire or the Tyne Valley), individuals or small groups of walkers / cyclists. They are not really interested in learning, unlikely to look up anything afterwards, but may read a sign. Many are repeat visitors.
- A small fraction can be described as **Purposeful visitors**, people with an awareness of the role played by Dukesfield within the lead industry, and who wish to explore the site for themselves. This category of audience roughly corresponds to those described in section 1.3.2 above as 'Scattered Lead Industry Specialists', whereas the 'casual and incidental' visitors largely covers the 'local people and casual visitors' of section 1.3.1.

The Marketing Strategy recommends treating the 'casual' segment as a priority group given their higher level of interest than those in the 'incidental' category. We have found, however, through our initial planning and research and this development project, that as people have become involved in the project some 'incidental visitors' have moved into the 'casual visitor' segment, so we do not wish to ignore this potential. Some of those with an interest already have become more directly involved and can now be characterised as 'purposeful visitors'. This includes people who became enthusiastic participants in the AA Dig, for example, having never been involved in archaeology before nor having known anything of Dukesfield a year previously.

This leads us to conclude that our project has the potential to attract more people with only a passing interest, at best, and give them an enjoyable learning experience about a lost aspect of the past around them, and the chance to get involved in finding out more.

**Our broader heritage.** We have used this audience categorisation to identify further opportunities to engage people, thinking particularly of the 'incidental' and 'casual' segments in a wider geographic sense – as new audiences for industrial heritage.

- The populous Tyneside metropolitan area can be considered in this way. Anecdotal feedback in response to casual questioning over the past year

suggests that few people are aware of the early importance of the lead industry or the strong geographic connections which used to bind quite remote upland districts of Northumberland and Wearsdale to the economy of Newcastle and its environs. Yet, as quoted in section 2b of our application, an English Heritage survey last year which found that 71% of residents polled in the region said that the Northeast's industrial heritage made them feel proud, so there could be benefit from helping the connection to be made. (A specific example of this is the small remaining workforce at Calder Industrial Materials Ltd based at Gateshead's Team Valley industrial estate. As the last occupiers of the long standing Elswick Lead Works that stood below the Metro Radio Arena, they have an interest in the history of the site, found out about our project, and have been interested to discover the even older link to Dukesfield and the North Pennines.) Our interpretation activities and marketing plan (see below) seek to address this geographic market.

- Blaydon is a natural focus for this general observation about Tyneside. There is increased recreational use of the long distance riverside footpaths and cycleways, one of which, the 'Keelman's Way', runs right beside the refinery site. This is about to be extended from Stella (site of WB Lead's staithes for the shipping of lead) along the south bank of the Tyne to Newburn, where it will connect with existing tracks westwards on both banks of the river. Walking and cycling traffic can be expected to increase following this, and fixed interpretation commemorating the Blaydon Races in the new section could be complemented by us with interpretation about the earlier lead industry.
- Middle Schools in Tynedale (covering National Curriculum years 5-8) include an element of local studies within their history topic on the industrial revolution, yet feedback from subject teachers is that they struggle to find compelling local case studies with which to engage their classes. They welcome the opportunity to use our heritage in this way, with our assistance. The teachers and their pupils could thereby become a 'purposeful' audience.

**Remote audiences.** In addition to seeking to build awareness amongst new audiences we are also aware of the influence of our 'purposeful' audiences – those with an academic or other specialists interest in the lead industry, Dukesfield, regional economic and social history and industrial archaeology- and others we hope will join their ranks over the course of our project. This underwrites the recommendation of the Marketing Strategy that they be treated as a priority audience. For many in this group visiting the site is either of lesser importance or difficult because they are widely dispersed around the country. However, a community of interest can be fostered through the internet and be encouraged to

- learn about the significance of our heritage,
- join us in building a deeper collective understanding of it through the research materials and tools we hope to make available, and
- then help to promote that heritage still further through their own specialist networks.

Our research reveals this could also become a substantial web-based audience. Even locally, the Hexham Local History Society receives upwards of 3-4,000 page views per year of its online content, and the Killhope Museum attracts over 5,000 per year to its pages giving historic detail on lead mining.

**Supporting stakeholders.** Lastly, we recognise the importance of other bodies and groups of people as potential advocates of the project: the North Pennines AONB Partnership, Northumberland Tourist Information Centres, local tourism/B&B operators in the Hexhamshire area, Northumberland Local Access Forum, Killhope Museum, & the Library services of Gateshead MBC and Northumberland, local history societies, (especially Hexham and Winlaton), our two collaborating parish councils in Hexhamshire and Slaley, and our own Friends of the North Pennines membership.

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## 2.1.4 INTERPRETATION PRINCIPLES AND STRATEGY

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One of the challenges raised by the audience segmentation and development goals described in the previous section is how to address audience diversity from the purposeful to the incidental without trivialising for the former or boring the latter.

We explore this in this section by identifying a few key interpretation principles to guide our work. This sets the foundation for our interpretation strategy in the following section.

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### 2.1.4.1 INTERPRETATION PRINCIPLES

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#### 2.1.4.1.1 THE DUKESFIELD SITE IS CENTRAL.

As the largest smelting mill in the North-east for more than a century, Dukesfield is key to understanding the route network throughout the region. It is also where costly structural conservation work is necessary to preserve an important historic landmark. Dukesfield receives many more incidental/casual passers-by than purposeful visitors, and this share might be expected to increase as the long distance Wainwright Pennine Journey route develops.

We need to attract their attention as they pass and provide basic information on what they're looking at:

- What the arches were part of and their importance.
- A visual impression of the mill at work at its height. An illustration produced by Peter Ryder as part of the AA Dig (see Figure 7 in Annex 2 to the application) has already offered a 'lightbulb going on' moment to those who've seen it, marvelling that "I had no idea there was so much here"

Recognising that a hierarchy of interpretation is important to meet the needs of varied audiences we will also seek to encourage questions – e.g. why is it here? and provide the means for those who are interested to seek out further information.

We wish to preserve the current rural ambience of the site, which is valued by the local community. This also emphasises the extent of change witnessed in the landscape from busy, noisy, dirty industrial complex to quiet woodland setting, and encourage reflection on this point.

#### 2.1.4.1.2 THE BLAYDON REFINERY SITE

This is highly important given the opportunity it presents to reach new audiences who are unaware of the earlier importance of the site to the lead industry before the existence of brickworks, coke works or the 'Blaydon Races', and the historic connections between Tyneside and its hinterland. As at Dukesfield we will

- Present basic information very simply - what used to be here; its importance, and connection with the adjacent railway
- encourage questions – e.g. what happened here and why, and give links to sources of further information.

#### 2.1.4.1.3 NON-SITE SPECIFIC INTERPRETATION.

This is important for two main reasons: firstly it is impractical to interpret the ore and lead carriage routes at fixed locations, and secondly it recognises the importance of our remote audiences. We want to engage casual and incidental audiences and satisfy and equip the purposeful and serendipitous to learn more - and contribute to helping us all learn more. The simple site specific messages will be reinforced and others introduced:

- The carriage network which operated between the mining zones, the smelting works, and the refinery and staithes on Tyneside. Those wishing to go further will be given links to maps of the routes and how they can be followed today, and the variety of lead industry heritage sites they connect throughout the region
- The working life of those who smelted and carried lead, and their families. For those who want to know more, how a complex and geographically widespread business was managed before the era of modern communications

#### 2.1.4.2 INTERPRETATION STRATEGY

Our intention is to reach our varied target audiences through multiple channels.

##### 2.1.4.2.1 ON SITE FIXED INTERPRETATION

This is intended to attract the attention of incidental and casual audiences and seek to engage them more deeply.

Dukesfield. We have had a great deal of debate during our development project on our approach here, in particular on how to strike the right balance between informing passers-by and visitors whilst preserving rural ambience, and the curiosity that can be fostered by a sense of making a chance discovery. This has been

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greatly informed by consultation with the local community, passers-by and informed visitors, including our meeting in Slaley, 'census' taken during the AA Dig and questionnaire feedback from AA dig volunteers. This showed overwhelming support for a traditional interpretation board to convey what the arches were and the site's importance, not least because the function of the arches is not apparent in the absence of associated buildings. We plan the following at Dukesfield. Please refer to the site plan given as Fig 9 in Visual Aids, Annex 2 to the application.

- Fixed interpretation. A durable board set in harmonious local stone standing towards the rear of the area of hard standing diagonally across from the arches. The sample reconstruction by local historic buildings expert Peter Ryder was produced as part of the AA Dig (see Fig 7 Visual Aids, Annex 2 to the application). We are grateful to the Altogether Archaeology project and Peter for allowing us to reproduce the image as part of this application. While it is a provisional reconstruction, subject to revision based following the follow-up archaeology & documentary research, it has been very popular with those who have seen it, and is drawn from an aerial view above the proposed site of our interpretation board. A revised version would form a natural centrepiece in our fixed board. The project's web address will also be given on the board with an encouragement to explore it. Unfortunately there is no mobile phone signal in the valley to make the inclusion of a Quick Response code of any value.
- The end of the millrace excavated, recorded and backfilled during the AA Dig will be re-exposed, consolidated and preserved, to reveal permanently the extraordinary run of cast-iron hearthstones from the adjacent mill that line the bottom of the race, and the culvert of finely dressed stone that acted as a spillway from the race to the Hall Burn. It is hoped that the location of at least one of the sluice gates through which water flowed to drive the wheels will be found and also preserved.
- Clearance of the overgrown pine saplings on top of the arches and selective removal of the tall mature pines in front of the western elevation will open up the view across to the conserved arches and chimney stacks from the end of the millrace. This is a popular proposal. It is only in recent years that the pine has grown so dense; many older people in the area recall a much more open aspect to the entire structure.
- Building a short level trackway from the Dukesfield Hall track to the end of the millrace to enable easier viewing, particularly for those with limited mobility. For safety reasons it is not proposed to provide tracks or steps which might encourage direct access across the burn and up the steep bank to the chimney stacks.
- Should resources allow, a second interpretation board will be considered for installation next to the short trackway leading to the exposed millrace, giving further information on how the power supply operated, and on the flue and chimney system opposite.
- The final design and layout will be drawn together in a coherent site plan under professional advice. This is provided for in Activity IP9.

- A temporary signboard will be placed alongside the builder's compound for the duration of the conservation work to let passers-by know what is going on and why, to give information on the projects plan, how to get involved, and to acknowledge our grant.

Blaydon. In discussion with the Winlaton Local History Society we have decided to place a traditional fixed interpretation panel on a small mound immediately to the west of the old refinery site, alongside the Keelman's Way. Contact has been made with Gateshead MBC and informal feedback is supportive of our intentions, especially in view of the Blaydon Races interpretation panel placed less than a mile to the west. This board will focus on what was at the site, its importance, and link with the railway. It will include a mobile phone QR code linked to a relevant launch page on our website.

#### 2.1.4.2.2 ONLINE.

We will create a website to contain the digital content that we expect to flow from several of our planned activities, including transcribed documents, downloadable walks and cycle ride leaflets, and educational material. While this content is intended to support and stimulate further research into the industry's history and the people who worked in it by our 'purposeful' audiences, the website must also engage with audiences finding their way from a more casual or incidental perspective. To this end we will create a small number of inwards paths or launch pages tailored to different audiences:

- a 'Blaydon focus' for those following the QR code on the site panel or from the planned Blaydon walk leaflet (see Activity IP 4) providing immediate information on the refinery and local area, but then linking to a simple map which shows graphically how the town was connected to the rest of our lead industry heritage, and then to the rest of the website resources.
- an interactive map of the lead heritage sites across the North Pennines as a whole. As part of their 'Rediscover Killhope' project Killhope Museum are keen to partner with us to build greater awareness of the regional importance and spread of the industry and its connections, which fits exactly with our own objectives. They see a potential role for a stand-alone touch screen display which could incorporate this interface. It offers great potential for further development as future research adds information on more sites and routes. This can be used elsewhere in fixed displays and within our website. We would develop and populate the links to pages on Dukesfield, 'our' lead routes' and Blaydon.
- a strong visual entry page concentrating on the Dukesfield site for those who follow the links on the site panels or on related printed literature. This would aim to engage viewers' imaginations in conveying a sense of the scale and operation of the smelt mill and refinery and its related transport, and be supported by other creative content developed through our website activity (IP1).

These launch pages will all provide onward links to a carefully managed structure pointing to the growing range of supporting material giving greater substance

behind all the headline messages described in section 2.1.4.1 above, which will thereby help convert some of our incidental and casual audiences into more purposeful involvement.

#### 2.1.4.2.3 PRINTED RESOURCES.

There is a role for a variety of printed materials to help build an understanding of our heritage. Much of this will have an 'active' focus in the form of walks leaflets covering Allenheads/Coalcleugh, Dukesfield and Blaydon along the lead route, a fold-out map of the region and the Blaydon-Stocksfield cycling circuit to encourage people to go and see the landscape for themselves. As well as practical information this literature can also convey our key themes and allow links to be followed to our central website via smartphone, tablet or PC We also plan to publish a short high quality book, 'Life on the Lead Roads' portraying contemporary images of the region's lead industry with detailed explanatory captions, which we feel will have widespread appeal. This book is expected to be a co-publication with the Science Museum which holds an important collection of early nineteenth century watercolours.

#### 2.1.4.2.4 EVENTS.

Our planned programme of talks, readings, community play and touring exhibition extend the reach of our interpretation strategy still further, particularly if the Metro Centre is able to follow through on its offer of a temporary empty unit. Through heritage related entertainment and information we have the opportunity to spread awareness still further and point people towards our fixed, online and printed resources.

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### 2.1.5 MARKETING OUR HERITAGE

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This section focuses on promoting and marketing the products of our interpretation strategy. Building project awareness and encouraging participation is covered in Section 2.3.1. below, 'Volunteering and Participating'.

Please refer to the Marketing Strategy attached as Appendix 1 to this Activity Plan for details, especially section 5.3. Here we summarise the plans under the headings Product, Promotion, Place & Price

#### 2.1.5.1 PRODUCT

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It is vital that we define a clear identity and brand. The 'Dukesfield Smelters and Carriers Project' accurately describes our scope, and has been right for all the work done so far. However it presumes existing knowledge such as where and what 'Dukesfield' is, what smelters and carriers are, and indeed what industry we're talking about. A 'public facing' identity and name is needed by the time we are ready to reach out to our target learning and participation audiences.

To convey the links between the Dukesfield site and its wider production and distribution network, possible titles include North Pennines Lead Routes, North

Pennines Lead Road, or the Dukesfield Lead Route / Road. Subtitles could then be added eg: Allenheads (or Coalcleugh) to Dukesfield, Dukesfield Arches, Dukesfield to Blaydon, and Blaydon Refinery.

Consultation feedback obtained at our Slaley meeting showed equal support for 'Dukesfield Lead Routes' and 'North Pennines Lead Routes'. This will be tested further with wider audiences in the early part of our delivery project as part of our planned marketing work.

Once the identity principles have been decided we plan to run a 'logo competition' with Whitley Chapel and Slaley First school pupils to come up with potential designs. This provides our local schools with a creative art project and will potentially provide the basis for a suitable project logo, which would then be completed with the aid of graphic design support.

Once branding and identity work is complete it will be applied to all products and interpretation materials.

#### 2.1.5.2 PROMOTION

We distinguish here between keeping our local communities aware of project progress and more targeted publicity and promotion surrounding our outward facing events, products and activities.

- The Hexhamshire and Slaley communities have been at the heart of the project since its original conception. Many people have signed up to our email based mailing list, but there are many who either do not use email or who prefer to use other sources of information, so we intend to provide either quarterly summaries of project news or more frequent updates around specific key milestones and make this available through outlets including
  - The monthly 'Hexhamshire News' and Slaley parish newsheet
  - The weekly *Hexham Courant*, whose local reporter has an established interest in the project already
  - The Hexhamshire and Slaley websites
  - Social media feeds, building upon the existing email based mailing list

Specific outward-facing events will be supported by targeted promotional material and activity. It is expected that this promotional work will focus on the second year of the project in line with the overall project timetable described in section 5d of our application. Promotional avenues we will pursue will include:

- Regional press, especially the *Newcastle Journal*, which has already taken an interest in the project
- Regional radio and TV news and possibly more widely known programmes such as BBC TV's 'Countryfile' or Radio 4's 'Ramblings' in respect of activities such as community archaeology and our part in the North Pennines Walking Festival

Several outlets have been identified as suitable ways to reach more specialised interest groups that either are, or could become, part of our 'purposeful' audience. We therefore plan to develop and submit periodic updates and research findings to newsletters produced by bodies such as the North of England Institute of Mining and Mechanical Engineers, the Historic Metallurgy Society, the Society of Antiquaries of Newcastle-upon-Tyne, Industrial Archaeology News, and the Hexham Local History Society.

Within the area immediately around Dukesfield there is a demand from B&B providers for a simple two page laminated factsheet and short walk around the Dukesfield site, which can be taken out for short evening walks by visitors who might not otherwise visit the site. This is a simple but effective way to promote the centrepiece of our heritage to a regular stream of visitors.

We hope that volunteers with a background or aptitude for marketing and publicity will come forward to help in this area and take up the opportunities that will be provided for training and skills development but will contract for PR and communications support to make sure we deliver over the course of the project. All outward facing material will use our project identity and branding and acknowledge our grant support.

#### 2.1.5.3 PLACE

The wider geographic perspective of our project, and the desire to reach new 'incidental' and 'casual' audiences have led to the definition of several activities that will take place as events around the wider region beyond Dukesfield and its lead routes. Talks, guided walks, travelling exhibition and community play performances are to be given in certain locations.

- We have been offered temporary use of an empty unit in the Metro Centre for window displays and exhibition space, should one be available during 2014/5. This would give us an excellent opportunity to raise the awareness and interest of a new Tyneside audience at a location close to the Blaydon end of the lead routes.
- Other venues already agreed in principle are for community play performances and an accompanying talk and/or reading of vivid documents at Killhope Museum, Ponteland Civic Society, Heddon Local History Society, & Path Head Water Mill at Blaydon, and possibly Beamish Museum. Allendale and Allenheads are potential venues, and village halls along the lead route, in Weardale and to the north of the Tyne.
- Several enquiries have been received asking for history talks about Dukesfield and the lead industry, without any targeted publicity having yet been launched.

This too will be underwritten with professional support but will involve local people learning and researching the subject, and developing new skills in presenting, and curating/ stewarding community-based exhibitions.

Posters will be used to promote talks and play performances, and leaflets will be made available at these events and the travelling exhibition to give audiences an

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opportunity to follow links to participate further in the project. Local newspaper adverts will also be used where this is thought to be helpful.

#### 2.1.5.4 PRICE

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This needs careful attention. We want to encourage involvement, keep administration simple and not deter potential audiences through unexpected charges. But we also want to have value recognised, not risk wasting a large amount of 'free' paper, and be mindful of the need to generate resources to support FOTNP following project delivery. Navigating through this our preferred policy is to

- Charge for entry to talks, and play performances, either directly or – more simply- through a fee charged to host groups, a practice that local history societies are used to.
- Make walks leaflets available for free to encourage take-up and to make distribution manageable. Downloads and self-printing or loading to tablet computers or other portable devices will be encouraged. Paper stocks will be monitored via distribution points and decisions taken on a case-by-case basis as to when to restock.
- The cycle route leaflet might be treated differently as many cyclists are already used to paying a nominal fee for informative route maps and guides, but it is far easier to make the leaflet free to download than to charge for it.
- Our planned illustrated book will also be charged for at a reasonable market rate. This has potential to earn useful funds for FOTNP well beyond the life of the project. The Hexham Local History Society is keen to collaborate with us on this, and it already has an established track record of high quality online 'print-on-demand' based publishing that removes much of the risk surrounding high initial charges and managing large volumes of unsold stock. It also operates an online shop through which copies could be sold and an immediate audience of around 300 interested members.
- Achieving the objective of our documentary research project to digitise and make available a fully text searchable database of 18<sup>th</sup> century correspondence would create a highly valuable database of further research material. However, this too is an area where we would wish to stimulate further research by making it freely available, rather than charging for access and having to put in place the e-commerce means to do so through our website.

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## 2.2 ACTIVITY PLAN SUMMARY

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This section draws together how the work on audience development, interpretation strategy, marketing plans and consultation feedback have shaped our activity plan compared to our stage 1 submission, and the outcomes and benefits we believe our revised programme will generate.

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### 2.2.1 OVERVIEW OF THE PROGRAMME

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#### 2.2.1.1 PROJECT OBJECTIVES

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Our third objective has been changed slightly to reflect the deeper level of interest now seen from along the lead route.

*The Dukesfield Smelters and Carriers project will make a positive and enduring difference to our industrial heritage and the people who visit and care about it by:*

- *revealing, consolidating and conserving the remains of the 17<sup>th</sup>/18<sup>th</sup> century lead smelting mill on the banks of the Devil's Water river in Hexhamshire, Northumberland;*
- *tapping into voluntary enthusiasm to participate in a range of conservation and heritage activities centred on the site remains, and to research and animate the lives of those who worked there and along the lead corridor between the North Pennines and Blaydon;*
- *stimulating the exploration and understanding of the lead routes between the North Pennines orefield and industrial Tyneside through a variety of interpretation and educational resources and events, connecting with other lead mining heritage sites, and by increasing awareness of a free public amenity accessible to all.*

Our development phase work has given us much greater clarity on how we are going to achieve our objectives, and reach and involve our audiences during and after the project.

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#### 2.2.1.2 PROJECT SCOPE

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Our previous aspiration to explore the later use of the Dukesfield site has been set aside. This gives the project a more coherent focus on the lead industry, which offers potential enough alone, especially as we have already discovered more about the true significance of the smelt mill site. We hope that by increasing awareness and interest in Dukesfield and development of research skills in our volunteers that people will go on to explore the interesting later layers of development after our project has finished.

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#### 2.2.1.3 KEY CHANGES COMPARED TO STAGE 1

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Before giving an overview of our activities in the next section it is worth explaining a few key changes to the programme compared to our stage 1 application as a result of our development project.

### 2.2.1.3.1 DIGITAL STRATEGY.

As described in previous sections, this is a vital part of our project, especially as many people within our target audience might not be able to visit the area. However, the animated reconstruction as envisaged at stage 1 will not now form part of our online resources. It remains an attractive prospect, and we would like to think we could return to it at a later date if circumstances change because it could

- attract new audiences, and widen appeal to non-site visitors
- feed the imagination of school pupils. It has great educational potential, and would be valued by our local Middle Schools as a result
- create a potent legacy for interpretation and understanding of industrial archaeology generally

However, our further work during the development identified several significant drawbacks.

- Responses from qualified companies to the revised specification we developed (ay-pe Ltd and Heritage Technology Ltd, and Teesside University) indicated that it could cost over £70,000 to do properly as a web based product. It is hard to justify this sum especially as many amongst our target audiences might regard it as a fleeting diversion.
- As a risky venture in fairly new territory it might prove a worthwhile experiment if costs were lower, but the sums involved would represent a large percentage of any realistic activity plan budget
- Audience potential is limited. The lack of a mobile phone signal at Dukesfield means that any smartphone-carrying 'incidental' and 'casual' passers-by can't be reached
- Local Middle School history teachers consulted are enthusiastic but when testing with wider audiences the reaction was mixed. While welcomed as something different, it was not valued highly enough compared to more traditional interpretation to justify the disproportionate cost.
- We cannot be sure we will learn enough of the exact purpose of each specific building at Dukesfield for any such reconstruction to be more than 'illustrative'.

Having decided not to pursue this further our attention turned to how we might achieve our goal of engaging digital visual representation for much less money, and commissioned a short piece of work on detailed costed options from Wildlight Ltd, a local digital heritage consultancy, recommended to us by two different independent consultants. Their report (see Appendix 3) presented a range of features and helped focus us to making the following choices:

- Given the potential cost of developing custom mobile phone apps (for two operating platforms) and a website, we will focus on the latter because:
  - there is no phone or internet connectivity at Dukesfield,

- we will generate a great deal of content which must have an online home,
- feedback from volunteers on the AA dig (part of our 'purposeful' audience) is that a PC based website is preferred and
- web pages can at least be seen on mobiles, especially if we customise the sizing of certain entry pages for display on smaller smartphone & tablet screens

We will give attention to a small number of entry pages launched by different inward links, (as described in section 2.1.4.2.2) above, and devote the professional website development resources that we will contract for on developing these engaging interfaces, visually attractive front pages and an intuitive navigation structure to the content we plan to create over the life of the project and beyond

The full range of rich creative content described in the Digital Options report will not be developed given the projected costs but we do see the value of making sure we have a platform which could allow incremental additions as resources and technical change permits in the future.

- We want to support those project volunteers with an interest in creating short video clips, animations, photo records, as well as text.
- While this does not compare directly with professional creative content we'd rather have this facility than none at all – and there are creative people, especially youngsters such as high school pupils considering careers in graphics design, to whom this offers great potential to develop their skills and their portfolios

More generally we will include provision for training volunteers to build skills in digital content development and management, social media links, feeds and maintenance. It is important to us that this is a community website that is self-sustaining once the project is over.

This is summarised as Activity IP1.

### 2.2.1.3.2 COMMUNITY ARCHAEOLOGY

We regard the AA Dig at Dukesfield in October 2012 as highly successful because of:

- the potential it revealed for further understanding of the use and development of the smelt mill through follow-up excavation, (especially the unexpected low foundations to the immediate north of the arches)
- the level of enjoyment and enthusiasm on the part of the volunteers who turned up and got stuck in. All would like to repeat the experience. As one of the first time local volunteers said "I've never done anything like this before and it was wonderful"

Two follow-up excavations are planned, documented as Activity R1

### 2.2.1.3.3 DOCUMENTARY RESEARCH WORK – 'READING THE PAST'

The small grant funded pilot project carried out to evaluate the documentary sources available led to a similar conclusion to that drawn from the AA Dig:

- a huge amount of material is available to us in the form of letters, ledgers, parish registers and other documents from which the life and work of the business, the smelters and carriers can be researched. It will generate content for many other activities, such as storytelling, history talks and readings
- a dedicated small group of volunteers came forward to learn research skills and how to read 18<sup>th</sup> century handwriting and helped transcribe samples of letters from the WB Lead agent. We now have a working process and want to widen the group to bring in more volunteers to build skills in using archives and original records. We are confident that we can do justice to a long run of interesting material and make it available to stimulate and support further research and learning. . We will also leave a legacy of a group of local people skilled in local history research and keen to continue after the project ends.

This is documented as Activity R2.

The net effects of these significant changes to our programme are, we feel, to

- remove a costly and risky single component of our programme that would not have been able to allow much volunteer participation, and
- replace it with two activities we already know are very popular and will draw in hundreds of days of participation and open up the prospect of learning a great deal more about our heritage
- at the same time retaining resources still to allow the creation of appealing digital content.

### 2.2.1.4 ACTIVITIES OVERVIEW

Our activities have been arranged into groups loosely corresponding to the type of work involved and their purpose. Details are given in the corresponding entries in Section 3. In this section a brief description is given for each, and why we have decided to include it. An illustrative indication of the geographical spread of relevant activities is given in Figure 10 in Visual Aids, Annex 2 to the application.

- Conservation events
- Research activities
- Interpretation events
- Interpretation products
- Schools programme

- Promotional activities

#### 2.2.1.4.1 CONSERVATION EVENTS.

The specific events planned are very focused on using the opportunity created by the buildings work and archaeology.

C1: Traditional building skills- taster days – Two events of skills development at Dukesfield with contractors on lime mortar and stone and brick building alongside the Dukesfield conservation work. These are aimed at anyone with an interest in historic building conservation but we have a particular interest in attracting young people interested in working in the building trade and intend to market the sessions through the North East Civic Trust website.

C2: Opening up the Mill Race. We will re-expose the millrace found at Dukesfield during the AA dig under professional archaeologist direction in early summer 2013 and subsequently carry out environmental conservation/vegetation management work around building a short access path from the Dukesfield Hall track, under TCV direction. This has a great deal of support from those who helped reveal the millrace during the AA Dig and all feel it would be great to re-open as a feature and as part of the managed site.

#### 2.2.1.4.2 RESEARCH ACTIVITIES

R1: Community archaeology, now included as mentioned in section 2.2.1.3.2. Two sessions are planned:

- R1a: Clear down around chimney stacks ahead of conservation to reveal stacks, flues and connect with arches. Early summer 2013
- R2a: / excavate area to North of the arches (marked with 'X' on Fig 9 in Visual Aids, Annex 2 to the application) to establish the course and nature of early foundation walls & void detected during the AA Dig and their relationship with the arches structure itself. A 2-3 week activity in summer 2014, ideally overlapping with school holidays

R2: 'Reading the Past', also as described in section 2.2.1.3.3. This will commence in spring 2013 with volunteer recruitment, archives visits and training and then transcription, checking and assessment running through to late 2014 with people working at their own pace individually or in small teams, coming together for occasional review meetings and exchange of information.

R3: 'Who Do You Think You Are?' A volunteer research group drawn from rural areas along the lead routes working for 12 months on family histories to identify people with smelter and carrier ancestors under expert volunteer training and direction, culminating in a public meeting based on the format of the popular television programme. This arose out of interest expressed following local history talks in the Hexhamshire and Slaley area and in response to conversations related to the Dukesfield project. People have also approached us in Crawcrook expressing interest in tracing ancestors known to be from the Dukesfield area, which opens up

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the prospect of tracing ex-smelters as they migrated eastwards in search of work following the closure of the mill.

#### 2.2.1.4.3 INTERPRETATION EVENTS

IE1: Photographic workshop. Volunteers came forward during the development phase to offer their expertise to help others develop photographic skills- taking better photographs, use of images for web sites, publications and educational tool. Individuals would then record the progress of the project for our website

IE2: 'Inspiring Stones' Art Clubs project. Art activity using inspiration taken from the arches and their surroundings involving members of Corbridge, Hexham and Slaley Art Clubs, and any other interested local artists. There has been a great deal of support for this. It will take place before conservation work starts to create a record of the structure in its present condition, and create material for our later exhibition

IE3: Slaley Show Dukesfield classes. Activity to establish new classes at the local agricultural show seeking craft related responses to the Dukesfield Arches and their history, to run as part of the Show in August 2013 and 2014. There has been local support and the suggestion was welcomed by the Show committee

IE4: Along the North Pennines Lead routes: A series of guided short walks and other events in autumn 2013 and 2014 taking in sites along the lead routes between Allenheads and Blaydon, undertaken to form part of North Pennines Walking festival. This ties in with the promotion of the Wainwright Pennine Journey long distance path in 2013, commemorating the 75<sup>th</sup> anniversary of the original walk by Alfred Wainwright

IE5: Heritage Cook-off. An event of interest to people less able to participate in outdoor events, allowing them to share recipes handed down through their families, with information on why it is important to them. Also cookery demo of traditional recipes from the area that might have featured in the diet of smelters and carriers

IE6: Storytelling event by lamplight. A winter event of tales and poems inspired by old letters and events captured from our 'Reading the Past' activity. An opportunity to tie in the storytelling work in first schools (see activity S1) and thought likely to be very popular with the Slaley and Hexhamshire communities

IE7: Project logo competition. Activity with Whitley Chapel and Slaley First Schools to contribute to design of a logo for the project, linked to storytelling & with graphic design support to develop any suitable work that emerges. Seen by teachers as a great focus for their creative art work

IE8: Print making workshop, Three workshops using various media inspired from details taken from the IE2 Art Club activity and seen by artists as a natural progression from the earlier project and an opportunity to develop new skills.

IE9: A Carrier's Day A guided horse ride following the ore carriers' route from Sinderhope in Allendale to Hexhamshire and back. This will be open to walkers as well as riders, (with optional period costume depending on the weather) and is seen as a great way to get a sense of the experience of the carriers crossing the high fell tops. Also intended to help inspire the community play.

IE10: Community Play A short play of 20-30 minutes duration offered to be written and directed by experienced Hexhamshire playwright and farmer David Nixon, to be performed by a small and young cast who will learn how to rehearse and perform an engaging and entertaining introduction to the lost lead trade to audiences along the lead route in 2014/5

#### 2.2.1.4.4 INTERPRETATION PRODUCTS

IP1: Website development. See section 2.2.1.3.1 for further details

IP2: Temporary progress board Temporary board at works compound giving short summary of purpose of works/ status/ progress, maintained by project volunteers. Included in recognition that the 3-4 months during which conservation work is carried out will itself generate great deal of interest from passers-by. The board could be reinstalled for the summer of 2014 ahead of installation of fixed interpretation

IP3: Whitley Chapel willow sculpture. Activity to create a willow sculpture of a carrier and packhorse heading towards Dukesfield on the lead road at Whitley Chapel crossroads, created with artist guidance and young people from Prince's Trust. Strong support from Hexhamshire Parish Council as a way to bring the lead carriage to the attention of residents and visitors

IP4: Self-guided walking trails. Collection of four self-guided trails leaflets covering the ends and middle of the lead route – one at Allenheads, one at Blaydon and two around Dukesfield. Walkers at each location are keen to devise suitable routes. People in Blaydon are particularly interested in portraying this earlier aspect of their heritage, predating what the town is currently known for. They will be available throughout the region via tourism related distributors and walks-focused websites as well from our own website. They will be planned with groups of local people, who can walk the proposed routes to check for obstacles, and will research and write the content.

IP5: Circular cycle route from Blaydon to Stocksfield. A route designed by local people led by a cycle trails expert volunteer to take in the lead road along the ridge from/to Blaydon and the riverside cycle track or railway (itself part of the lead carriage heritage), and with potential to extend all the way to Dukesfield for more adventurous riders. To be made available as a printed leaflet or download and promoted through cycle clubs and specialists websites as well as our own

IP6: North Pennines Lead Route Map and leaflet A3 publication in paper and as a pdf showing lead routes from North Pennines past Dukesfield to Blaydon with relevant sites to visit. This is popular with other heritage sites we wish to collaborate with, and will help make people aware of the lost connections around the regional lead industry network. It will tie in with the interactive map interface planned within our website.

IP7: Dukesfield information sheet requested by Bed & Breakfast operators identified through marketing survey of local tourist bodies, to borrow and return. It will encourage short walks by visitors to the area. [See 2.1.5.2 above](#)

IP8: 'Life on the Lead Roads' watercolours book. A high quality illustrated book of 50 or so watercolour images relating to lead mining and carriers, held by the Science Museum, and potentially other images from elsewhere, accompanied by detailed explanatory captions and illustrative letters from the 'Reading the Past' activity. This came out of discussion in the pilot transcription project, is supported by the Hexham Local History Society and could earn revenue to support future maintenance of the Dukesfield site. There is a strong local desire to make these images widely available as part of the project.

IP9: Fixed interpretation. Described at section 2.1.4.2.1. This provides an opportunity for volunteer involvement in identifying content for inclusion and helping write text.

#### 2.2.1.4.5 SCHOOLS PROGRAMME.

S1: Games and stories First school event to learn how children in the past entertained themselves and to create stories and poetry with a storyteller, to be included in the 'Storytelling by lamplight' event. Popular with Slaley and Whitley Chapel First Schools and the opportunity to extend to other first schools along the lead route with whom they sometimes collaborate in joint events, e.g. Broomhaugh. There is also interest from Allendale and Acomb First Schools

S2: Teacher Familiarisation and visits to Dukesfield. Two managed visits requested by teachers in order to familiarise themselves with the potential of the site and associated resources for them to use in school

S3: Tynedale Middle Schools – Dukesfield Project. This capitalises on Dukesfield's lead smelting and carriage as an example of regional industrial development. It includes the development of education resources specific to Dukesfield to allow a meaningful history curriculum activity and support the use and questioning of archive resource materials and potential site visits to answer questions about industrial change, transport, geography and location and how people lived and worked

#### 2.2.1.4.6 PROMOTIONAL ACTIVITIES

P1: Touring exhibition. Exhibition of information about the lead routes, artwork, letters, & artefacts such as the model smelt mill from Killhope Museum currently on display in Darlington. To be hosted at a number of locations throughout the region towards the end of the project, including (subject to availability at the time) an empty unit in the Metro Centre. Some locations could be combined with community play performances and talks (see below)

P2: Local History Talks given by project volunteers based on what has been learned during the project, and presented to local history and other interested groups around the region. Booking requests are already coming in, e.g. from Killhope, Heddon, Ponteland including interest in the project itself. We will therefore include a 'how we went about our project' section to provide encouragement to other potential project teams

P3: End of project celebratory event. A one day event to celebrate the achievements of the project, including an exhibition, displays of art, talks and an invited speaker.

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## 2.2.2 OUTCOMES AND BENEFITS

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Having completed our development stage work we feel this is now a much stronger programme than we started with. It is wide ranging, but that reflects the breadth of ideas that have been generated which we've been able to embrace, and the momentum engendered by people coming forward wanting to help. We feel our programme will help us achieve our objectives around celebrating the lead and silver heritage along the routes centred on Dukesfield, and it underwrites the community-led nature of our project.

The outcomes and benefits we believe will arise are described here under the sub-headings of participation, learning and our legacy. Our project will also provide work for the project duration for architects, builders, archaeologists, website designers and developers, artists, storytellers and project managers, and much needed support for rural village halls as activity venues. A summary of the numbers of people we expect to involve and reach is shown at the end of this section (Table 3)

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### 2.2.2.1 PARTICIPATION

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Our range of activities will generate great opportunities for people to build skills and confidence under expert direction, to come together and make a valuable contribution in various ways, many of which include outdoors exercise, including:

- historic building conservation
- environmental management and conservation – vegetation & scrub control, woodland pathway construction
- archaeological excavation, surveying, planning & recording
- how to use documentary records
- walks & cycle route design
- a variety of creative skills such as acting, photography, printmaking, website & new media development, heritage cooking
- writing, designing and publishing a book based on lead-mining watercolour sketches

People will have the opportunity to meet others to achieve something together over a period of time, an important consideration in the sparsely populated parishes surrounding Dukesfield, and to make new personal connections over longer distances. We are already finding links being fostered between the Hexham and Winlaton local history societies, for instance, that would not have been made but for

the collaboration during our development project. These are considerable social benefits.

Alongside our current healthy number of volunteers, many of our activities will help to draw in groups who are otherwise unlikely to get involved as described in section 2.1.3.1 above, including

- Young Farmers Club
- Older and younger school students
- older and less mobile people in the community
- people from elsewhere along the lead routes

The large amount of participation we can already expect will create another important benefit in the shape of a sense of pride in ownership of heritage that we have researched, recovered and promoted together. This is worth far more to us than would be the case if we simply contracted out all the work to specialists alone.

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#### 2.2.2.2 LEARNING

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The project will also stimulate learning and exploration in a number of ways including through:

- the learning offered to participants to help them contribute - heritage building skills, archive research, putting on a play, environmental management, archaeology, publication
- Increased awareness and understanding of many facets of an important 'lost industry' and the connections between the high Pennines and Tyneside through which some 'incidental' passers-by become more interested, and 'casual' / 'serendipitous' heritage visitors become more 'purposeful' in their engagement
- A tremendous resource to support school learning, and to feed the interest of people of all ages in our industrial history
- a fully searchable large body of transcribed primary source material relating to the 17<sup>th</sup> and 18<sup>th</sup> century lead industry in the region to support future researchers, and a database of personal details which will also be of benefit to family history researchers
- Improved access to and understanding of the local heritage - and greater 'ownership' of it through direct participation in the project through which it will be conserved and revealed.
- Encouragement of geographic exploration of both rural and urban environments as well as greater understanding of how the land was used in the past - providing active outdoors exercise at the same time.

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#### 2.2.2.3 LEGACY

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We intend to have fun during the project, and to build awareness in the wider regional community through our events and activities while doing so. When we've finished however, we are convinced that what we have created will last for others

to enjoy and learn from for many years to come. This legacy will have many dimensions:

- The historically important remains at Dukesfield will be secured for a generation
- Engaging interpretation in a variety of forms and places including
  - Durable fixed information panels at Blaydon and Dukesfield
  - new walking and cycling routes devised by local people
  - A large body of research material in website and via Northumberland Archives catalogue
  - A regional map of lead heritage which can be added to and expanded by others. The online version could become a regional industrial history portal.
- Additional local knowledge and skills including
  - More people able to offer guided walks along the lead route. There is potential in the Dukesfield area for summer weekend walks followed by tea & refreshments at Whitley Parish Hall
  - More people able and willing to do environmental conservation and maintenance at Dukesfield, thereby improving management of the site
  - Community events such as a revival of the Halliwell picnic which used to take place in a field a mile upstream from Dukesfield
  - Evolving talks on lead industry history over several years, and a sustained source of revenue to support ongoing physical maintenance and website hosting fees.
  - A body of local people skilled in local history research continuing to carry out research after the end of the project
- Excellent potential to extend our historic knowledge:
  - A platform from which the desire of Winlaton LHS to preserve the vulnerable Blaydon House might be carried forward
  - The importance of the development of early ore hearth lead smelting in 17<sup>th</sup> century Hexhamshire to the entire industry in the northeast, which we hope to set out in a new book after the project is complete, and through specialist articles
  - community research into later use of Dukesfield: tile works, forestry railway, sawmill, including oral history, photo collection etc.
- A project story that could inspire other community groups to have the confidence to reveal and celebrate their own heritage

The organisational basis which will underwrite this is the Friends of the North Pennines charity, its membership network and partnerships formed already or planned. At its heart lies the close working relationship formed between FOTNP and Hexhamshire and Slaley Parish Councils for this project, three bodies which will endure. Our development project has shown that the steering group model works, and it will be deepened as we collaborate during the exciting two years in front of us. Other lasting partnerships are described in section 4d of our application.

Table 3: Dukesfield Smelters and carriers project - summary costs, participation, and usage

Description	Volunteer days	Learning				Products	Users total per year
		Training events	Trainees total	Learning events	Audience total		
	848	14	136	77	3,947	16	6,070
<b>Conservation</b>							
Structural conservation	-	-	-	-	-	-	-
Mature timber felling & removal	10	-	-	-	-	-	-
<b>Activity Plan</b>							
A1 Launch event	6	-	-	1	50	-	-
<b>Conservation events</b>							
C1 Traditional building skills- taster days	-	2	12	-	-	-	-
C2 Opening up the Mill Race	40	1	6	-	-	-	-
<b>Research activities</b>							
R1 Community Archaeology	-	-	-	-	-	-	-
2013 - chimney stack clearance	20	-	-	-	-	-	-
2014 - main excavation	90	1	10	-	-	-	-
R2 Reading the Past	230	2	14	-	-	2	400
R3 Who Do You Think You Are?	50	1	10	1	50	-	-
<b>Interpretation events</b>							
E1 Photography workshop & recording	34	1	15	-	-	-	-
E2 Art Clubs - Inspiring Stones	2	-	-	3	125	-	-
E3 Slaley Show competition, 2013 & 2014	6	-	-	2	2,000	-	-
E4 Along the North Pennines Lead Routes, 2013-4	57	-	-	18	-	-	-
E5 Heritage Cook-off	3	-	-	1	30	-	-
E6 Storytelling by lamplight	3	-	-	1	60	-	-
E7 Project logo competition	4	-	-	1	40	-	-
E8 Print making workshops	2	3	45	-	-	-	-
E9 A Carrier's Day	5	-	-	1	12	-	-
E10 Community Play	91	1	8	10	250	-	-
<b>Interpretation products</b>							
IP1 Website creation and installation	25	1	6	-	-	1	1,000
IP2 Temporary Progress board	9	-	-	-	-	1	-
IP3 Willow sculpture - Whitley Chapel	18	1	10	-	-	1	200
IP4 Walks leaflets	24	-	-	-	-	4	1,200
IP5 Bike route, Stocksfield- Blaydon	5	-	-	-	-	1	500
IP6 North Pennines Lead Route Map and leaflet	6	-	-	-	-	1	1,000
IP7 Dukesfield information sheet	2	-	-	-	-	1	50
IP8 'Life on the Lead Roads' book	14	-	-	-	-	1	200
IP9 Fixed interpretation	4	-	-	-	-	2	1,250
<b>Schools programme</b>							
S1 First Schools games and stories	1	-	-	2	100	-	-
S2 Teachers Visits to Dukesfield site	2	-	-	2	10	-	-
S3 Tynedale Middle Schools Dukesfield project	14	-	-	3	120	1	270
<b>Promotional activities</b>							
P1 Touring Exhibition	42	-	-	10	600	-	-
P2 Local History talks	20	-	-	20	400	-	-
P3 End of project celebration	10	-	-	1	100	-	-

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## 2.3 Project plan implications

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Our programme of activities has a number of important implications for our overall project plan, which are summarised here under the sub-headings of

- Volunteering and participating
- Timetable overview and
- Monitoring, success measures and evaluation.

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### 2.3.1 VOLUNTEERING AND PARTICIPATING

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The Volunteer strategy included as Appendix 2 to this activity plan sets out our planned approach to recruiting the large number of volunteers we seek and helping to ensure that the 850 volunteer days needed to deliver our activities programme can be secured. Although this is a large number we are confident that it can be achieved because

- Some activities with high volunteer time commitments have been piloted already – community archaeology, thanks to the North Pennines AONB Altogether Archaeology programme, our small grant funded evaluation of documentary material, and the tried and tested approach to travelling community plays
- volunteer leaders have already been identified for 13 of our 30 activities, and another 6 will be led by professional contractors
- the Steering group is up and running and we are all committed to carrying on in this role to see the project through its delivery phase.

#### Volunteer Event Co-ordinator

This still leaves a great deal of recruitment and co-ordination to be carried out, especially in view of our intention to reach out to involve people beyond those who have already come forward to help. This work cannot realistically be sustained on a voluntary basis itself over a two year period, so we will recruit a volunteer and event coordinator to manage this process, and provide a public face to make the project more accessible to our volunteers. Provision is included in the budget for a suitably qualified person who will be responsible for:

- Recruitment of volunteers and the appointment of voluntary task leaders where needed. This is expected to utilise social media, quarterly e-newsletters during the lifetime of the project, and invitations to participate at project events, internal project website
- Communication with volunteers, using the channels described above and the internal project control website

- Keeping up to date the list of volunteer opportunities
- Keeping volunteer records (incl. timesheets, feedback following activity completion and any reasonable claims for volunteer travel expenses)
- Allocation of volunteer tasks ensuring the widest possible number of individuals where necessary
- Arranging volunteer training
- Ensuring the right level of volunteer involvement in each activity

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### 2.3.2 TIMETABLE OVERVIEW

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Our full timetable is submitted as Annex 5 to this application, and a narrative summary covering non-Activity Plan tasks is provided in answer to Q5d in the application form. Here we summarise our thinking regarding the sequencing between related activities and how this fits into the overall calendar.

#### Late Spring/ Summer 2013

The project launch will be marked with an open meeting at Whitley Chapel to allow volunteers to meet the project manager and volunteer co-ordinator to hear about our plans and sign up for early activities.

We want to get off to a good start with a few activities that fit carefully around the structural conservation work at Dukesfield:

- The art club project IE2 will take place before conservation to record the arches in their present state
- The first piece of archaeology R1a will clear down the chimney stacks prior to conservation of the entire structure
- The mill race will be opened up (C2) while archaeologists are on site for the chimney stack work and to avoid having too many people on site for other activities while building work is taking place
- The photography workshop (IE1) will also take place early on to help recruit recorders to follow the life of the project
- Web-based project control & volunteer website/system up and running within a month

Reading the Past (R2) will also be mobilised early so that volunteers can be recruited, orientated and trained and then able to work at their own pace over the following 18 months to build up a body of research material to feed other activities and accumulate for the website. Slayey Show (IE3) takes place in August so planning for the first year's involvement will start as soon as the project commences

#### Autumn/Winter 2013/4

These are good seasons to:

- Clear back vegetation & lay the access path to the millrace (rest of C2)
- Start up the Who Do You Think You Are activity (R3)
- Take part in the regional walking festival (IE4) and use as the starting point for the first planned walks leaflets (IP4)
- Games and stories activity in first school (S1), fed by first results of 'Reading the Past' and linked to the logo competition (IE7) and flowing on into storytelling by lamplight (IE6) later in the winter
- Stage the Heritage Cook-off activity (IE5)
- Start work on production website structure (IP1) and train volunteers in digital media and content management
- Develop project branding and identity in readiness for launch of products from the following spring

#### Spring/Summer 2014

- Print making workshops (IE8) early in the year to allow time for artists to develop their work further for exhibitions
- The Carriers Day ride and walk (IE9) will be held in the spring, the time when the routes used to open up for the summer ore carriage
- Reinstall temporary notice board at Dukesfield for the summer season, with revised interim interpretation on the site, project activities & how to get in touch
- Walks and cycle routes & B&B info sheet (IP 4,5,7) available for the summer season
- Community play (IE10) planning begins in earnest, taking inspiration from 'A Carrier's Day' & writing ideas developed over the winter, linked to names of real people unearthed by 'Reading the Past'
- Willow sculpture at Whitley Chapel (IP3)
- Second Slaley Show competition in August (IE3)
- The main archaeological excavation (R1b) to take advantage of excellent summer weather during the school holidays (!) in front of the (by now) consolidated arches which are safe enough to work near.

#### Autumn/winter 2014/5

- Material available for middle schools' history curriculum (S3) in the 2014/5 autumn term following development and teacher visits/orientation (S2) in the summer

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- Fixed interpretation preparation work and design (IP9)
  - Community play rehearsals and first performances (IE10)
  - Research and development of the 'Life on the Lead Roads' book (IP8) in time for pre-Xmas publication and regional lead heritage map (IP6) in readiness for following year's season
  - Presentation of results of Who Do You Think You Are (R3), possibly accompanying one of the local history talks (P2) which also run through the winter talks season
  - Assemble material for the touring exhibition to be taken around in the following spring (P1)
  - Editing and checking the main body of accumulated material from Reading the Past (R2) for publication on website

### Spring 2015

- Touring exhibition, history talks and community play performances continue
- Launch regional heritage map (IP6) & replenish stocks of walks and cycle ride leaflets for new season
- Install and 'unveil' fixed interpretation at Blaydon & Dukesfield (IP9)
- Celebrate project conclusion at final event to thank everyone involved and help promote the project and its legacy (P3)

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### 2.3.3 MONITORING, SUCCESS MEASURES AND EVALUATION

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With such a wide ranging programme and ambition to reach large audiences through our events programme, and with our end products, it is important that we build in approaches to track usage and user feedback throughout the project. This is intended to build a body of data for use in the end of project evaluation as described in section 7c of our main application. This will include the following:

- For all events and volunteer activities we will track participation and audience numbers, gather feedback from volunteers and ask audience members to complete a quick end-of-event survey or ask for email addresses from those who are prepared to take part in follow-up surveys
- Repeat Dukesfield walkers/riders census during summer 2013 conservation and summer 2014 archaeology, to compare to October 2012 'baseline'. This could be repeated again in the autumn of 2015 during one of our annual maintenance work parties to clear back undergrowth and scrub, as advance input to the follow-up HLF questionnaire a year after project conclusion

- Track QR code readings at Blaydon following installation of the interpretation panel, and from all other such codes placed on walks leaflets and promotional literature.
- Web traffic count by page and downloads, feedback comments