

**Dukesfield Smelters and Carriers project**  
**Heritage Lottery Fund Application**  
2<sup>nd</sup> Round Application

27 Nov 2012

**Section 2      The heritage**

**2a What is the heritage that your project focuses on?**

We wish to reveal, preserve and celebrate the lead industry heritage centred on Dukesfield in Hexhamshire, lying between the mining district of the high Pennine dales and the Tyne Valley. This includes:

- the physical remains of a once hugely important lead smelting mill by the Devil's Water: two impressive gothic style arches in the woods
- the routes which connected mines, mills and markets between the hills and Tyneside,
- the life and work of the smelters and the carriers.

Further detail is given in Section 1.2 ('The Heritage') of our Activity Plan, Annex 1 to this application.

**2b Why is your heritage important and who is it important to?**

The smelting and carrying heritage of the area, centred on Dukesfield, is of great local and regional importance, and this has been reinforced by research carried out during our project's development phase

1. Lead and the Northeast region

1. The value of industrial heritage to our region was underscored by 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.
2. Awareness of the lead industry understandably lies in the shadow of the giants of coal and shipbuilding. However its scale, national importance, technical and scientific requirements, rapid growth, and the geographic range within which large organisations such as WB Lead and the London Lead Company managed their operations and logistics means it was of vital importance to the emergence of an industrial society in the region.
3. The mining of lead, its vivid marks on the modern landscape of the North Pennines, and the lives of miners are reasonably well known, acknowledged and interpreted. Lead smelting and carrying, on the other hand, vital to the industry as a whole, are comparatively unknown and unseen, particularly outside the core mining zone in the dales. The remains of Dukesfield smelt mill are central to our objective of redressing the balance and filling out the picture of the lead industry's importance to the region's heritage.

2. Dukesfield and regional industrial heritage

1. Initial documentary research carried out during the project's development phase bears out our earlier supposition that Dukesfield was the earliest smelt mill within the longstanding WB Lead business and for many years the most important. We now know that it was one of the largest in the north of England in the late 17<sup>th</sup> century and it has been described as at one time being probably the largest in Europe. Its mill agents were the best remunerated within the company. The site's development and operations had a material bearing on the industry as a whole. Further detail is given in the Statement of Historic Significance within the conservation plan attached to this application as Annex 9 to this application
2. The arches may carry one of the earliest examples of a 'horizontal flue', which allowed the recovery of valuable condensed lead for resmelting. The structure is thought to be a

unique survival within the entire North Pennines region. It includes decorative rather than purely functional features, emphasising its status at the time. These features perhaps emphasised WB Lead's industrial leadership, and are of interest to future heritage management within the North Pennines area. (I'm not clear what this phrase means) An archaeological survey and exploratory excavation undertaken during the project development phase (hereafter referred to as the 'AA Dig') found evidence of a complicated arrangement between the flue(s) and the four chimney stacks discovered. These discoveries have added to the heritage significance of the monument. Expert opinion on the structure's style is consistent with circumstantial evidence from the records that they were erected in 1765. (This work was carried out under the HLF funded North Pennines AONB's 'Altogether Archaeology' programme, carefully timed to fit within our project development phase timetable).

3. Because Dukesfield mill closed at an early date a full survey and conservation offers the prospect of research into earlier stages of the industry's development than is possible at smelt mill sites which continued to develop throughout the 19<sup>th</sup> century. This is of interest to industrial historians and important to the regional historical and archaeological research agenda. Finds of lead and possibly iron slag residue are already fostering further interest from national metal industry historians.
4. The site is geographically central to the lost connections between the high Pennines and industrial Tyneside, highlighting the importance of dedicated long distance economic links over difficult terrain to the development of lead and silver production, and their great age. We now know that the lead road eastwards from Blaydon towards Dukesfield was known as such from at least 1608. This all contributes to an understanding of the wider history and geography of the North Pennines region. The important role of Blaydon in this trade, with its silver refinery and staithes, is today poorly recognised.

The Dukesfield site was designated a Grade 2 structure in the late 1980s and is not a scheduled monument. The findings from the preliminary archaeological and documentary research thus far suggest that the site's true importance is only just emerging..

### 3. Dukesfield and the local community

1. 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 organised walking groups and individual walkers and riders, to many of whom their purpose and history is currently unclear.
2. As a striking visible remnant of a once widespread industry along the rivers of Hexhamshire, the site is of interest to the increasing number of people from nearby and along the Tyne Valley exploring the area's past. This is of interest to residents, students and visitors.
3. There is much local enthusiasm and appetite to understand more of the people who lived and worked in this once busy industrial district, the names of whom, the houses they lived in, and the tracks along which the packhorses travelled are still familiar in the area today. People researching their family tree arrive at Dukesfield Arches and are left wondering how they can find out more information.
4. Dukesfield and the lead routes have potential to be a wonderful educational resource for local school children

### 4. The Lead Roads and Intangible Heritage

1. In the 17<sup>th</sup> and 18<sup>th</sup> centuries an enormous volume of horse traffic traversed the high fells between the orefield of the North Pennines and Dukesfield and from Dukesfield past Apperley and along the high ridge of land towards Blaydon. These traditional roads can still be readily followed but are now quiet footpaths, bridleways and minor roads. Local communities along these routes know and value their significance and features which give clues to their past importance. The activities in our project will increase understanding of the importance of these routes and add to their attraction and interest as informal recreational routes for walkers and cyclists.
2. Information about the lives and work of the lead smelters and the carriers is not readily available. Through research and activities this project will explore and celebrate this

intangible heritage of working communities.

Local love of and pride in the Hexhamshire landscape and an interest in its past led us to the recognition of Dukesfield's importance both locally and regionally. Earlier discussions have been greatly reinforced by feedback from various consultations in the Dukesfield area and further afield during the development phase with a number of interested parties, whose interest and enthusiasm has underlined the varied nature of Dukesfield's importance. Further details are given in the Activity Plan but support and ideas for the project have come from:

- residents in Hexhamshire and Slaley, including the site's nearest farmers and neighbours
- Hexhamshire, Slaley and Hedley Parish Councils
- Hexhamshire Walking Group, & Young Farmers Club
- Hexham, Winlaton, Ryton and Stocksfield local history societies
- Teachers at local schools: Whitley Chapel and Slaley First Schools, Hexham, St. Josephs and Corbridge Middle Schools, Queen Elizabeth High School Hexham and St. Thomas More RC secondary School Blaydon, Dilston Mencap College
- Staff at the Universities of Durham, Northumbria and Teesside, and specialist researchers in the Historical Metallurgy Society and North East Mills Group
- Conservation and archaeology/ historic environment officers from Northumberland County Council, Tyne & Wear/Newcastle City, North Pennines AONB Partnership, English Heritage, Natural England and the Northumberland National Park
- Killhope Museum, Weardale, the Allenheads Trust, the Woodhorn Trust, and Path Head Watermill, Blaydon, all of whom recognise the potential of mutual 'signposting' between our sites

## 2c How do you manage your heritage today?

The smelt mill remains have descended through the same family ownership as during their industrial heyday, now in the form of Allendale Estates. They lie in reserved woodland rather than as part of a farm tenancy, and have therefore not required more than periodic attention. The North Pennines Heritage Trust consolidated the arches structure around 20 years ago, although not to modern conservation standards, and it is now time to undertake another round of conservation work. The condition survey undertaken by the architect appointed as part of our development stage work is provided within their Management Plan as Annex 9 to this application. Its main conclusions are:

- While the core structure appears sound, leading edges of the brick vault lining have collapsed in places, and some of the stone hood moulding has broken away;
- Mortar pointing to both stone and brickwork has been weathered and washed away
- There is significant sapling growth along the top of the arches, the extent of which is a concern
- The important remains of the chimney stack are in a fragile condition and also subject to further damage by tree root growth

Several trees nearby are now much higher than the arches, dropping seeds onto the top. Their density and height also obscure and diminish the visual impact of the structure. Unmanaged secondary growth of pine scrub has further thickened the density of surrounding vegetation. If allowed to deteriorate further occasional masonry falls could pose health and safety issues, making the arches dangerous to approach and potentially putting the whole structure at risk.

Informal exploration of the immediate vicinity with the aid of old estate maps show that there are several other contemporary features of heritage interest but they are inaccessible due to dense vegetation and pine tree growth. The site lies only a short distance from a public road along a level track. There is space for 4-5 cars to park at the access gate beside the bridge over the Devil's Water. Currently there is nothing at this access point to inform visitors about the heritage at Dukesfield or even to tell them that they have arrived at the right place.

The practical opportunity to increase awareness and understanding of the site is one of the key objectives of our heritage project. As part of our project's development phase, our main contractor has negotiated a 25 year lease of the site with the Allendale Estate's agent on behalf of the Friends of the North Pennines. We are satisfied that this meets our needs and the terms required by the Heritage Lottery Fund. The draft lease is attached as Annex 10 to this application. (Please note that a revised version will be submitted as soon as it is received, reflecting one minor change which has been agreed verbally with the landowner's agent.)

A community project was carried out over the summer to evaluate the documentary records of the mill's history, workforce and transport network. Funded by a small grant from the Henry Bell Trust this also allowed us to test out the practicality of transcribing the long but little researched series of agents letters and ledgers amongst the Blckett/Beaumont archives at the County Record Office at Woodhorn, and concluded that there is both great potential in the material and enthusiasm amongst volunteers to learn how to use obscure but interesting written records in this way. Consequently this will be one of our key activities (R2), and in turn will help to inform the later interpretation of our heritage. There is also great potential for further community work to improve the environment of and access to the Dukesfield site lease area. This work will include clearing obstacles to closer access to the arches through environmental management, conservation and vegetation clearance and exposing additional related features such as the end of the mill race.

## 2d How do people get involved with and learn about your heritage today

The site is still fairly obscure and fairly unknown except by local walkers, immediate neighbours, local historians and a few more distant specialists and industrial archaeologists. There are no display boards or signage giving any information about the site, and it is not marked on Ordnance Survey maps. Generally, amongst those people who are aware of its existence, its purpose, importance and extent are unknown. Common reactions to recent local consultation on this include:

- "I know it's there but not what it is",
- "I heard it was a folly"
- "I've walked past the structure, in frustrated ignorance, on many occasions."

This is largely because little research has been carried out into the background and purpose of the site. Much of that has taken the form of passing mentions in obscure specialist publications, and has been quite disconnected from the previous basic consolidation work on the arches. However, there is an increasing realisation of the historic importance of the lead industry to the Hexhamshire and Slaley area, stimulated by:

- the publication in 2006 of the diaries of one of the last smelters at Dukesfield, Thomas Dixon, edited by industrial historian Dr. Stafford Linsley,
- other recent research into Hexhamshire's past by local historians,
- a series of history talks at the nearby Whitley Chapel Parish Hall
- more recent updates on progress with our project's development phase and consultation meetings. Our mailing list of people interested in being kept informed of project progress has already grown from around 50 to over 80.

Experience during the development phase has borne out our earlier expectation that interest and participation would grow as planning work progressed. These activities included:

- the pilot community documentary transcription project is mentioned in section 2c above. This has already equipped a small number of people to be keen and active participants if we can take this forward in a more comprehensive fashion in the future, and others have expressed interest in learning the skills needed and joining in if the project goes ahead.
- Over 30 people took part in the 9 day AA Dig in October, despite poor weather on many of the days. This included both local volunteers and people from further afield who had never been to the site before, working together to achieve a great deal in a short period of time.
- A small self-funded dowsing workshop attracted over a dozen people in September
- 15 people came together at short notice to clear and stack bricks for safe keeping over the

winter. These can be used as part of the conservation work next year

- Voluntary participation in our Ecological survey in August
- Updates on various project activities in the Hexhamshire website  
<http://www.hexhamshire.org.uk> has attracted the attention of people who have told us they would not otherwise have been aware of project activities

Taken as a whole the recent experience of these 'pilot activities' signifies the full potential to learn more about the site and lead routes and the depth of enthusiasm of people from near and far to participate in our project and enjoy developing new skills. Achieving this relies on our ability to undertake the project described below.

### Section 3 Your project

#### 3a What is your project? (200 word limit)

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>/18th 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.

#### 3b What will your project do?

This section summarises our planned conservation/capital works at Dukesfield. Please refer to our Activity Plan, Annex 1 to this application, for details of other activities.

This summary draws primarily upon section 6 of the Conservation Plan document prepared by our architect, Kevin Doonan Architect Ltd, submitted as Annex 9 to this application. This document now incorporates the Ecological Assessment you asked us to provide as part of our development phase work.

Based on the condition report and findings of the recent archaeological survey, the scope of the capital work will be as follows:

**Arches:** consolidation of the structure – clear undergrowth from the top, repoint, reinstate fallen edging stones and brickwork, and install soft topping.

**Stream culvert wall:** clean back and rebuild top course of wall of culvert which guides the Hall Burn through the second arch.

**Chimney stack:** As mentioned in section 2b above, the recent AA Dig showed the intricate nature of the relationship of arches, flue and chimney stacks, and the fragility of the latter. The remains of the earth mound and intrusive tree/scrub growth will be excavated under the supervision of a professional archaeologist to expose the stonework prior to consolidation (Activity R1a). Following consolidation the exposed stacks will be fenced off to prevent public access to the top of the structure.. It is not proposed to provide any steps or walkway from the track directly to this area in view of the steepness of the ascents. However, it is proposed to clear the pine trees and scrub to the west in order to open up a view from below showing the

integration of arches and chimney stacks. The ecological assessment confirmed that there is no special environmental value in this area of dense conifer, and we conclude therefore that the interpretative benefits of revealing the entire structure justify the small amount of tree clearance that will be required. Judging from older photographs this would restore the open aspect that the structure enjoyed until fairly recently, and will also help to minimise re-seeding by trees of the top of the arches and allow sunlight to fall upon the soft topping. The views of local people, passers-by and participants in the dig overwhelmingly support this proposal.

**Millrace and spillway culvert:** on the opposite bank of the Hall Burn to the west of the arches, the recent dig exposed a 7m length of the end of the millrace which supplied water power to the mill, and the culverted spillway into the Hall Burn. It shows great craftsmanship in the form of the culvert stonework at either end, and in the fine run of old cast iron hearthstones from the smelt mill carefully laid to give a smooth base to the mill race for easy maintenance. This will be re-exposed and consolidated (and safety grills fixed into the open ends of the tunnelled section), and a short level path laid out from the trackway running up to Dukesfield Hall Farm to allow the consolidated structure to be viewed (Activity C2). This area will also provide a good vantage point from which to view the arches and chimney base, and a suitable location for fixed interpretation. Please refer to the 'before and after' site plans given as Figures 8 & 9 in the set of visual aids, Annex 2 to this application

Our original plans considered including conservation work to the bridge crossing the Hall Burn stream 200 yards further up the track, where stone setts have been washed out on the downstream side of the bridge. We have removed this from the scope of our works in order to focus our resources on the immediate area around the arches. It also lies outside the leased area.

The conservation plan will form the basis of a tendering process to be carried out by our conservation architect to appoint suitably skilled and accredited building contractors, who will be responsible to the conservation architect for execution of the capital works. We intend to display your construction signage during this period. The schedule of works includes provision for builder's time to accommodate the heritage building training activity described as Activity C1 in the Activity Plan. English Heritage, while supportive of our intentions, has indicated that since the structure is not listed as Grade 2\* or above it cannot prioritise the allocation of resources to monitor the project. Provision has been made for a qualified archaeologist to maintain a watching brief on the works

Timber and underwood will be cleared in two stages:

- The small trees and scrub in the immediate vicinity of the arches and millrace will be cleared as necessary to allow construction access to the structure. Because the project is scheduled to commence in late spring, during the bird nesting season, this will be undertaken by agreement with the Estate during the coming winter, outside the funded project.
- The smaller number of tall mature trees around the arches, and which could re-seed the top of the conserved arches, will be harvested by the Estate or contractors during the subsequent winter season, within the scope of our project.

### 3c How have you arrived at your project?

A number of factors came together in arriving at the vision for Dukesfield and the lead roads and the project which would achieve it. These factors have been reinforced by public participation and feedback during the project development phase and include:

- **Increasing awareness of the site, its original purpose & vulnerability:**
  - long standing local curiosity regarding the purpose & origin of the structure, passed by a popular public footpath along the valley used by residents, regular organised local walking groups and from further afield;
  - local history research and publication, including Thomas Dixon's diaries (see section 2d above) and the discovery of estate maps revealing the extent of the site in late 18<sup>th</sup> and early 19<sup>th</sup> centuries;

- further signs of decay in spring 2011 – fallen masonry, lost pointing after a third hard winter, vigorous sapling growth on top of and around the arches.
- **Ideas about what a conservation project could achieve.**
  - Consolidating the arches to prevent further decay was discussed at Hexhamshire Parish Council. The owner could not justify capital expense on a redundant structure not in immediate risk of collapse, but is prepared to provide a long lease of the site.
  - Involvement by local volunteers in the North Pennines AONB Altogether Archaeology pilot project gave rise to thoughts of a dig at Dukesfield to see what else remained and to help determine the exact purpose of arches.
  - Realisation that the site had a wider significance both within the lead industry in terms of its position on a route between the North Pennines and Tyneside, I.
- **The evolution of a project centred on Dukesfield but not exclusively about it.**
  - It was realised that an opportunity existed to recover the history of an important industry & link it to the remaining physical structure, & do so by getting people involved in the process, the better to cultivate understanding and ‘ownership’ of something of more than just local significance.
  - We also realised that this quiet wooded valley had been the hub of large scale industry, connected by forgotten lead routes between Killhope, Allenheads and other mines and the Tyne at Blaydon. Working with partners we saw that we could remake those links for mutual benefit.
  - Consultation with local community groups and a variety of experts and professionals during 2011 helped to shape the objectives and potential scope. Their positive feedback reinforced local enthusiasm to undertake a project, and demonstrated the need and demand for what it could achieve (see below).
- **Aims and objectives of the Friends of the North Pennines**
  - The Friends was set up in 2011 as a charity to promote the conservation, protection and improvement of the built and natural environment in and around the North Pennines AONB and to enhance public enjoyment and understanding of the built and natural environment. We plan to achieve this by, among other things, carrying out projects, and cooperating with other organisations
  - The ideas for a project at Dukesfield brought to us by the Hexhamshire parish councillors are an excellent example of this and we found the project was a very close fit with our aims and objectives.
  - From the local Hexhamshire standpoint working with the Friends
    - avoids the need to create a new and separate charitable structure to support successful applications to secondary grant making bodies,
    - gives practical substance to the desire for collaboration with like-minded bodies,
    - brings additional resources, skills and experience to the project
    - underwrites the important wider regional perspective of a project centred on Dukesfield, but not exclusively about it.

This collaboration is put to work in the form of a project Steering Group (see section 5a below) comprising Friends Trustees and local community members. It is a model which has worked very well through the development phase of this project and which we intend to replicate for future projects, for it extends our capacity and retains a high level of local ownership of each project.

Preparatory research work and consultations have revealed the extent and diversity of need and demand for this project. It can be summarised as follows:

- **Popular interest** in the site and its heritage from local residents, from along the Tyne Valley and beyond.
  - Very well attended (50-100 people) local history talks in Whitley Chapel Parish Hall in past 2 years, researched and presented by experienced local historians –now Steering group members.
  - Public consultation meetings throughout this year, from a snowy January evening at Whitley Chapel to a wet and cold night at Slaley in October, all of which have been very well supported, attracting people from Slaley, Hexhamshire, Hexham and further afield such as Acomb, Corbridge, Stocksfield, Stamfordham, Prudhoe, Weardale, Wylam, Whalton, and Washington.

- Over 80 people are already signed up on our mailing list wanting to be kept informed and expressing an interest in volunteering on project activities
- Community involvement in pilot work on documentary records and archaeology, as described elsewhere
- Well attended local walks (15+ walkers at any one time, age range 45-70+),
- Enthusiastic support from the Hexhamshire and Slaley Parish Councils,
- Active involvement of the Winlaton and Ryton Local History Societies in exploring their part of the lead routes, and in promoting the importance of the staithe, refinery and associated works at Blaydon
- **Educational value.**
  - Whitley Chapel and Slaley First Schools, Hexham and St. Josephs Middle Schools, Queen Elizabeth High School Hexham and St. Thomas More RC secondary School Blaydon have all expressed interest, seeing the potential value of new and unique practical work and experience for curriculum activities including drama, art and history.
  - The local Middle Schools are very keen to participate because their history curriculum focuses on industrialisation and there is a lack of relevant local sites to visit.
  - A recent change of policy at Dilston Mencap College means they are unlikely to be able to involve their students in environmental conservation work as we had proposed at Stage one (Activity C2). However, we will offer the opportunity to get involved in project activity to the Allendale 'Natural Ability' programme. Natural Ability supports people with learning disabilities by offering them supervised activities in the countryside.
- **North east industrial history.**
  - Dukesfield represents the smelting and carrying stages in the lead industry en route to Tyneside refineries, factories and export/ coastal trade, less well explored in the industry's history compared to mining. The research materials exist to support a deeper understanding of the traffic and logistics, the integrated operations between Blaydon, Dukesfield, and the Pennines orefields and the working lives of the smelters and carriers.
  - Planned conservation & documentary research and evaluation at the Dukesfield site help to address the regional industrial history research agenda articulated as :  
"need for further research into the lead mining and processing industry, in particular the precise mode of smelting used in the early post-medieval period. [Linsley] suggests excavation of bolesmelting sites, but more generally, archaeological work is still required on dressing floors and smelt mills, on chronology generally, as well as on various technologies of washing and dressing, detailed variations and individual chronologies of smelt-mill flues, networks of carriers' ways and on the impact of the industry on land improvements.... Among research topics related to smelting and refining are later 16th-17th century lead ore hearths and early-18<sup>th</sup> century reverberatory furnaces (Blick *et al* 1991, 3)." David Petts with Christopher Gerrard, *Shared Visions: The North-East Regional Research Framework for the Historic Environment*, (Durham County Council, 2006), p.185
  - This has been underwritten by support for our project from David Petts and Stafford Linsley, and a growing list of lead industry specialists.
  - The AA Dig was of great value, revealing
    - The four chimney stacks and evidence of the flue arrangement, which might shed further light on the original purpose of the arches,
    - The fine cast iron base of the adjacent millrace,
    - Wall foundations running at right angles to the arches, hinting at an earlier building on a different alignment, perhaps drawing power from the Hall Burn rather than the Devil's Water
    - A structure in the woods opposite the arches, where metal slag was found. This has yet to be identified but taken for analysis (without charge) by Dr Tim Young of Cardiff University – an example of the widespread specialist interest in the site
- **Regional heritage stewardship:**
  - Dukesfield's potential to form part of a wider network of sites celebrating the North east's industrial heritage is recognised in the form of support for the project from English Heritage, Northumberland County Council, the North Pennines AONB

Partnership, Killhope Museum, the Woodhorn Trust, the Allenheads Trust, Path Head Water Mill, and Allendale Estates, the site's owners.

- The project's aims help advance the objectives of the Historic Environment strategy within the North Pennines AONB Management Plan 2009-14 to 'contribute to the conservation and enhancement of the AONB's historic environment through the sensitive maintenance of historic structures', and to 'increase community participation in historic environment research, conservation and interpretation.'

If this Heritage Grant application is not successful:

- Conservation of the physical structure will not take place, and our interpretation plans will not be fulfilled. Secondary & small grants we are applying for can't hope to cover the estimated full cost of the project. This will lead to further masonry decay and the arches will be increasingly at risk and hazardous to approach. Other features of the mill will be completely obscured by vegetation.
- Unlocking the value within the long series of relevant documentary records would take place only over a much longer time period, if at all. It would depend on discrete grant funding to obtain copies of material and the limited time available from a small number of local historians. We might ultimately be able to reveal more of the site's history but it could take many years, and without the resources to make it available in a secure and accessible website
- It will not be possible to follow up the great potential for further investigation of the site's past revealed by the recent archaeological excavation
- The arches are likely to drift back into obscurity, losing clear historical context
- The current opportunity to
  - open up the site further,
  - connect all strands together through community action along the lead route,
  - present the heritage in coherent fashion now and for future visitors
  - increase local knowledge and awareness of heritage and participation in heritage activities
  - stimulate awareness across region of this important piece of our industrial heritage will therefore be lost.

## Section 4 Project Outcomes

### 4a What difference will your project make to your heritage?

#### Physical structure

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

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

#### Intangible heritage

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

The project will produce greater knowledge and understanding of the operation of the transport network in and out of Dukesfield, and the background, lives and working patterns of

18<sup>th</sup> century smelters and carriers in the Hexhamshire area, and in communities along the lead route down to Winlaton and Blaydon.

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

The project will greatly increased ease of access to an important archive of documents and greater understanding of the lead industry through further research

All of the above should, in turn, improve our understanding of crucial stages of the regional industry as a whole in context of the Industrial Revolution.

#### 4b What difference will your project make for people

Please refer to the Activity Plan

#### 4c What are the main groups of people who will benefit from your project?

##### 4c1

Please refer to section 2.2.2.1 of the Activity Plan

4c2	Visitor numbers to heritage site	n/a
4c3	Volunteers How many:	89
4c4	Training How many:	136

What skills will they be trained in? Tick all boxes that apply.

Construction N

Conservation – land, habitats and buildings Y

Conservation – buildings

Conservation – collections (including oral history) Y

Delivering learning and interpretation Y

Getting people to take part, including consulting communities and managing volunteers Y

#### 4d How will you maintain the benefits of your project in the long term?

Our conservation/capital works programme has been specified to minimise the need for any ongoing specialist maintenance attention on the Dukesfield arches, and should secure the physical structure for the duration of our lease. We will draw up an inspection and maintenance schedule for the duration of the lease period and train volunteers to carry out routine inspections and basic site maintenance activities to ensure the site is maintained in the best possible condition.

Carrying through our Activity Plan and the involvement of existing bodies should mean that when the delivery project concludes we will have created a sustainable legacy that will take various forms:

- Small group of people committed to annual environmental management of the Dukesfield site, and able to recruit and train others through direct involvement, hopefully building on planned Young Farmers Club involvement in the project
- History talks delivered over the following years by 3-5 people, based on the fruits of the documentary transcription & research activity
- Continuing community research by a larger body of trained local historians. In the Hexhamshire area there is interest in researching the later history of Dukesfield – tileworks and WW1 railway, and 20<sup>th</sup> century oral history. In the Winlaton area, there is an appetite to investigate preservation of the dilapidated Blaydon House, built for Robert Mulcaster, chief lead agent for the Blacketts from the 1760s. Links forged with the Hexham and Winlaton Local History Societies should help sustain this ongoing research.
- The website will be maintained and kept updated by the Dukesfield Steering Group and the Friends of the North Pennines for the period of the site lease
- The walks and cycle routes developed as part of the project will be available as downloadable PDF's on the website
- The interactive version of the regional lead map lends itself to having the fruits of research on other sites added to it over time, and to act as an intuitive 'hub' from which residents and visitors can start their exploration of the great breadth and depth of the industry's heritage.
- Potential for articles to be published in local journals, such as the *Hexham Historian* and *Tyne and Tweed* which will continue to foster awareness of the heritage. Articles can also be placed in more generalist publications e.g. Tynedale Life supplement of *Hexham Courant*, *Living North* or any regional paper running 'days out' articles etc. focusing on the site being a good place to walk and bringing in the history as a secondary feature.
- We wish to write and publish a book covering the history of Dukesfield and the lead routes between the 17<sup>th</sup> and 19<sup>th</sup> century in due course, based on primary research emerging from project activities, and specialist literature. This would be a collaborative venture between the Friends and the Hexham Local History Society an experienced publisher, but it is not realistic to complete this during the lifetime of our project.
- School visits (eg. to help cover the Middle School industrial revolution topic), based on teacher led educational packs
- A group of people able to lead informative walks in Allendale, in the Dukesfield area and in Blaydon, perhaps as part of the Heritage Open Day weekends.
- Availability of detailed information to those researching their family ancestors who had worked in lead smelting at Dukesfield
- Flora monitoring –the Spring of 2015 will be the second growing season after thinning the mature pines immediately around the Dukesfield arches, and skills and interest fostered during the project can be used to identify recolonising species. This will inform future ecological management of the site
- An increase in membership of the Friends, & establishment of the charity as a body with a track record for undertaking conservation and heritage projects in the region

The sponsorship of the project by the Friends of the North Pennines and the strong partnership already built up with the Hexhamshire and Slaley parish councils through developing this application will provide strong and self-perpetuating 'institutional' ownership of the heritage, and the wherewithal to oversee this continuing programme of development.

This partnership will also provide the basis for:

- annual checks on condition of arches, and other conserved features, following the recommendations outlined in the Conservation Plan, and regular checks on the fixed interpretation. Hexhamshire Parish Council already routinely undertakes this kind of annual maintenance for a nearby wetland environmental management scheme (Quaker's Hole) where the project completed in 2006, and for which it is now responsible
- maintaining the project's website as a live resource of information to support visitors and other researchers, enabling new material to be incorporated easily. Our planned

collaboration with the Northumberland Archives at Woodhorn on opening up the body of transcribed material to be held in our website will also help to sustain interest and focus on keeping the material fresh

- managing fund raising to support expected recurring costs such as buildings & public liability insurance, and website hosting fees. Proceeds of fees from history talks, guided walks and sales of publication(s) on project findings and the local lead industry heritage, would be applied to these ends.

Dukesfield is very close to nearly a dozen tourist accommodation providers to whom it will be marketed as another reason to visit and stay in the area, and the adjacent long distance Wainwright Pennine Journey footpath should generate a degree of sustained additional interest.

Our onsite interpretation and supporting materials available online should help foster a deeper interest in the region's lead heritage amongst some of the casual passers-by at Dukesfield and the Blaydon refinery site, right next to the popular Keelman's Way riverside footpath and cycle route.

We share an intention with other regional heritage sites to increase awareness of each other and their complementary roles in the past through mutual signposting via our websites and printed literature.

- The Killhope team share our view that our respective areas of focus are highly complementary and that together we can jointly enhance the understanding and enjoyment of the region's lead industry. Should their 'Rediscover Killhope' project go ahead the opening up of the Buddle House will create exhibition and permanent display space in which they are keen to include the interactive version of our regional lead map, and make available the Dukesfield related literature and maps. We are keen to reciprocate. Although our reach isn't the same as Killhope's we can still stress links through the Allenheads walk, regional map, and research content in web based searchable archive
- The Allenheads Trust have agreed to develop and maintain links through mutual signposting, promotion of the walks leaflets and other activities
- We are also aware that the Allen Valleys Heritage Assets project is in development. Should this come to fruition and if timetables allow we will seek to work together to identify sites of mutual interest to add to the regional lead map.
- Our connection with the North Pennines AONB Partnership will facilitate their ongoing promotional support for the project legacy as part of the regional lead mining heritage that they champion.

#### 4e How will your project affect the environment?

The natural environment of the Dukesfield Arches site is one of its major attractions for visitors and lends a particular atmosphere to the place. We will take all necessary steps to protect that environment, informed by the results of the Ecological Assessment and Bat Survey carried out as part of the development phase. These are included in the Conservation Plan as Annex 9 to this application. They have confirmed that the site has no special characteristics incompatible with the structural conservation work and low key visitor facilities planned. None of our plans will affect drainage or the natural watercourses on the site (the old mill leat has been dry since the closure of the mill), or the interesting area of woodland flora on the edge of the Devils Water. We will follow all the recommendations of our ecological surveys, and will conduct additional surveys as necessary for red squirrels, badgers and bats, at appropriate seasons in the first year of the programme. Throughout the project phase best practice and sustainable options will be favoured in all undertakings, with audit trails taken into account.

The impact on the environment of the conservation work and of the archaeological excavations will be minimal. Consolidation and repair of the arches will use traditional materials such as lime mortar and recovered old stone and brick will be used in the repairs where possible. The recent Altogether Archaeology excavation salvaged a significant amount of old brick, which a Saturday afternoon volunteer group loaded onto pallets for the local

farmer to take for safekeeping. A good quality forestry track leads to the site and there is existing hard-standing for service vehicles. Waste for disposal from conservation should be minimal and will be used locally as aggregate material, possibly to reinforce these areas and in making the extra access path. The proposed archaeological excavations will permanently expose the base of the chimneys and the mill leat. The small amount of topsoil removed from these two sites will be spread thinly in equivalent ecological habitats on the site. We will dispose of subsoil and rubble in the same way as conservation waste.

We will need to fell about 50 Norway spruce trees, of a variety of sizes from saplings to mature trees, principally around the chimney and between the mill leat and the arches. No broadleaved species will be affected. The total volume of timber removed will be approximately 8m<sup>3</sup>. This essential work will serve two conservation purposes. Firstly, it will protect the arches and the surrounding archaeology from further damage from roots, tree falls and re-seeding. Secondly, it will open up vistas of the structures from the public track and from the planned viewing site beside the mill leat. We are sure that this process will generate real improvements in biodiversity and wildlife protection. The areas of conifer plantation affected constitute a very small proportion of the entire planted area of the location, and at present the heavily shaded ground under the trees is mainly smothered by fir needle litter. By enabling visitors to get good views of the site from the track below and the mill leat above, and by providing a marked path, we will reduce the risk of damage to the archaeology and wildlife from "wandering" feet. More importantly, the additional light admitted and the reduction in competition from tree roots and seedling scrub should substantially improve the biodiversity, starting with the ground flora, of the newly exposed areas. We will conduct a follow-up ground flora survey in 2015 to assess the improvement. We will encourage the landowner to allow us the use of felled timber for the environmental furniture of the site such as interpretive panels, path boundaries and steps.

There is no public transport past the site. The nearest bus route is 1.5 kilometre away and provides a connection to trains. We will publicise its availability in our literature and walks guides, and encourage the public transport services to publicise Dukesfield as a possible destination for users of this service. Nevertheless, it is likely that most visitors will arrive on foot, by bicycle, on horseback or by car. By publicising the project to organisations conducting communal outdoor activities, such as walking, riding and cycling groups and users of the Wainwright Pennine Journey long distance footpath, and to local history societies, school groups and special interest groups that might use minibuses and car-sharing, we aim to encourage sustainable transport options. We are not planning any car parking space additional to the informal space already available at the entrance gate. We will undertake a visitor survey to investigate how visitors come to the site and the distances they travel and will use the information gathered to target future publicity. We will encourage digital downloads of our self-guided walks and cycle route, including to portable digital devices such as smartphones, to minimise the need for large printed stocks. Local contractors and suppliers will be used where ever possible to help minimise transport costs, subject to meeting other tendering criteria. Volunteers will be encouraged to share car journeys or alternative forms of transport such as bikes and walking when taking part in activities during and after the project phase.

## **Section 5      Developing and delivering your project**

### **5a Who are the main people responsible for developing and delivering your project?**

Please refer to Annex 6, Project Management Structure, with associated contract brief.

As described in our Activity Plan our project will consist of several different strands of work, calling for varying levels of voluntary participation and distinct types of professional expertise. The emphasis between these streams of work will vary over the entire project lifecycle, and the timetable has been carefully planned to ensure a logical sequence of activities and the availability of material from earlier activities to support later ones. Consequently a strong central project manager will be required to

- firm up the detailed Activity Plan work packages as described in Section 3 of that plan

- develop and issue contract briefs and recommend contractor selections to the Steering group
- obtain any remaining required consents consistent with the project timetable
- manage delivery contracts
- co-ordinate the timetable and volunteer work
- control project finance, with support from the Friends of the North Pennines administrator
- report to sponsors and
- ensure delivery of agreed outcomes and their convergence with the overall objectives of the project.

The intensity of project management will itself vary over the duration of the project, ideally requiring short bursts of full-time specialist expertise, and part-time involvement at other times. For this reason we have decided to appoint a contract project manager for the duration of the project rather than hire an employee.

These characteristics inform the contract brief for the appointment, in addition to the need for experience, a proven strong track record with this kind of heritage conservation project, enthusiasm for community based activities, a pro-active approach to project planning, management and communication and an aptitude for public engagement. The project manager will report to the Steering Group (see sub-section 5a 2.2 below)

The project manager will be supported at different stages of the project by a number of key roles, including:

1. Volunteer Co-ordinator – to manage and encourage volunteer participation and oversee distribution across various tasks and activities, balancing where necessary. This role will carry out the recommendations of the Volunteer Strategy, Appendix 2 to the Activity Plan, and will involve
  - attracting new volunteers who could benefit from project
  - ensuring appropriate training is in place to support volunteers
  - appointing voluntary leaders for events & activities as needed. Several have already been identified
  - Set-up/ support/ time recording/feedback administration
2. Education Officer – to plan and manage creation of all education support materials, working with various partners, promote educational opportunities and lead visits for an agreed period
3. Marketing and Communications officer – to carry out the agreed recommendations of the Marketing Strategy, including project branding and identity, foster links with other bodies, heritage sites and specific events, and oversee project communications and infrastructure – including project team website and social media

As well as the crucial importance of these roles working closely together there are administrative attractions to letting a single contract to include both project management and these additional roles, and the contract brief has been defined in this way, allowing bidders to set out their own approach to delivering the required services.

Additional specialist services will be procured to complete specific project tasks and activities, whose work must be co-ordinated by the project manager. These will include

- Conservation Architect - to plan work, produce building spec., issue tender for conservation work, recommend preferred bidder to the Steering Group and oversee all building conservation work in accordance with the Conservation Plan
- Archaeologist – to lead this activity and train volunteers
- Graphic design support across all media – leaflets, map, website imagery, identity and branding, fixed interpretation, working with various partners and volunteers.

#### Selection process

The FOTNP and DSG will advertise, at risk, the opportunity to manage and implement much of this project in the New Year and ask for Expressions of interest from interested organisations and consortia of contractors. Our intention is to undertake as much preparation work as possible to allow swift mobilisation after permission to start is granted.

It is proposed that the services defined in the attached contract brief will be advertised through informal networks of known contractors, and online jobs boards and networks such as LinkedIn and the Countryside Jobs Service, and other channels.

Once the grant award decision has been made, a shortlist of 4 to 6 groups of contractors will be invited to submit a full tender, so that the Board and Steering Group are in a position to appoint the preferred bidder as soon as permission to start is granted.

A selection panel will be appointed from Trustees of the FOTNP and members of the DSG. Selection of the group of contractors will be based on their tender submissions, interview of the project management lead and the volunteer and events coordinator combined with references. The principal selection criteria will be

- price,
- assessment of ability to provide the required services and
- ability to work productively with the rest of the project team in the spirit of the project's objectives.

## **2. Project governance and control**

1. The Board of Trustees of the Friends of the North Pennines will sit in overall control of the project. As the accountable body to the Heritage Lottery Fund it will have the final say over key project decisions and financial management.

The Board is responsible for

- Reporting to funding bodies on progress & achievement of project and financial objectives, based upon input from the Dukesfield Steering Group
- Awarding any contracts to be let in the course of the project, based on recommendations from the Dukesfield Steering Group
- Authorising any changes to the project plan requiring agreement with funding bodies
- Financial control of the project: receiving grant awards and other income, and releasing approved payments in respect of project work

2. The Board of Trustees has appointed a Dukesfield Steering Group with delegated terms of reference to oversee the project. Its membership is unchanged from that described in our first stage application, comprising
  1. Two representatives of the Friends of the North Pennines trustees (Ian Forbes, Chair and Peter Jackson)
  2. Two Hexhamshire Parish Council nominees (Anne Porter and Greg Finch)
  3. Two Slaley Parish Council nominees (Ian Hancock and Pat Wilson)
  4. Another community member from Hexhamshire/Slaley (Liz Sobell)

The Steering Group:

- Oversees project progress compared to the planned scope, timetable and cost. The project manager will attend Steering group meetings for this purpose
- Reviews tenders & make contract award recommendations to the Board under the terms of relevant grant awards
- Manages changes to agreed scope, activities and timetable & funding allocation:
  - Approves any proposed changes that lie within grant award parameters
  - Proposes any other changes to the Board if necessary
- Report at regular intervals, based on project manager reports, to:
  - the Board of Trustees
  - Parish Councils and community meetings

As in the past six months, the Steering Group will continue to meet monthly during the main periods of project activity, and at least quarterly for the duration of the project. Email and phone contact will allow other meetings to be convened virtually at short notice if

required for urgent decisions. It is expected that some of the Steering group members will also be volunteers on project activities.

3. Dispute and Termination

1. Should a significant dispute arise between the organisations represented on the Dukesfield Steering Group, the parties in dispute shall seek resolution through an agreed impartial adjudicator.
2. Should such a dispute not be resolved through arbitration and one of the parties seeks to withdraw from the Dukesfield Smelters and Carriers Project or for any other reason seeks to withdraw, six months' notice of withdrawal shall be given to all parties involved in the Project, following consultation with the Heritage Lottery Fund.

**Friends of the North Pennines – managing other work**

The two tier structure described here sets out the planned pattern for other projects. It sustains local support and ownership of individual projects and provides the capacity needed as the activity of the Friends extends in the future.

5b Describe in detail the development needed for your project

No further development work is planned

5c What are the risks to developing and delivering your project and how will you manage those risks?

Risk	How likely is the event? (H/M/L)	How serious would the effect be? (H/M/L)	Consequence	Action you will take to help prevent the risk	Who is resp for dealing with the risk?
Conservation work over-run	M	M	delay in starting and bad weather could push conservation work beyond 2013 summer season and leave structure vulnerable to a further winter's bad weather. Potential knock on effect onto summer 2014 activities	Schedule conservation work for as early in summer 2013 as possible to create timetable contingency within the year.  Key to this is commencing the tendering process after the grant award decision has been made – see section 5d	Dukesfield Steering group + conservation architect
Failure to obtain suitable project management team	M	H	Failure to achieve project objectives & deliver agreed outcomes  Coordination and	Detailed project mgt services contract brief defined, and will be issued during winter 2012-3 to attract a wide field of potential	Steering Group, FOTNP Board

			communication with project partners and esp. volunteers is compromised	qualified providers.  Realistic budget cost for project management defined	
Complexity of project vs capacity to deliver	L	M	Inability to complete committed activities and fall short of achieving project objectives	1) continue critical reviews of content and phasing of activity programme to determine feasibility, and 2) ensure delivery project management is equipped to seek out required skilled and volunteer resources 3) contingency allowance included for project management costs	Project manager, Steering Group,
Delivery project cost over-run	L	H	Inability to complete committed programme without further significant fund raising	Reasonable contingencies identified within budget on a line item basis, especially for the capital works	Project manager, Conservation architect, Dukesfield Steering group,
Insufficient volunteers to undertake committed activities	M	M	Incomplete or delayed activities	Projected volunteer levels & phasing have been tested against known levels of current interest and involvement, & targets have been set cautiously  Continue recruitment of new volunteers throughout the lifetime of the	Volunteer & Event co-ordinator, Steering Group,

				project	
Cashflow shortfall in penultimate quarter of project delivery phase, based on projections in Annexes 4 & 7 to this application	M	L	The Charity's reserves are temporarily exhausted before receipt of final 10% of Heritage Grant	1) review the charity's overall income, expenditure & reserves position closer to the time 2) investigate detailed payment schedule options during the last six months of the project	Board of FOTNP
Removal of forestry plantation by landowner outside leased area soon after completion of works	L	M	potential disruption to site through heavy plant movement through the site shortly after delivery phase completion	seek to agree with landowner a minimum time period before any such work, . Include lease clause to ensure that any damage is made good	Steering Group/ Board of FOTNP
Failure to access sufficient match funding for the project to be completed	M	M	Start date of project delayed.  The whole of the programme of activities might not be able to be completed	Make a range of applications to a wide range of potential funders Close monitoring of success rate over winter 2012-3	Steering group/ Board of FOTNP

#### 5d Provide a timetable for development and delivery of your project

We plan a two year programme of works and activities between late spring 2013 and 2015. Careful thought has been given to the sequencing of capital works and related activities, and the need to manage the balance the workload as far as possible over the project lifecycle. Details are given in the timetable attached as Annex 5 to this application. Further detail on the rationale for the sequencing of activities is given in the Activity Plan section 2.3.2. This section concentrates on the linkages between the Activity Plan and the other work which makes up the full timetable and identifies major milestones.

##### Work at risk prior to Grant Award decision

A review of our initial timetable indicated two areas of work we will carry out at risk ahead of the expected grant award date in March:

- Minor tree clearance at Dukesfield during winter - to allow later construction access to arches and chimney stacks (as described in sections 3b and 4e above). Mature timber will be removed the following winter
- Issue the project management services contract brief (see Annex 6) to encourage the submission of 'Expressions of Interest' from a variety of potential providers

##### Following grant award announcement

- Sign lease – 1<sup>st</sup> major milestone
- Confirm all secondary grants pledged
- Shortlist candidate project management contractors and issue invitations to tender. Receive and assess responses, interview, draw up tender report and make selection decision ready for appointment as soon as permission to start is granted.
- Our conservation architect will seek tenders for structural conservation work and recommend an appointment to be made as soon as permission to start is granted.

Following project 'permission to start' (assumed to be by end April 2013)

- Appoint PM to start work by mid May 2013. Early tasks include creating project control website/ volunteer forum/ shared workspace for internal project use and set up project launch meeting to start the activities programme

Summer 2013:

- Excavation & recording of Dukesfield chimney stacks prior to consolidation
- Conservation & consolidation (approx 10 weeks if no unforeseen problems or disruptive weather) – 2<sup>nd</sup> major milestone, target for completion end September 2013 – 'unveiled' in time for autumn walking festival

Winter 2013/4

- Selective mature tree felling at Dukesfield – to prevent reseeding, ahead of summer archaeology activity (R1b)

Spring 2014

- Completion of project branding, identity & logo for launch of first walks leaflet & cycle route ahead of summer season, coinciding with project website 'going live' – 3<sup>rd</sup> major milestone

Autumn/winter 2014

- Watercolours book published in time for the Xmas market, linked with regional lead map, first performances of the community play, and first exhibition – 4<sup>th</sup> major milestone, target end November 2014

Spring 2015

- Install fixed interpretation, & end of project celebration – 5<sup>th</sup> major milestone
- Formal project evaluation and closure

## **Section 6      The costs of your project**

6a [Spreadsheet will provide detail]

6b If the contribution from other sources have not yet been confirmed, when do you expect them to be confirmed?

6c How have you worked out the share of your organisation's overheads that relate to your project (if this applies?)

## Section 7 After your project ends

### 7a How will you make sure your project is financially secure in the long-term, including meeting maintenance costs?

Part of the initial conservation design specification will be to minimise structural maintenance costs but the architect's Management Plan at Annex 9 indicates the requirement for maintenance inspections and condition report every five years. These are likely to cost in the region of £500, and the first would be needed in 2018. Interim annual maintenance is expected to be provided for from local community voluntary support, as described elsewhere within our application and Activity plan.

#### Insurance:

- £x/yr buildings insurance to cover Dukesfield Arches
- £x/yr –share of Friends public liability insurance policy allocated to Dukesfield site lease area. In the longer term we might explore further the 'in principle' agreement with Hexhamshire Parish Council to provide this cover within the flat fee of their current PL policy covering the entire parish

#### Website hosting fees:

- £x/yr provision

A 5 year income and spending forecast is given in Annex 7, with accompanying notes. The BIFFA grant funded Peatland project will run from 2013-5, and incorporates substantial administration funding. The charity will identify and plan another substantial project to run following conclusion of the Dukesfield project in 2015.

A 'generated income' line item is shown in association with the Dukesfield project.

- This shows that we anticipate raising funds from the outset of the project. A number of history talks have already been booked, which will raise £x over the coming winter.
- We expect to contribute to this reserve through fees to societies for other talks and from publications receipts, including from art cards/calendars created from art club & print making activities (IE2, IE8) and the 'Life on the Lead Roads' book (activity IP8) over the life of the project, and to have accumulated sufficient reserves in this way to support the first few years running costs and first quinquennial works inspection.
- Applications will be considered for small grants to the cost of any critical remedial works that cannot be supported from within the accumulated maintenance fund.

### 7b What are the main risks facing the project after it has been completed and how will you manage those risks?

Risk	How likely is the event? (H/M/L)	How serious would the effect be? (H/M/L)	Consequence	Action you will take to help prevent the risk	Who is resp for dealing with the risk?
Can't sustain interest and 'ownership' of the site	L/M	L/M	Reduced attention to state of the site	Friends, Parish Councils are perpetual bodies, and the PCs will be directly engaged throughout the project	DSG

Maintenance funding shortfall	M	M	Scrub growth, arches & access path deterioration	Specify works to minimise maintenance cost Community action days on scrub control Seek small funds eg. publication sales	DSG
Can't keep website content up to date	M	L	Little new material added	Involve local Univs/ AONB/ museums/ Hexham LHS in adding results of any new findings	DSG

### 7c How will you evaluate the success of the aims of your project?

An experienced independent reviewer will be recruited by the Steering Group two months before the conclusion of the project to work on the project evaluation report. The project manager and volunteer event co-ordinator will be expected to have project progress documentation ready for review. The Evaluator will also:

- interview the project team, and steering group members
- prepare a short questionnaire, issue it to a random selection of project participants and assimilate and process replies,
- review participants and learner feedback obtained through activities
- review end products to compare with the original targets in the Activity Plan and inspect sites with fixed interpretation
- prepare a final report following the guidelines given in the *Evaluating your HLF project* guidance notes to be submitted no more than 4 weeks after the conclusion of the last scheduled project activity.