

# Grantham Canal Heritage Initiative Activity Plan



WORKING DRAFT -07

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## The Brief

In 2011, as part of the on-going restoration strategy, the Grantham Canal Partnership secured a grant from the Heritage Lottery for the development a Stage 2 application to identify how the Partnership can engage the local community in the restoration and interpretation of the canal.

Required to support the Stage 2 Application, it will be an Activity Plan that will

- Detail consultation of stakeholders and identified community groups
- Include a training plan for volunteers involved in the restoration works and the delivery and interpretation and marketing of the project.
- Identify an Interpretation and Training plan.
- Identify the barriers to access and suggest ways to overcome these barriers.
- Detail a phased and cost the action plan.

The focus of the opportunity has been around the ongoing restoration of the waterway and the restoration of locks 14 and 15 however this report considers and exploits the wider canal and broader opportunities of activities around these.



## The Methodology

The approach to the brief was within the following phases though much of the work was interlinking. –

### Phase one – Baseline data research and setting context

Meetings and contact with the steering group and key stakeholders and other consultancies involved with the project to gather stakeholder and audience contact details, data and other documentation

### Phase two – Consultation – Community and Stakeholder Engagement

The tough timescales of the project in respect of normal consultation activities restricted community engagement. However it was agreed that the project would use technology to gain inclusion alongside the face to face activities .

A project website was set up that ‘told the story’ and also signposted people to the other tools such as Facebook Pages, Blogs, Twitter and email addresses.

This was seen as the public face of the project providing an instant access to facts and project personnel as it was updated. (To date there has been some 11,000 hits) Two consultation events were arranged and advertised – A family promoted event during Saturday 9th March.



The attendance was not high although the venue was close to the town centre. Volunteers went therefore into the Centre and handed out surveys and talked to shoppers, discovering a high awareness of the waterway and its restoration aspirations.

The second meeting was an evening meeting at Woolsthorpe Village Hall which was advertised and also various invitations sent out. (See Appendix for report of meeting) The meeting revealed a ‘passion’ and commitment by many for the project and its aims.

#### Online surveys

Linked from the website, Facebook, Twitter and email notices four online surveys were constructed to gain engagement.

- Communities Survey

- Parish Organisations Survey
- Schools and Organisations Survey
- Grantham Canal Society Members Survey

Each offered the opportunity of people to have their say and they were 'tempted' to engage by being entered for a £100 prize draw.

(See Appendix for survey results)

Additionally, as appropriate, meetings, telephone interviews with key partner representatives were undertaken including school representatives from schools within the waterway corridor.

In respect of the training and Grantham Canal Makers opportunities interviews have been undertaken with volunteering and training organisations, Canal and River Trust and Colleges.

### **Phase three – Gap analysis and drafts**

- Analysis of data and identification of gaps in information
- Draft Documents and Activity Plan including outline costs and time plan

The Draft Plan was presented to Steering Group and agreement to contents, plan and detail was obtained.

A summary document was then produced to give the project content and objectives details to a wider audience gaining additional support.

### **Phase four – Draft Plan for agreement**

- Final draft was then given for consultation by Steering Group and Partners.



## Executive Summary

The Activity Plan details the vision for the Grantham Canal Heritage Initiative, to enhance and continue the sympathetic restoration of the canal through active conservation volunteering, learning, education and skills training. It details delivery of the project, through volunteer development, canal maintenance and training, learning and interpretation and marketing.

The plan outlines how Grantham Canal Makers will be recruited, developed and managed, to deliver the aspirations of the Grantham Canal Society and the Partnership. It identifies the necessary activities and actions to pursue all elements of volunteering and volunteering best practice.

A programme of training for canal maintenance works will be set up to ensure the long term preventative maintenance works can be achieved. Sympathetic restoration will focus on locks 14 and 15 and sets out how the work will be designed and project managed by the Canal & River Trust allocated contractors, whilst providing opportunities for the participation of volunteers.

Through learning and heritage interpretation, the project aims to broaden participation, encourage longer stays and promote learning on the canal, using best practice interpretation to unify villages and towns along the canal.

The project will be supported by some realistic marketing activities including a major community participation event, which will build capacity and raise awareness at the beginning of the project.

Detailed training plans have been developed with a wide range of partners, ensuring that skills can be developed, learning and knowledge of the waterway heritage and environment are built up. Transferable, recognised work skills at level 2 award in Heritage Conservation will be developed specifically for waterways and water related industrial heritage sites. This exciting project will be a pilot for wider waterway restoration training in future.

A development plan, written for the project, details how volunteering can move from a predominantly white retired male volunteer profile to something that offers volunteering opportunities that appeal to other groups through better recruitment and volunteering management practices.

Evaluation methods are outlined and finally, the plan details activities in a table form for easy reference.



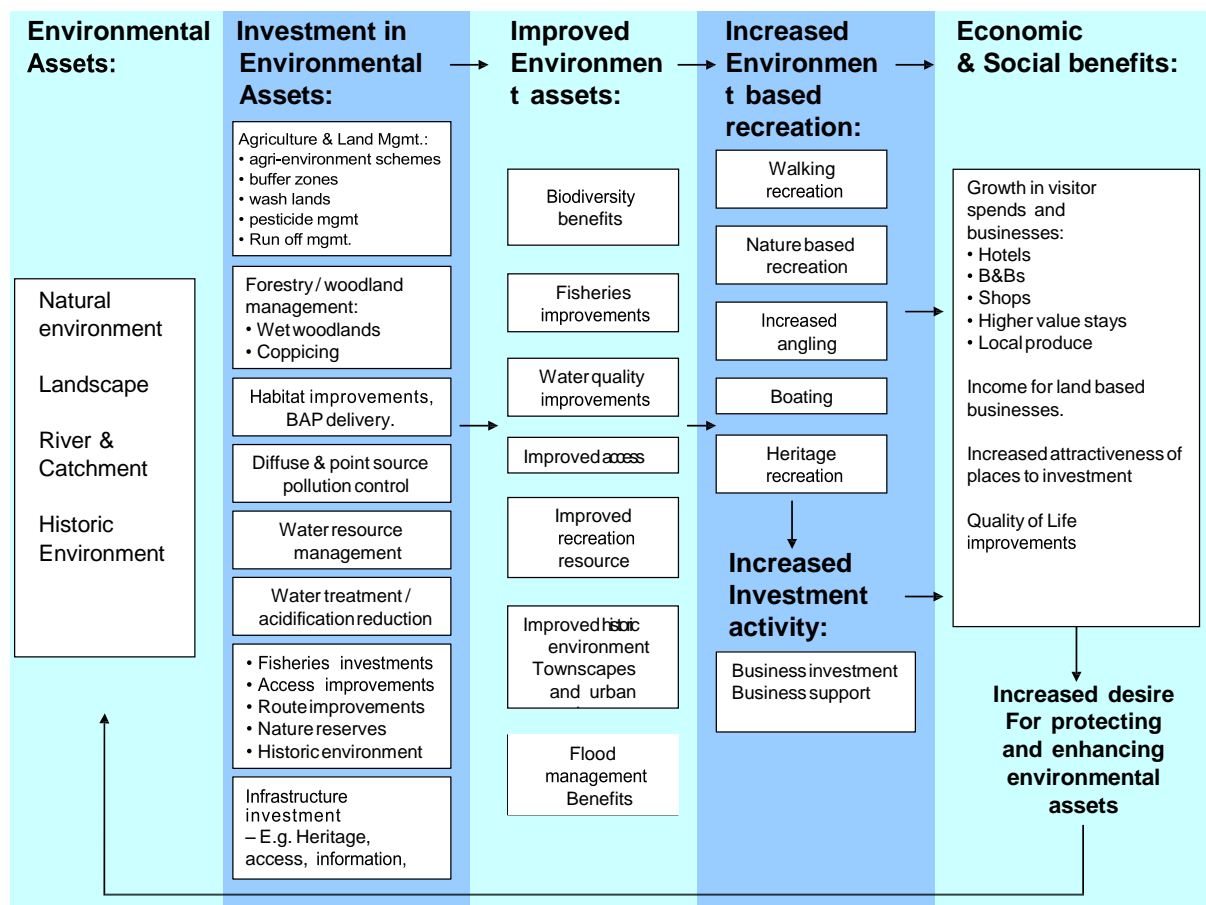
## Part One

### INTRODUCTION TO THE PROJECT

The Grantham Canal Heritage Initiative will set up a community and volunteer driven restoration, maintenance and training programme for community volunteers and others focusing on the restoration of two locks, heritage construction skills and canal management techniques. This will provide knowledge, expertise and resource to restore and enhance the historic fabric and the natural and built environment of the Grantham Canal sustaining the waterway in the future.

In addition to the conservation of this waterway heritage and ecology, the restoration of the canals will deliver social and economic regeneration benefits through increasing opportunities for education, recreational and amenity use of the canal and its immediate environs.

**Fig 1. CANAL BENEFITS SUPPLY CHAIN**



The initiative will be another step forward to achieving the long term aspiration of the Grantham Canal Society and the Grantham Canal partnership in restoring the canal and its navigation to the full length of the canal from Nottingham and into Grantham Town.



The project **aspires to be a model of best practice** in respect of community volunteering, adopting established principles of volunteering to grow the credibility and capabilities on the waterway to expand further the benefits.

## The Grantham Canal – An Overview

### Historical Summary



The Grantham Canal is the story of one waterway which spans two centuries across the three eastern counties of Nottinghamshire, Leicestershire and Lincolnshire. Historically, the thirty-three miles of the Grantham Canal has specific local interest, which in turn links in to the wider story of England within this period; it echoes her aspirations, decline, regeneration and economic and social change.

It is over two centuries since the idea of a canal linking the rural market town of Grantham to the industrial city of Nottingham some twenty miles to the west was envisioned, and after a several decades of commercial and economic success went in to decline with the arrival of the railways, and later road haulage, and closed in 1929. However, the canal's story does not end with cessation of trade: Over the past eighty years Grantham Canal has transformed to a place with significance for natural heritage and is valued as an important destination for people for enjoyment, leisure and learning.

Prior to the Canal's construction transportation of commodities was undertaken by heavy, slow animal-drawn wagons. Following initial defeat the proposal to build the Grantham Canal received Royal Assent in April 1793, with work beginning in the same year under charge of the renowned civil engineer William Jessop, a contemporary and sometimes mentor to Thomas Telford; with James Green and William King in supporting roles. It was envisioned that the Canal would allow trade to flourish, and in particular facilitate cheap transport of coal from the collieries of Nottinghamshire.

The Grantham Canal was one of nineteen canals authorized in 1793, reflecting a particular boom time for canal construction at this time, but was unusual as it was the first canal to utilize purpose-built reservoirs for its water supply following objections from landowners concerned about loss of water. Construction of the Canal took four years, being fully open by 1797.

Initially the Canal enjoyed a profitable return, but with the advent of the railway, as in many other places, the canal went in to slow decline in the 1850s. Despite the decline in profitability, Grantham Canal continued to operate through the late nineteenth century and enjoyed a brief respite during the First World War when it was used to transport supplies when a military camp opened north of Grantham. Trade declined rapidly after the war and the Canal ceased in 1929, officially closing in 1936, with proviso it would maintain two feet of water to meet local agricultural needs.



After World War Two the canal came under the management of the British Transport Commission, which became British Waterways Board in 1968. At this time waterways were designated as Commercial, Cruise way and Remainder and budget for maintenance allocated accordingly. British Waterways Board wished to infill the canal and it was as a result of local concern and the efforts of the Grantham Civic Society that the Grantham Canal Society was formed in 1969<sup>1</sup>.

Since this time the Grantham Canal Partnership have achieved a mix of maintenance and restoration projects<sup>2</sup> and in collaboration with British Waterways and more recently Canal & River Trust, set in motion a movement towards restoration. In addition to its historical interest today the canal is recognized as a natural resource and a leisure amenity by local authorities along its length.

The canal largely follows the topography of the southern slopes of the Vale of Belvoir adding an extra 13 miles as the crow flies, and a typical journey time was two days. Typical cargo included coal, coke, bricks, road stone, lime, agricultural produce and night soil from Nottingham.

In addition to its commercial use for transportation of goods the Canal afforded leisure opportunities for local people; pleasure trips are documented in the early years of opening, also swimming, angling and skating in winter.

Specific cultural features along the length of the waterway include living canal communities, with potential to tap in to a wealth of local stories and knowledge through oral histories and other projects.

The Grantham Canal contributes to local character and sense of place through its natural

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<sup>1</sup> <http://www.granthammuseum.org.uk/news> (12-03-2013) (accessed 24-03-2013)

<sup>2</sup> Tony Pitman (2007) *The Grantham Canal Guide*

<sup>2</sup> Tony Pitman (2007) *The Grantham Canal Guide*

and cultural heritage. Although a man-made waterway it has acquired natural history interest that may be focused on the canal itself or within nearby hedges and towpath grassland. The Grantham Canal has been designated as a SSSI on a four-mile stretch between Harby and Red Mile Bridge<sup>3</sup> and the nearby Kinoulton Marshes and offers fantastic opportunity for discussion, observation and learning.

## The Waterways Heritage and the Built Environment

The canal originally had 18 broad locks and was 33 miles long, dropping into the River Trent at Nottingham close to the present day Lady Bay Bridge, giving access to the Nottingham Canal (at Trent Lock, the entrance lock remains, but boats cannot pass into the canal today).

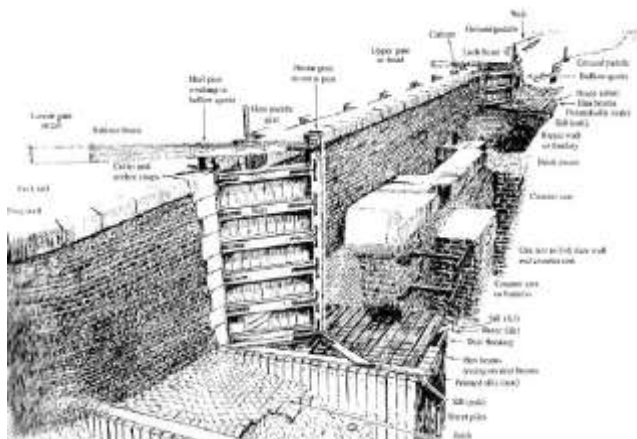
Much of the length of the waterway is set in rural open landscapes with few outstanding structures of either national or regional heritage value alongside the water. The exception could be the locks that could be potentially the best remaining example of William Jessop's engineering design.

There are many canal and waterway features that include the locks, bridges and aqueducts, canal side buildings and mileposts of which some 21 are listed.

## Heritage – Assessing the impacts of restoration and maintenance

Locks 14 & 15 are typical of the 18 broad locks on the canal, (excluding comparatively modern alterations to Grantham Locks during more recent restorations); the locks are all remarkably alike in their construction. None of the locks on the Grantham canal have statutory protection by way of listing or designation as a scheduled monument, nor do any fall within conservation areas. There is however significant protection offered by the landowners in the Canal & River Trust's Heritage Standard (September 2012).

## Significance



The Heritage Assessment (2013) summarises that locks 14 & 15 are highly significant heritage assets for the survival of several features original to Jessop's wide lock design for the Grantham. In particular original letterbox weirs are now rare in the East Midlands with only three in full working order (at Locks 16 & 17 on the Grantham, and Langley Mill lock on the Cromford). Those walls that remain are topped with original coping stones in good order, bull nose details and a good quantity of original brickwork.

<sup>3</sup> Annette Dakin (2011, <http://www.granthamcanal.org/sssif/>) (accessed 24-03-2013)

Timber gate quoins have not been replaced with cast iron or steel; timber gate quoins are now unusual anywhere particularly on working locks and the Grantham appears unique in this respect in the East midlands (most are formed in sandstone). Clear evidence is found of the original Jessop design of gate anchor with two remaining in place at lock 14.

The locks are given a rating of 4, on a scale of 1-5 suggesting they are of high significance. The report suggests that these locks could be listed as good examples of authentic Jessop designed lock chambers.

### The Environment

The Grantham Canal supports diverse assemblages of animal and plant species and represents an important nature conservation resource. The value of the habitats and species interests present within the canal corridor is recognised in the designation of the Harby to Redmile section as a Site of Special Scientific Interest (SSSI).

### Habitats and Environment - Assessing the impacts of restoration and maintenance

The aquatic habitats of the Grantham Canal are currently degraded due to a number of factors but principally a combination of natural succession, excessive accumulations of sediments and nutrient enrichment.



If undertaken sensitively, the restoration of the Grantham Canal has potential to benefit the ecological interest features of the waterway. To ensure that potentially adverse effects are avoided or minimised and that the potential for ecological enhancement is maximised, restoration should include the following key principles:

Phased restoration would be preferable for nature conservation ( suggested options have been identified) in order to allow application of restoration methodologies appropriate to the receptors present in any particular section.

- Establish in-line and offline reserves as habitat enhancement features and secure areas for key species e.g. grass wrack pondweed.
- Channel to be restored to variable width reflect receptor sensitivity e.g. 10 m width for aquatic macrophyte species and 5 m width for common reed.
- Restore sections adjacent to sensitive receptors before restoring receptor sections E.g. Grass wrack pondweed is found between Bottesford Wharf and Stenwith so restoration of Redmile to Bottesford Wharf would be a priority.



- Dredging profiles and engineering designs to be suitable for maintaining the ecological interest of the waterway e.g. use of soft bank protection options such as coir rolls planted with locally appropriate native emergent vegetation species of UK or preferably local provenance.
- Species translocations to be undertaken as appropriate to increase abundance and distribution of key aquatic macrophytes and emergent vegetation.
- Sufficient time must be left following restoration works in order to allow aquatic communities time to recover prior to navigation and ongoing monitoring will be required to determine when sufficient time has elapsed.
- On completion of restoration a program of boat monitoring and assessment is proposed in conjunction with vegetation monitoring to assess any community change as a result of navigation and appropriate action taken on an iterative basis in consultation with Natural England. As ecological species and habitats are dynamic receptors further surveys will be required prior commencement of works at individual locations and once detailed designs and programmes for restoration are known.

The adoption of a sensitive and variable approach to restoration would have potential to enable the restoration of the Grantham Canal to be undertaken without significant adverse impacts to the ecological species and communities present within the canal corridor.

### Volunteering and Skills Training

The Grantham Canal Society and the Restoration Society before them have demonstrated the necessary skills and experience to deliver restoration and maintenance works. They and others have made a significant impact on the waterways restoration both in its development and planning as well as its physical delivery.

### Communities

Between Nottingham and Grantham the two largest centres of population the canal winds its way through agricultural landscapes nudging attractive villages such as Cropwell Bishop, Kinoulton, Hickling, Hose, Harby, Plungar, Barkstone le Vale, Redmile, Woolsthorpe and Harlaxton .

Community economies were originally based around mining and agriculture but more recently they serve as commuter villages for Nottingham, Grantham and Leicester.

### Recreation and Access

The canal is much valued by local people as a well-used walking and cycling corridor for both leisure and as a community network. It is accessible by a wide range of users and accessibility could be enhanced with relatively modest improvements. It is a popular coarse fishery.

The towing path is a key recreational link along the canal particularly for those close to the urban centres. Surveys and visitor counts undertaken in early 2000 estimated that there are over 1.3 million informal recreation visits each year by local residents and visitors of which some 29% would not have made the trip but for the canal.<sup>4</sup> Some individual lengths show more than 50,000 visits recorded and visitor numbers have increased by 35% since 2005.<sup>5</sup>

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<sup>4</sup> These figures are explored in more detail in the marketing report.

<sup>5</sup> Canal & River Trust National Count

More detailed pedestrian counts are available between 2005 and 2010 for three locations and suggest relatively high visit numbers of between 9,000 and 12,000 visits per month at Lady Bay and Woolsthorpe by Belvoir.



### Health and wellbeing

The waterway benefits local people through the provision of opportunities for quiet relaxation as well as a range of healthy exercise opportunities.

Sport England promote the benefits of regular physical activity on health and cite research which stresses beneficial effects on areas of health such as bone density, cardio-vascular health, emotional well-being of young people, the health of older people, stroke, cancer risk, heart disease etc.

A 2012 study for Sport England by the British Heart Foundation Health Promotion Research Group discovered that physical inactivity cost NHS providers in England more than £900 million in 2009/10. Another piece of research for the CASE (Culture and Sport Evidence) programme found that the lifetime cost saving generated by taking part in regular sport varies between £1,750 and £6,900 per person (depending on the type of activity).

Sport England has carried out research on how participation is influenced by factors like age, sexual orientation, ethnicity, disability and economic factors. The research offers useful evidence to help reach and motivate groups.

As a result of research findings, there is considerable interest in developing ways of engaging inactive people and encouraging physical activity through simple ideas like walking in their local area. Several 'Walks 4 Health' have already been developed, along the Grantham Canal centering on canal side villages and including a section of canal towpath.

Events like the Belvoir Challenge offer an opportunity for local people to take part in a half-marathon which uses a length of towpath and a section of the canal is already part of Sustrans cycle route 15 between Grantham and Muston.



### The Economy

There has been a growing acknowledgement of the economic and community benefits which result from the regeneration of canals and waterways.

Evaluation of canal projects across the UK has clearly demonstrated the impact canal investment has in generating economic activity and social well-being for example-

- *Scotland's Canals: The Economic Effects of Millennium Link & Highlands Canals Investment 2007 and Monitoring Report 2011* demonstrates the significant economic impact resulting from canal restoration.
- *Waterways in Wales* states that canals in Wales bring £34million to the economy yearly for just £3 million investment.

The canal is an important part of the network of waterways in the county of Lincolnshire which was the subject of the report, "Lincolnshire Waterways for the Future" published in 2008. This report was the first of its kind in that it provided a waterways strategy for the whole county.

The Grantham Canal is currently a valuable recreational asset. Limited current data is available in respect of its impact within the local economy but research in 2001 showed that the canal supported some 70 jobs and generated some £1.7 million in visitor expenditure per annum.

Evidence from other areas where navigation has been extended suggests that a relatively short length of canal can be economically viable as restoration takes place (for example, the Cotswold Canals Restoration, 2012/13). If the lock restorations at lock 14 and 15 could be extended to include the next two locks, a much longer length of navigable canal would make a more viable length.

Grantham Growth is an ambitious programme of investment in South Kesteven District, to deliver 7,500 new homes and up to 4,000 new jobs by 2026. Quality living is one of the project's priorities, which aims to provide a better place to live and visit through revitalisation, growth and development projects. The project is a series of inter-related development

opportunities featuring retail, leisure and commercial town centre proposals and two major residential urban extensions, including the site of the former Grantham Canal basin.

### Diversity

Findings from the Inland Waterway Visit Survey 2012, indicate that a slightly higher proportion of women visit waterways in the East Midlands, compared with the national picture, with just over 50% of women making up visitors.

Visitors in the East Midlands tend to be older, with only 4% of 15 – 24 year olds visiting, despite making up 16% of the population. 70% of visitors are currently aged over 45, in comparison with just 49% of the population.

The majority of visitors to East Midlands waterways fall into social brackets B, C1 and C2, which is broadly consistent with the national picture.<sup>6</sup> Waterways also record a higher proportion of grade E visitors, which is probably influenced by involvement of state pensioners.

The vast majority of visitors to East Midland waterways are white, with only 2% of non-white visitors, compared to a GB population of 8%.

Visitors to the waterways with a disability tend to be slightly higher than the national figure, but there are no recorded figures for the East Midlands.



As a result of these findings, the Partnership aims to make a particular effort to attract a wider age range of visitors and offer activities that will appeal both to men and women, as well as being welcoming and appealing to people of different ethnic backgrounds. In order to achieve this, the marketing plan addresses approaches for attracting new people as well as the traditional audiences.

### Sense of Place

There is a well-established sense of place associated with canals and this is exhibited by stakeholders and communities already, with volunteering activities being undertaken along

<sup>6</sup> Social grade explanations are detailed in the report in Appendix 3.



the canal by various parties and organisations. There is a recognition of the waterway's importance in project survey data collected as part of this project.

The recent online survey, completed by 84 respondents (at 4<sup>th</sup> April 2013) indicates that awareness of the canal's existence is overwhelmingly amongst the over 50s. Almost 65% of respondents were male, with about 55% retired and 43% in employment.

Anecdotal evidence from in-street conversations with local people in Grantham in February suggest that there is a reasonably high awareness of the canal restoration as a result of local publicity. Most people had heard of the canal and were positive about opportunities for events and further restoration. A recent Easter Bank Holiday event, run by the Canal Society at Harlaxton Wharf generated a high level of local interest on a very cold day, with 71 people taking a boat trip on Three Shires.



Local events are doing much to increase awareness – Discovery Days at Woolsthorpe by Belvoir are well attended by mainly local people. Special events like the Belvoir Challenge, which takes in a section of canal at Harby, brings around 200 participants to the waterway each year and a section of Sustrans National Cycle Route 15 takes in part of the Grantham Canal, raising awareness of opportunities for canal cycling.

### Ownership and Management

The Grantham Canal is mainly owned and managed by the Canal and River Trust (CRT) a Registered Charity formed on 2nd July 2012, taking over responsibility from British Waterways and The Waterways Trust in England and Wales. The Trust is responsible for over 2000 miles of waterways and its associated assets.

In addition to the 32.5 miles managed by CRT there is a short length (approximately 0.50 miles) managed by South Kesteven District Council and approximately 280 yards managed by the Environment Agency. Both of these other owners undertake basic recreational maintenance i.e. towpaths surfacing and grass cutting.

Included in the transfer to the new Charity were the legal responsibilities of British Waterways. Amongst these are the responsibilities of the 1968 Transport Act which classified canals into three categories –

- Commercial Waterways



- Cruising Waterways
- The Remainder

Those waterways, which include the Grantham Canal, that where designated 'remainder', placed only limited responsibilities on CRT of things such as amenity, drainage and public safety .

There is therefore limited ability for CRT to invest in the Grantham Canal and indeed whenever improvements are made that could increase the revenue costs of maintenance, contributions have to be sourced to cover these increases. This is generally done through maintenance agreements or increased commercial earnings from, for example moorings and boat licenses. The partnership is also open to new ideas such as 'floating cottages' for holidaymakers.

One such agreement is where the Grantham Canal Society has taken over responsibility for the newly restored navigable length of waterway between the A1 at Grantham and Woolsthorpe.

### **The Grantham Canal Society**

The Grantham Canal Society was formed in 1969<sup>7</sup>. Originally called the Grantham Canal Restoration Society. The membership is currently around 300, with a new membership secretary successfully chasing lapsed memberships and bringing people back during recent months. The Society aims to encourage members to use standing orders, so that renewals are not lost at the end of the year.

The society has been very successful in fundraising for restoration work as well as carrying out practical tasks on the canal. Its website and newsletter, The Bridge, provide regular updates and members are able to find out when events are happening and access information about what has been achieved as well as some lovely historical information and local stories (this month's carries an article about running a canal side B & B!)

Activity is generated through the efforts of canal rangers, a boat skipper, booking clerk and crew, a work party organiser and an education and marketing group. These groups seem to operate to a broad agenda and have historically operated in a fairly informal way. There is a recognition that, in order to expand, more planning and co-ordination will need to take place to attract and support a much larger volunteer base.

### **The Grantham Canal Partnership**

In 1997 the Grantham Canal Partnership (GCP) was formed as a strategic body, membership included the 6 local authorities the canal passes through, British Waterways, the Inland Waterways Association, Natural England and the Grantham Canal Society. In addition there is an environmental sub group which is chaired by the chairman of the Nottingham Wildlife Trust and whose membership includes, Natural England, the CPRE, Leicestershire Wildlife Trust, and Lincolnshire Wildlife Trust.

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<sup>7</sup> Source the Grantham Canal Guide published by The Grantham Canal Society

## Part 2

### Project Vision Aims and Project Management

#### Project Vision

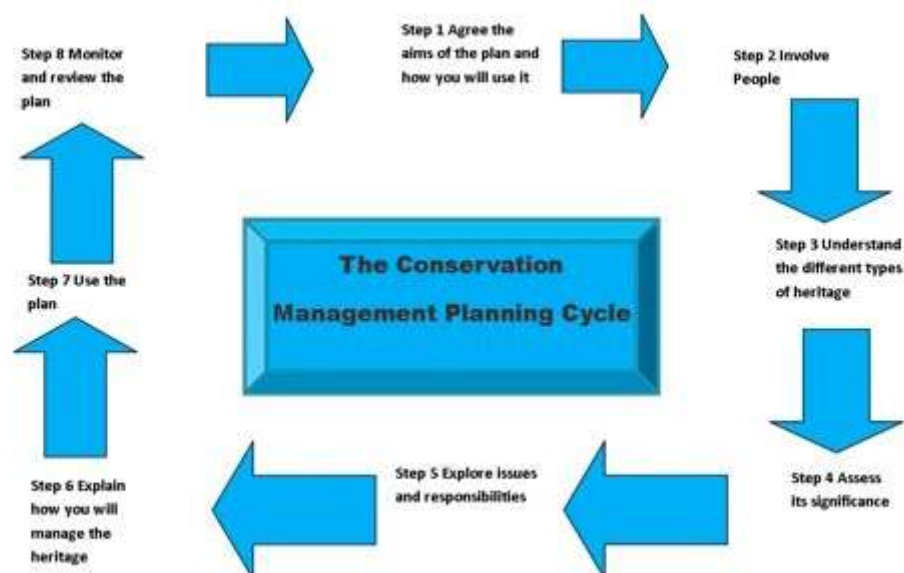
**Through active conservation volunteering, learning, education and skills training maintain, enhance and continue the restoration of the built and natural environment of the Grantham Canal.**

#### Project aims

- ◆ **Grow the use of volunteers, developing training and competency to build capacity in managing and developing the canal.**
- ◆ **Increase Heritage Awareness: raising awareness of and increasing community participation in the Grantham Canal**
- ◆ **Work with contractors and partners in the design and sympathetic restoration of Locks 14 and 15**
- ◆ **Carry out conservation and heritage training to pilot an NVQ2 Heritage Construction Course where volunteers obtain accreditation**

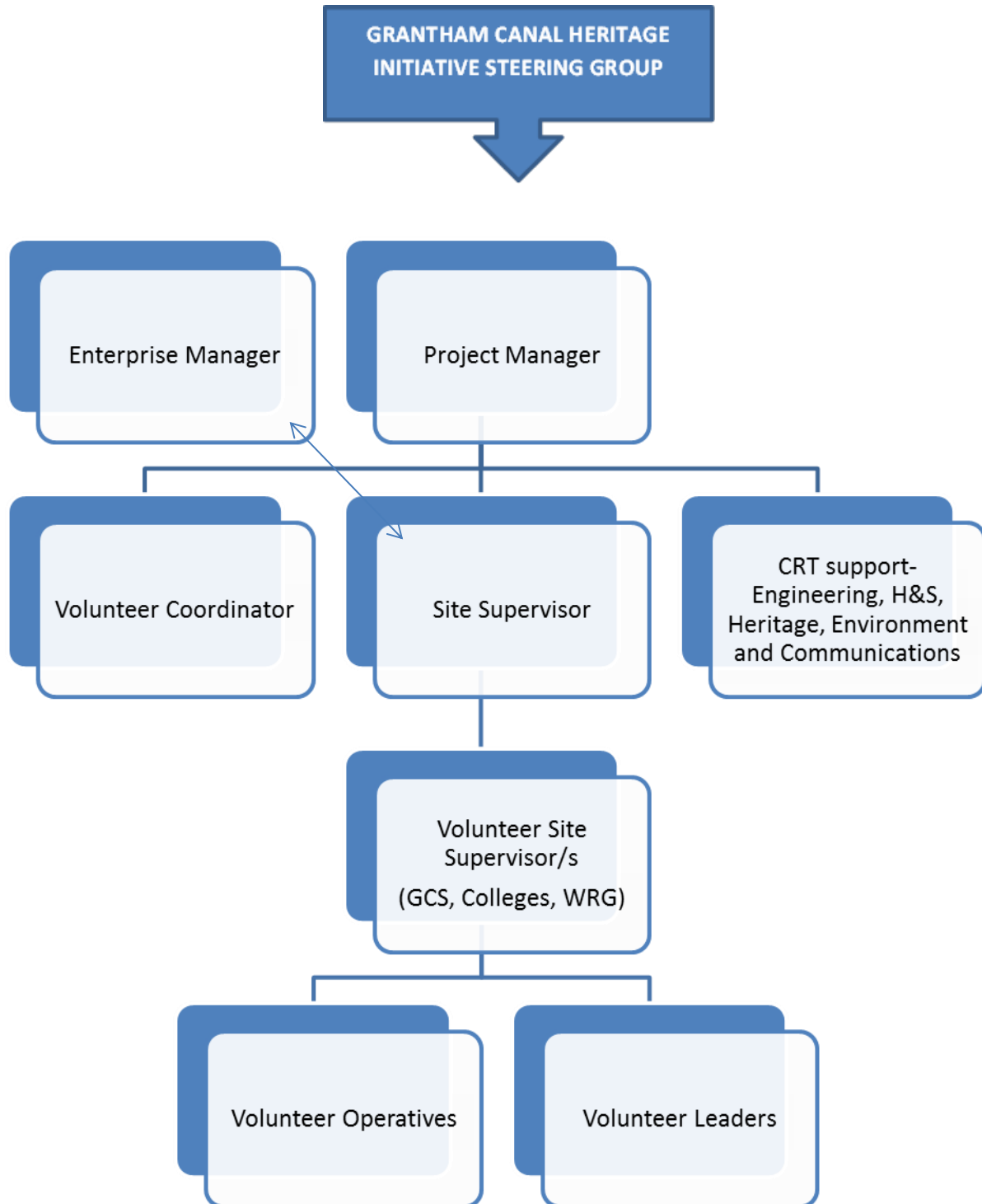
The project will balance the need to conserve the historic built and natural environment and protect the waterways biodiversity. It will demonstrate good practice in volunteer led canal conservation following the recognised principles of sustainability.

(See model conservation cycle illustration Fig 2 and the project organogram, setting out the project management structure Fig 3, below)

*Fig 2 – The Conservation Management Cycle*

## Project management

Fig 3 - Grantham Canal Heritage Initiative Organogram



## Delivering the Project - The Project Works

### Canal maintenance

The project will set up a programme of training, mentoring and coaching for maintenance work using community volunteers and other partners led by the Grantham Canal Society to gradually undertake the responsibility of planned preventative maintenance tasks necessary on the waterway and identified by CRT. These tasks will be the subject of Maintenance Agreements or Service Level agreements.

This will benefit the heritage of the canal by -

- Arresting the deterioration of the waterway
- Increasing the planned preventative maintenance levels of the waterway
- Increasing the local 'ownership' and involvement with the waterway and its heritage

Training and management necessary for the activity is detailed in [Appendices](#) - The Grantham Canal Makers Training Plan

The resourcing of Grantham Canal Makers is covered in Grantham Canal Makers Development Plan

### Canal Restoration

Having restored five locks the plan is to restore two further locks (14 and 15) to increase the navigation length and limit further degradation of the historic locks and associated built fabric and environment of the canal areas.



The Design and Repair Methodology has been designed working in partnership with the Grantham Canal Society and the Waterway Recovery Group. We have also shared our ideas with the Grantham College. The preferred option for design is to

- Excavate to the back of lock walls, to a depth of 2.5m
- Install tie rods
- Build a new anchor wall using steel piles and reinforced concrete.



This design relies on a volunteer led restoration with the exception of employing a specialist drilling company to spend 4 days drilling holes for ties. The project will pilot a longer term relationship and deeper commitment from volunteers working with CRT and be the blueprint for future restoration on this and other canals. Therefore, there are many ways in which the restoration can engage with new audiences and have active participation with the restoration of the locks. This is only possible due to the employment of a dedicated Project Site Supervisor.

- Archaeology – assessment of site and record detail
- Have a go sessions – Opportunities for a ‘taster’ at volunteering
- Work shadowing - this will an opportunity for local engineering students as well as those who would like to learn about specific canal restoration techniques
- Work experience – for people and students who have already trained in specific techniques but would like to expand their experience
- On the ‘job’ training.

- Guided tours of the works at Open Day Events (see the Interpretation Plan for more details)
- Schools visits to the locks with follow up project work

### Canal Learning and Interpretation

The Interpretation and Learning Plan sets out proposals to broaden participation, encourage longer stays and promote learning about the canal.

As the canal itself passes through Grantham itself, a series of villages, with local populations of varying sizes and the outskirts of Nottingham, there is a great opportunity to encourage different sorts of activity from points along the waterway. The vision for interpretation is:

For the partnership to develop best practice interpretation at selected local sites. This should be done in a consistent manner that can be built on over a period of time, unifying the different canal places that pass through many different villages, Grantham town and the city of Nottingham.

It will be important to provide interpretation at centers of population, providing access to stories that local people can relate to, whilst recognising that it is important to have a focal point on the waterway, where the society can offer regular activity. This can be a point of information; it can offer a starting point to develop confidence about visiting the canal, through face to face contact with society members and knowing that this is a place to find out more.

By raising awareness of the restoration, other projects show that it is possible to provoke an emotional response which can lead to caring about the canal and a behavioural response, which could be taking part in a variety of activities. This chain of involvement is known to lead to volunteering, membership and donating.

GCS events activity is currently run by two people. The team are very enthusiastic about encouraging people to visit the canal, as well as raising funds towards restoration work. The work is very broad in nature. In 2012 the team planned to attend 30 events, mostly at local villages. A few were cancelled due to the appalling weather and all together 21 events were attended, but it is clearly a strain for such a small team to take on attendance of so many shows. The events team also gave 13 talks during the year. In order to expand this work it will be necessary to increase the number of volunteers participating.

To build on the presentation of the canal at the many events attended, we propose a set of professionally designed interpretive panels, along with the development of a new interpretive leaflet, which will be linked to the development of the audio trail.

Volunteers will need to be invited to join the team, based on a task description against which they are interviewed. Whilst this may seem un-necessarily time consuming, it is a good way of vetting people in advance and making sure that people understand the level of commitment they will be making. The Canal & River Trust Explorers team have learned that it is worth spending time making initial selections, which results in a greater number of volunteers who are more committed and stay longer. We suggest that a volunteer co-coordinator is necessary to manage the administration and booking of the volunteer visits.



The interpretation plan outlines a mix of activities specifically targeted at different audiences and prioritized over 3 years, building to a major community theatre event in the third year.

The suggested activities could include:

- Multi-generational oral history project
- Romantic Canal display
- Story plaques
- Guided tours and downloadable interpretive trail leaflet
- Boat livery project
- Key stage 2 primary school project
- Holiday activities
- Canal club
- Community theatre project-this could be a stand-alone project with investment from the Arts Council

## Marketing and PR

A table of marketing actions has been developed to support the project's development. These are designed to be clear and focused on specific outcomes, but realistic and achievable by the project team.

Marketing / PR Action	Aim	Outcome
Agree brand principles for promotional and interpretation	Create a recognisable brand for the Grantham Canal Heritage Initiative Project	Visitors and local people have a greater awareness of the initiative and more diverse audiences are attracted
Create new flyer about volunteering	Advertise volunteering opportunities	Train and develop 20 new learning volunteers
<i>Invitation via e-mail to local groups in key villages / press releases</i>	<i>Advertise opportunity for oral history thorough volunteer bureau and local papers</i>	<i>Train and develop team of 6 oral history volunteers*</i>
Produce a lightweight, attractive display aimed at families, with strong, clear messages / develop key messages for volunteers to focus on at events (i.e.: membership / volunteering / booking for activities)	Encourage bookings for trip boat; encourage more guided visits  Make it easier for a wider events team to put up displays	200 people book boat trips and walks through events p/a at events
Revisit boat information on website / offer 'guided boat tour' / plan short trips	Attract more paying trippers	500 people experience boat trips
Plan and develop schools offer based on science and wildlife / and school boat trip experience. Support through press releases and good local radio contacts.	Encourage more uptake from schools by focusing on Schools Weeks and making a clear offer/ get a reputation for a good learning provider	yr. 1 - 150 children (5 classes) experience visit to the canal  yr2 - 210  yr. 3 - 210
<i>Repaint boats – more colourful / use red / clear message / link to branding and traditional references</i>	<i>Use boats as an advertising space and ensure they end up in everyone's photos</i>	<i>People recognise the GHI brand</i>
Create new web pages	Encourage more bookings –	Increased schools

aimed at family visits and school visits / ensure links work and meta data words make strong links to other sites e.g. CRT Explorers	lead teachers to good quality resources and confidence in booking	bookings, leading to weekend family bookings (target dates) in holidays
<i>Plan big promotional community theatre activity audition locally / advertise locally / to increase participation and awareness</i>	<i>Bring community together in one big event focused on the canal / celebrate completed works</i>	<i>Event fully booked for each venue</i>

\* Items in italics have been taken out of the budget for Stage 2 application, it could be a further grant application in its own right.

\*\* Table extract from Grantham Canal Heritage Initiative Marketing Plan 2013

## Key Risks

### Heritage, Biodiversity, Landscape, Environment and Archaeological Features

It is acknowledged that there is a real risk of an accelerating deterioration and loss of the remaining historic fabric of the canal if action is not taken in improving maintenance protection and care and care of the waterways built structures, archaeology, biodiversity, landscape and amenity, environmental quality

### Recreation and Access

If the canal corridor is allowed to deteriorate further this will have a detrimental impact on leisure opportunities and the canal's attraction to the local community and visitors as a recreational resource.

### Sense of Place

It is essential not to lose cultural, social and historic memories of the area. Without the restoration and care offered by the local community, much will be reduced and possibly lost.

### Volunteering and Skills Training

Currently there is a lack of heritage skills and expertise necessary for the greater restoration and maintenance of the canal. Without the development of a structured program of volunteering and associated skills it is unlikely that the future restoration and maintenance of the canal will be sustained in the long term.

### Education and Interpretation

Anecdotal, there is a reasonable level of knowledge and appreciation of the canal amongst local communities and visitors.<sup>8</sup> But people are less aware of the heritage significance of the waterway area. This results in a lack of ownership and respect for the canal which impacts on the physical environment of the canal.

### The Economy

Should the waterway deteriorate further economic benefits and employment opportunities, present and future, to local communities will be lost.



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<sup>8</sup> Local people interviewed on the street in Grantham in February had a high awareness of the canal's existence.

## Key Opportunities

### Relationships

The project has an opportunity to become an exemplary project dealing with culture in which participants take the positive view – for this to happen everyone must want it to work and to take this as an opportunity for change and compromise.

### Heritage, Biodiversity, Landscape, Environment and Archaeological Features

This project will secure the conservation and preservation of a local heritage asset, develop local heritage skills and the volunteer base to support the current and future restoration and maintenance of the canal and improve understanding of the canal's architecture and construction techniques.

### Volunteering and Skills Training

The development of a volunteer skills base will help sustain the long term restoration and maintenance of the canal. The training provision could result in a future social enterprise that could provide a revenue stream for the Canal & River Trust.

Additionally the piloting of an NVQ level 2 in Heritage Skills Construction will produce a transferable formal qualification available to GCMs and others growing and advocating good heritage conservation practice and skills.

### Education and Interpretation

The Project can provide an educational resource for both schools and lifelong learning during the restoration of the project site research should be undertaken to gain a better understanding of the area and its links with the industrial past of the area.

The availability of the canal as a local resource for outdoor education close to rural schools could provide a focus for science, local history and habitats work.

### The Local Economy

The project will complete a further strategic link in the full restoration of the Grantham Canal. Local skill base levels will be enhanced through the formal and informal training and volunteering. And there will be increased use and awareness of the waterway offer which will increase the economic spend levels in the area.

## Part 3

### ACTIVITY PLAN

The following considers and details the Activity descriptions and Plan that considers how the project will engage people and communities with the Grantham canal Heritage. The action detail is in Part 4 -Action Plan.

The themed activities are –

- Volunteering
- Training
- Education and Interpretation
- Restoration and Maintenance
- Marketing

Within the Appendices are documents that support with detail the themes.



## Volunteering –

Critical to the project will be the development, management and structuring of the volunteering activity on the Grantham Canal

### Volunteers – What is volunteering? –

The Institute of Volunteering Research defines volunteering as –

‘any activity which involves spending time, unpaid doing something that aims to benefit someone(individuals or groups) other than , or in addition to, close relatives, or to benefit the environment.’

This definition shows that many people undertake tasks that perhaps they would not assume is volunteering. However these tasks under this definition would be volunteering. The Heritage Alliance refined the definition further to include ‘ *those who give money and/or time to heritage through organised groups of some kind.*’

These can be divided into passive volunteers or active volunteers. The Heritage Alliance research considered that it is a typical average percentage of some 6.5% active members to the total membership of an organisation. However this will vary with the National Trust recording 1.3% active memberships.

National statistics show that a small proportion of the population are responsible for the majority of volunteering, charitable donations and civic participation. This group given the title ‘civic core’ are some third of the population and together provide 90% of volunteering, 80% of giving and 80% of civic participation

In respect of volunteering specifically 42% of employed formal volunteers volunteered twice a year, and 34% of unemployed people.(Communities and Local Government)

Active volunteering can be broken down into various types (these are the models used within this project)

- Work base model – This is used by the National Trust and is based on professional situations
- Service Delivery – Used by Social Services ( Meals on wheels) Also Ex-offenders, long term unemployed and probationers
- Working Holidays – National Trust, BTCV and the Waterway Recovery Group
- Access – Stewards and guides – Meet and Greeters
- Professional and Technical Volunteers – Professional practitioners giving their professional skills
- Employee Volunteering Schemes
- Trustees, Committees and Management
- Campaigners, activists and Advocates

Over the years the countryside, railways, canals and waterways have attracted a huge variety of volunteer activities. This work and engagement with people has produced a real benefit because of the physical enhancements achieved either through the additional funds raised or by work done. Additionally there were many other outcomes the most significant being the influences and inspirations created for bigger community and regeneration schemes.

### **Trends in Volunteering**

People from all sections of society become volunteers. The stereotypical volunteer is often seen as white, female and middle aged, but the profile of volunteers is a great deal broader than this. There have been significant lifestyle changes and alterations to work and employment patterns over recent years, which impact on the time people have to volunteer and the commitment that they can make to volunteering. At the same time, there has been more opportunity for young people. Technology, in particular e-mail and the internet, (Facebook Twitter) offers new methods for recruitment and for reaching potential volunteers; people can even volunteer from their own homes or workplaces. (Virtual volunteering)

Older people these days are more likely to be active and willing to contribute to their communities through volunteering. Research (Rowntree Foundation) has shown that some organisations have recognised two stages in the aging process . The 50-70 age group where generally speaking people are in full control of their lives.. Over 70 people are to some degree winding down their activities.

Additional research indicates that people are divided between those who volunteer on a lifetime or 'serial' basis and those who are triggered to volunteer as part of the 'transition' to retirement.

Many organisations still have a long way to go in broadening their volunteer base. It is not uncommon to hear complaints from many organisations about their elderly volunteer population not being refreshed with new or younger people, whilst it is plain that the organisation has not adapted itself to meet a changed world. Retired and older volunteers are themselves looking for more challenging and fulfilling volunteer activities. The younger generation is less likely to be content with rather mundane and passive tasks such as litter picks. There is also reluctance from volunteers to be involved in endless meetings for not everyone wants to join committees or talking shops, preferring to roll up their sleeves and get stuck in to making a real difference.

The reasons why people volunteer are as varied and complex as life itself. To find one simple or straightforward rationale would be impossible. People are generally motivated by a complicated set of drivers which can make it difficult for providers of volunteering opportunities to design enough stimulation to satisfy everyone.

Published statistics show the reasons to volunteer as ( 2008-09 Citizen Survey Volunteering and charitable giving topic report)



96% satisfaction of seeing results

93% enjoyment

85% meeting people

84% broadening experiences

72% religion and philosophy

59% learning new skills

35% position in the community

Conversely what turns people off?

74% poor Organisation

34% bored

32% could not cope with tasks

30% out of pocket

30% not appreciated

#### Volunteering and the Waterways – The National Context

The situation with CRT in respect of volunteering is developing fundamentally. In the last few years CRT, and before it, BW has developed a national volunteering policy for volunteers on waterways. However with CRT now a charity it will engage more with volunteering as part of the objective to contribute to the 'wealth, health and wellbeing of communities across the country.'

Recent waterways volunteering research (AINA Quantifying the extent and value of Volunteering for the Inland Waterways) shows that volunteers spend an estimated 11,000 volunteer days per month with all inland waterways organisations including BW (132,000 hour per annum). This research estimates the value of this work using the Heritage Lottery multipliers as £1million each month.

The social return on investment (SROI) analysis shows other key outcomes –

Improved environment and surroundings/Improved community relations/Enjoyment/ sense of personal achievement/Giving back something to the area/Make new friends/Improve well being

Using proxies for these key outcomes for the SROI database this produced an estimate of additional benefit valued at £700,000 per annum

Volunteering and its development has been the subject of many national waterway policy publications for example

- Waterways for Tomorrow (DETR 2000)

This was the White Paper that provided the blueprint for the future development of the waterways. Although there was little direct references to volunteering it does state the need for partnerships that extend to public, private and voluntary sectors.

- IWAAC The Inland Waterways: towards greater social inclusion. Final Report April 2001

This report explores ways in which inland waterways can foster social inclusion and encourage all people to visit and appreciate their local waterways. It examines potential barriers that may prevent people from visiting and using waterways and finds that the main barriers that deter residents from using their local urban waterways are:

- A neglected and poorly maintained environment, especially with regard to the dumping and irregular clearance of rubbish
- Too few activities, including boat trips and festivals, to provide positive experiences of the waterways and their potential
- The lack of a proactive and personal approach to promote the sustained use of the waterways through reaching out into the communities
- Fears for personal security through crime
- Concerns for the safety of children close to the water
- Difficulties of physical access, including uneven and restricted towpaths and poor maintenance.

Potential barriers that were found not to have a substantial effect were

- A lack of information or promotional material
- A lack of confidence in accessing an unfamiliar environment
- An image or perspective of agencies or activity providers as unwelcoming.

- IWAAC The Benefits of Sustainable Waterways May 2003

This report describes further barriers toward volunteering within the waterways.

“The National Trust, National Parks, Wildlife Trusts and others support, manage and develop their volunteer programmes through professional paid staff. In contrast voluntary effort in support of the waterways has been almost entirely run by the volunteers themselves with little or no back-up. If the great potential of voluntary participation and community involvement in the waterways is to be released greater professional support and sustained funding are both essential.”

- The Inland Waterways of England and Wales in 2007 (IWAC)

This document reviewed the progress since the publication of Waterways for Tomorrow and amongst its recommendations called for greater civic pride and identified as waterways as a force for social cohesion

- Using Inland Waterways to Combat the effects of Social Exclusion (April 2009)

The report make the strong point that despite intervention by both ANIA and IWAC little progress has been made in the areas of work dealing with social exclusion. The need for skilled staff and volunteers is identified.

- Volunteering and Inland Waterways – How to attract , integrate and retain volunteers (September 2010)

This report drew on the many success factors detailed in its case studies identifying what could be transferred.

- Quantifying the extent and value of Volunteering for the Inland Waterways (2010)

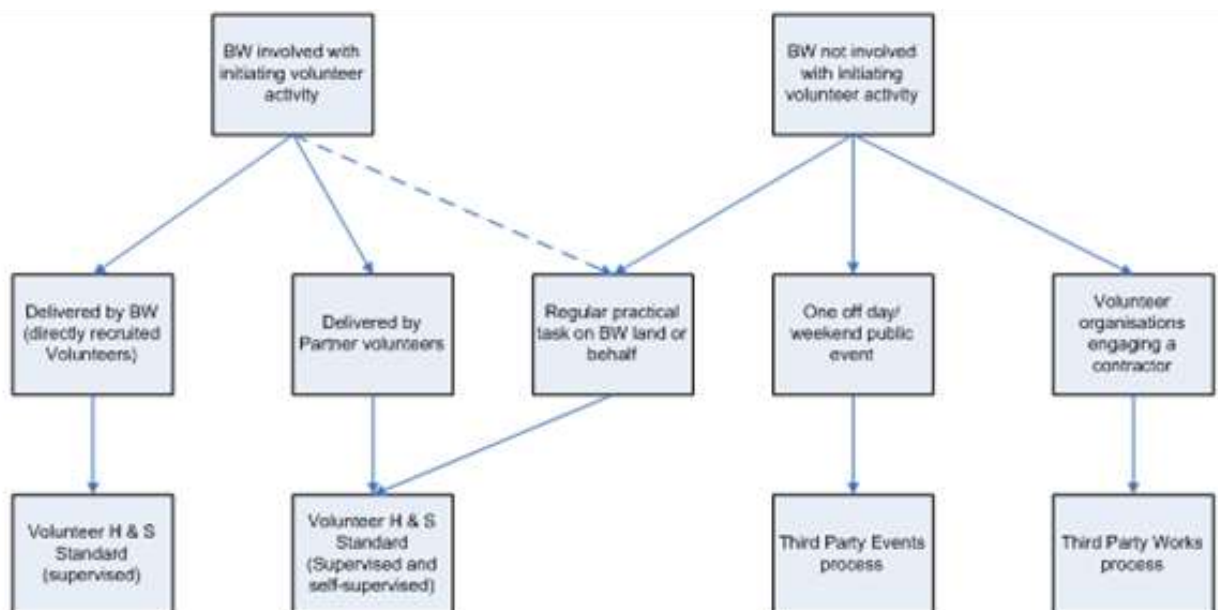
This report quantifies and develops the argument for understanding the value of volunteering.

### Waterways Organisations and Volunteering

#### Canal and Rivers Trust

Across the waterways that were once within the management of British Waterways (which was a public corporation) there are fundamental changes ‘bedding down’. In 2012 the organisation restructured and transferred into a charitable body The Canal and Rivers Trust (CRT). Within those changes there are initiatives and resources in place that are taking control of greater directly managed volunteering activities. Each geographical business unit is developing volunteering a employs staff to manage activities

The procedures for CRT Canals volunteering were developed whilst the organisation was British Waterways. These are now being adapted to the new organisation but the following chart illustrates the usual managing structure-



### Inland Waterways Association

The Inland Waterways Association (IWA) is a registered charity, founded in 1946, which advocates the conservation, use, maintenance, restoration and development of the inland waterways for public benefit. IWA works closely with navigation authorities (CRT and others), other waterway bodies, a wide range of national and local authorities, voluntary, private and public sector organisations.

The primary volunteering arm of the IWA is the Waterway Recovery Group which was formed in 1970 to contribute to canal restoration. The organisation is core funded by the IWA and runs week long and weekend camps. Work includes construction skills as well as environmental works.

### The Environment Agency

The Environment Agency is a public body with the principal aims a to protect and improve the environment, and to promote sustainable development. They are responsible for some waterways in the Thames, Anglian and Southern Regions and in Environment Agency Wales. They also have operational teams on the ground such as lock keepers, weir keepers and promotional staff who work with volunteers.

CRT work closely with the EA and in the longer term further discussions maybe developed on the transfer of some waterway to CRT ownership.

### **Volunteers on the Grantham Canal ( GRANTHAM CANAL MAKERS)**

This project is driven by volunteers. Working together with The Canal and River Trust who own and are responsible for the majority of the Grantham Canal, the riparian local authorities and a range of other interested and contributing partners the Grantham Canal Society and the Grantham Canal Partnership have already achieved significant progress in the restoring and maintaining sections of the waterway

### ***Restoration and Maintenance Volunteering***

The main volunteering contribution to the waterway restoration and maintenance is the Grantham Canal Society (GCS) formally the Grantham Canal Restoration Society supported by the Grantham Canal Partnership (GCP). This work led by the GCS and GCP often has included the Waterway Recovery Group volunteers, corporate volunteers and others such as Sustrans, The Princes Trust and local fishing clubs.

Notable restoration projects are -

- Towpath upgrades
- Dredging and tree works
- Woolsthorpe Railway embankment removal
- Denton Slipway and visitors area
- Demolishing of bridges
- Construction of landing stages
- Restoration of locks, bridges, feeders and weirs
- Restoration of traditional cast iron mile posts
- Numbering and naming of locks and bridges
- Restoration of Hickling Basin
- Restoration of locks 6 – 7 – 16 – 17 – 18

Maintenance activities

- Canal tree maintenance and clearance
- Scrub clearance
- Culvert clearance
- Brick and stone repairs

### **Education Volunteering**

The GCS events team have started to build relationships with local schools. When speaking to local schools, head teachers where a relationship has already been established (e.g. Harlaxton) are very supportive of the restoration and the work of the events team. However, it is hard to see how they will be able to a lot of school days without more volunteering resource. Schools expect providers to offer a high quality experience and the Partnership will need to ensure that new volunteers are appropriately trained to be able to run activities.

The Canal & River Trust Explorers team have been building their specialist education volunteer groups across the country for 2 years. Volunteer teams now work from key sites, delivering the following:

- Leading school visits
- Leading classroom based sessions on water safety and an introduction to canals and rivers
- Helping to present Canal & River Explorers at events
- Taking bookings and send out materials
- Leading family activities
- Researching waterway history
- Updating the website

Canal & River Explorers volunteers are people who like working with children and young people, have an interest in waterways and enjoy sharing their enthusiasm with others. Experience has shown that the majority of volunteers who stay for a long time are retired teachers who enjoy teaching but have left the profession because of the excessive administration and relentless pressure for change in teaching today.

Volunteers organise their own transport and work flexibly. They are required to attend an interview with the volunteer coordinator, supply references and give permission for CRT to run a Barring Disclosure check before they start volunteering. Most teams work from a single site and are very loyal to the team in their area.

Teachers booking school visits say that value the fact that visits are run by people who are able to manage groups of children and offer specialist activities and knowledge.<sup>9</sup>

The Partnership needs to give consideration to whether it will adopt this model for education volunteering and ensure that all education volunteers are checked. This has an implication for the budget, but it is also a safeguarding issue for children and potentially a reputational issue for the Partnership.

### **Boat Trips and Boat maintenance**

GCS owns a small trip boat, Three Shires, which is ideal for use on the canal as it can be turned in a relatively small space. The small team do their own maintenance and use the boat to promote the canal and its restoration. The current boat skipper is aiming to establish clearer lines of responsibility and make sure that volunteers are appropriately trained. Two people are trained skippers and there are more people wanting to be trained.

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<sup>9</sup> Anecdotal evidence from conversations with teachers at the Education Show 2013.



The boat is licensed for up to 10 passengers, plus 2 crew and can be booked for a 2 hour, 4 our 5 hour cruise. Timetabled individual tickets are offered only on selected Bank Holidays and special event days and are promoted through the society website. Trips starting from Woolsthorpe are £75 for 2 hours, £105 for 3 hours and £125 for a 4 hour trip.

### *Fundraising*

Fundraising has been the driver to the work that has been achieved over the years. Some £5 million has been raised and spent in the restoration and improvements along the waterway.

## Development of Grantham Canal Volunteering

The project **aspires to be a model of best practice** in respect of community volunteering, adopting established principles of volunteering to grow the credibility and capabilities on the waterway to expand further the benefits.

Consultation and surveys indicate a latent enthusiasm amongst the Grantham Canal Society membership and others to engage much more in the development, management, maintenance and restoration of the waterway. This is despite already an impressive track record of volunteer activities in the past.

An audit of skills indicates a range of skills available many of which are already being used and recognised within the CRT procedures. However there is recognition that there are gaps in the skill sets as well as limited organisational structures in place to recruit and manage effectively as greater responsibilities are undertaken. Additionally the weakness of an aging group places some concerns onto the need for sustainability planning.

As part of the Grantham Canal Heritage Initiative development the GCS has been reviewed its structures and policies as an organisation to understand and quantify what needs to be done to deliver the Initiative and its aims effectively.

The outcomes from the analysis and review are summarised as a SWOT analysis in the Grantham Canal Makers Development Plan (See Appendix    Actions from both have been transferred to the Action Plan.

## Training

### Formal Waterway Volunteer Training opportunities

An excellent draft document 'The Inland Waterways Heritage Skills Initiative 2009 ' was developed some while ago and has since been the supporting evidence for waterway Heritage Lottery Fund applications including the Grantham Canals Heritage Initiative.

The Inland Waterway Heritage Skills Initiative stands the test of time in respect of identifying the needs to set up appropriate training for volunteer workers that is accredited, transferable and recognised by navigation authorities. This initiative has not been progressed.

With the momentum for greater involvement with volunteers and the growing achievements of this engagement there is now a greater need to find a solution. There are 'pockets' of training activities and training planning taking place around the country but there is however no apparent coordination of the work or the full acceptance that waterway heritage skills cross over a variety of work disciplines.

The opportunity for a nationwide waterway heritage and environmental skills training package has not been addressed. Though at present various training packages from other sectors have been used they are often not fully relevant to the waterway needs and have limited recognition as formal transferable qualifications.

In meeting the objectives of the project in respect of NVQ Level 2 Heritage Construction it has been necessary to research what could be available and at what cost. CRT have developed a 'HLF Skills for the Future' application which has developed perhaps a recognised industry standard qualification.

In order to develop best practice interpretive materials, CRT already work with registered members of the Association for Heritage Interpretation. This helps to ensure that best practice is followed. CRT are currently producing a new set of interpretive guidelines which will be a valuable tool for working with contractors.

### Informal learning opportunities

During the course of the project, there will be opportunities for visitors come and find out about the Grantham Canal Heritage Initiative Project. It will be possible to allow open days during the works, both whilst archaeological investigations are taking place and whilst works are on-going. It will be an exciting opportunity for visitors to go right into the lock whilst scaffolding and staircases are in place to facilitate the workforce.

Guided tours and special events will be developed particularly during the early work, leading to further opportunities to visit, volunteer or become a supporter.

During the creation of interpretation, there will be opportunities for groups to work alongside interpretive designers to help research and shape ideas for interpreting the themes detailed in the plan.

### Delivering the Grantham Canal Heritage Initiative Maintenance Training

In delivering the initiative there is a mature developed partnership between The Grantham Canal Society (GCS), The Grantham Canal Partnership and The Canal and River Trust. The

canal is the responsibility of the Canal and River Trust (CRT) who have volunteering work policies and procedures which GCS is required to adhere too. Through a proven assessment process GCS or other assessed organisations can achieve a 'Self Supervision Status' that would allow them to undertake defined works. GCS has already achieved a status that already allows them to carry out a range of minor tasks. Additional tasks have been applied for and these are under review.

The Grantham Canal Heritage Initiative proposals assumes that greater responsibilities will be undertaken by GCS not only in 'driving' as volunteers the restoration of the two locks but increasing the delivery of canal related works and potentially more major works. The Waterway Manager is keen on embracing this objective and therefore will, within the constraints of the resources at his disposal, assist in the training, teaching and instructing required. It is acknowledged that much of the routine waterways work could be assigned to and in phases adopted by GCS.

The Plan does not remove the need for the CRT procedures in respect of, for instance, 'Self Supervision'.

### Grantham Canal Society Training Objectives

The training plan has to be developed to critically consider the delivery of the project objectives and the onward outcomes from it.

It is proposed that recruited in the future and managed by the GCS could be trainees, probationers, offenders on community work so rather than use the term volunteers, which can be misunderstood, the title **Grantham Canal Makers** (GCM) will be used. (stealing the idea from the term Games Makers used for London Olympic volunteers)

The following objectives are therefore proposed-

- To work in partnership with CRT to develop training through skills sharing, peer support (CRT staff to Grantham Canal Makers) relieving CRT in the future of especially minor tasks and growing responsibility and local 'ownership'
- Develop skills and capacity improving the quality of life for participants as well as a better understanding of waterway heritage and environment.
- To develop learning and knowledge to gain a better appreciation of waterway heritage and therefore participate in informed decisions about it.
- To extend the training to include other relevant opportunities such as archiving, oral history etc.
- Develop training and participation that can enable the participant to gain transferable recognised work skills.

Identified benefits will be –

- Improved waterway maintenance
- Reduced maintenance costs
- Increased skills and quality of life
- Increased understanding of the waterway heritage

- Increased understanding of local issues and there solutions
- Increased volunteering opportunities

#### Identified issues and constraints

- With the exception of the NVQ2 in Heritage Construction there is no formal industry (waterways) skills qualifications
- Skills sharing and support has a cost
- Volunteers are not free (!) they require support, management and training, all having a cost.
- Timescales
- The CRT self-supervising processes and construction procedures are by necessity bureaucratic and not negotiable.

The developing Training plan includes Skills audits and the training needs analysis groupings are divided into four parts –

- Canal Society Management and Governance
- Waterway Maintenance Works
- Waterway Restoration (major) works
- Waterway Recreation Development

Actions from the Training Plan have been transferred to the Action Plan

### Interpretation and Learning

The small events team have been working tremendously hard and should be commended for the energy and enthusiasm they have already given to promoting and fundraising for the restoration. We are now proposing a re-focusing of effort on interpretation and learning. The aim of doing this is to provide high quality, best practice materials and activities. By focusing on attracting and training education and events volunteers, the program can be led by the experienced leaders, but delivered by the trained volunteer group. The program becomes less reliant on the skills of one or two members.

The Interpretive Plan proposes that interpretation and learning provision is aimed at:

1. Local people
2. Business groups (e.g. Rotary, Townswomen's Guild)
3. Family groups
4. Key stage 2 teachers and children
5. Hard to reach group (pilot with Grantham group)

Resources should be targeted at these specific groups, rather than trying to broadly reach all groups, with the aim of making best use of resources. A series of interpretation and learning activities are proposed, which specifically address these groups.

We also recommend the appointment of specialist heritage interpretation and learning consultants to develop materials. There are specialists who can offer expertise in the delivery of certain aspects of heritage interpretation e.g.: audio trails; interpretive design; learning materials.

The plan proposes some specific activities related to heritage interpretation and learning:



- The appointment of an activity project coordinator to oversee the heritage interpretation and learning aspects of the project.
- Volunteer development and an agreement in the Partnership about what type of volunteers are required and developed

### **Multi-generational oral history project**

Oral history is a great way of developing a multi-generational project that will have a lasting legacy of positive outcomes for local people. Not only can the material be used in future project work, but the goodwill generated by a project of this nature can build lifetime supporters of the restoration.

### **Romantic Canal display**

The volunteer events group is already doing fantastic work, visiting all sorts of events and giving talks, spreading the word about the canal. Whilst face to face interpretation is undoubtedly the most valuable part of this activity, the team should be backed up by high quality presentation materials that would raise the professional standing of the team, provoke interest in the stories of the canal and reveal a few of them to whet the appetite of potential visitors.

### **Story plaques**

Any canal side interpretation needs to reflect the brand values of the Partnership. Compliment the built heritage with high quality work and tell stories that relate to visitors and inspire them to want to find out more.

We are proposing small story plaques along the canal side, which will link into the audio tour as well as telling their own tiny story in words and a picture to passing visitors. Materials could reflect those already used on the canal and yet, link into up to date technology through QR coded trail items.<sup>10</sup>

### **Guided tours and downloadable interpretive trail leaflet**

Guided tours are another form of Face to Face interpretation, which can be tailored to specific audiences. We suggest developing trails which relate to particular places – Wools Thorpe would be a prime location.

By developing core trail notes, new volunteers can be trained in leading guided walks and given a framework upon which to develop their own walk – therefore keeping the walk fresh and enthusiastic! Talks can be themed and aimed at enthusiasts, local people, tourist visitors or school groups.

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<sup>10</sup> A QR (quick response) code is a kind of bar code that can be read by a smartphone and takes the viewer straight to a web page or audio recording.

**Boat livery project**

The work boats could be repainted to relate to the heritage of the canal, whilst at the same time promoting boat trips and society membership. The boats are currently a little drab and could present a much more appealing vision throughout the year.

The trip boat Three Shires, is very well presented and looks tidy and professional although it may be helpful to consider how she looks when moored up and whether brighter colours and bolder advertising might be.

**Key stage 2 primary school project**

There is a fantastic opportunity to build on existing materials already created by the Canal & River Trust and develop locally relevant canal project work. This valuable resource is already available to teachers and the Explorers brand is gaining credibility around the country at key sites for best practice volunteer led school visits.

Existing materials at [www.canalriverexplorers.org.uk](http://www.canalriverexplorers.org.uk) include:

- Habitats topic pack
- Waterways at War topic pack
- Waterways today topic pack
- Water safety children's booklet

There are also fact files and trails related to waterways across the country. By developing a Grantham trail and fact file, that could be included on the Canal & River Explorers website, the Partnership would be tapping into expertise, knowledge and marketing through the website, drawing more teachers to the Grantham Canal.

**Holiday activities**

Holidays are the time when families are looking for activities to do with their children. By offering low cost boat trips and regular trails and events in holidays, the Partnership will become known as a provider and will develop regular family customers.

Trails need not be expensive and can be changed from year to year – something as simple as MDF cutouts with a quiz question and a small prize at the end are a low cost, but popular activity lasting up to an hour for family groups.

Pond dipping (at a safe, suitable location), a family guided walk or 'I spy' activity trail can be developed economically and complimented by the attraction of short boat trips at a reasonable cost.

**Canal club**

Hard to reach groups, like disabled visitors, may need a specialist activity developed for them. We suggest creating a pilot project for a group identified at Grantham. This would provide the opportunity for low risk work experience activity such as gardening and litter picking, as well as developing some 'reward' activities for the group and a regular starting place for their weekly Canal club work.

**Community theatre project**

- A community theatre project is a great way of joining together different communities in a big project focused on the canal. An exciting proposal has already been put forward by a well-respected Nottingham based theatre company. This would require additional fundraising, but the opportunities for community involvement and for this to provide a legacy of materials for future work.

## Restoration Works

### Background and General Description

Two locks on the waterway are identified for restoration. Both are derelict they are identified as possible the last remaining examples of William Jessop locks.

A general view of both locks is shown below:

Lock 14 (from towpath side)



Lock 15 (from towpath side)



### Feasibility Study:

Lock 14 is approximately 36m long overall. The East wall (towpath side) comprises mass brickwork with counterfort supports at 5m centers. The wall is approximately 0.7m thick and the counterforts approximately 1.8m thick. Original stone copings are present on top of the wall. The West lock wall has collapsed / been removed and remnants of the wall and counterforts are visible on the embankment and in the lock invert. The lock is approximately 4m wide at its narrowest point. The structural form of the invert is not known but is likely to be mass brickwork, propping the lock walls. The top gate structure has been modified to form a weir that controls the water levels in the lock. The old letterbox weir is still visible but has been bricked up. Iron anchor bars and the remnants of timber quoins are visible on the gate supports. Wing walls are present at the North end of the structure and water training walls run for approximately 4m at each corner. The height from coping level to silt level is approximately 4m, with up to 1m of silt above the invert at its deepest point. The lock does not have gates at either end and the canal is currently disused. A towpath runs behind the East wall and an embankment falls to fields on the West side.

Lock 15 is similar in arrangement to Lock 14. It is approximately 36m long overall. The East wall (towpath side) and West wall (offside) comprises mass brickwork with counterfort supports at 4.7m centres. The wall is approximately 1.0m thick and the counterforts are

approximately 2.0m thick. Original stone copings are present on top of the walls. The lock is approximately 3.7m wide at its narrowest point. The structural form of the invert is not known but it is likely to be mass brickwork, propping the lock walls. The top gate structure has been modified to form a weir that controls the water levels in the lock. The old letterbox weir is still visible but has been bricked up. Iron anchor bars and the remnants of timber quoins are visible on the gate supports. Wing walls are present at the North end of the structure and water training walls run for approximately 4m at each corner. The height from coping level to silt level is approximately 4m, with up to 1m of silt above the invert at its deepest point. The lock does not have gates at either end and the canal is currently disused and stagnant. A towpath runs behind the East side and an embankment falls to fields on the West side.

Working with the work produced by Hyder on the Site Investigation, Structural Assessments and Feasibility the Canal & River Trust Technical Engineering team have produced a Repair Strategy and Design Methodology prepared by: Les Clarke, FICE, CEng, Principal Engineer, Technical Solutions, Canal & River Trust. This design can be delivered by the GCS and the Waterway Recovery Group. The document is provided as supporting information within the bid and is in the appendices.

The excerpt below outlines the way in which the locks will be repaired;

*'General:*

*The background, history, location, condition etc. of the canal in the area of Locks 14 & 15 is assumed to be well known and understood by the Reader and will therefore not be repeated in this document.*

*The repair strategy includes permanent and selected temporary works.*

*For information Lock 15 is more or less intact and Lock 14 has the offside wall partially demolished. Lock 15 is to the south of Lock 14, each located either side of Stenwith Bridge.*

*The main lock walls exhibit various defects including spalled bricks, missing bricks, displaced bricks, open joints, vertical and diagonal cracks, wall deformation, inward wall lean, vegetation intrusion, etc..*

*Ground levels to the back of the towpath side lock walls appear to have been previously reduced or have subsided by approximately 0.3m below the coping stones with the ground falling away to the lightly wooded area toward the disused rail track, now a public footpath.*

*The towpath and offside banks along various lengths appear to be low relative to current water level, for instance just south of Lock 14 towpath side.*

*South of lock 15 the geology of the soils changes from granular river terrace deposits of sand and gravel in the south to cohesive soils, clay and mudstone, in the north. Hence locks 14, 15 and the associated canal pounds are constructed through cohesive clay ground while Lock 16 is constructed on the sands and gravels.*

*1.2 Repairs:*

*Generally, in terms of brickwork and masonry and aside from temporary works, the repair will constitute the following approach:*

*1. Wall stabilisation*

2. *Repointing*
3. *Repair of spalled areas*
4. *Repair of damaged areas*
5. *Rebuild of collapsed areas*
6. *Repair of cracks*
7. *Replacement of materials not re-usable*
8. *Removal of lock wall inward lean, as far as practicable*
9. *Refurbishment of upstream weir and paddles system*
10. *Removal of existing concrete weirs*

*Plus other work as follows:*

11. *Replacement lock gates and associated items*
12. *New lock landings, ladders, bollards, quadrants, etc..*
13. *Dredging*
14. *Bank raising*
15. *Finishing and reinstatement'*

Repair Strategy and Design Methodology prepared by: Les Clarke, FICE, CEng, Principal Engineer, Technical Solutions, Canal & River Trust. 21<sup>st</sup> July 2014

## Marketing

The aim of marketing is to build a strong community of supporters amongst local people, who will support the restoration and maintenance of the waterway in the long term.

The marketing plan will be aimed at key groups who are likely to respond. We recommend that these include:

Traditional - ABC1 – offering volunteering opportunities; practical activity and helping with events and learning; oral history; boat trips

Families - offering short boat trips at weekends and events; family oriented trails and activities at events; web links and apps for activity

The Society have expressed a wish to offer activities for a hard to reach group. A specific group with learning difficulties have been identified at Grantham and the team plans to work with this group as a pilot for other future work.

In order to attract new visitors to the canal and its offers, a series of marketing actions are detailed in the plan.

- Create a new flyer about volunteering which addresses issues of diversity
- Develop e-invitations to encourage people to join oral history project
- Produce a lightweight, attractive display aimed at families, with strong, clear messages



- Revisit boat information and offer on the website and consider offering trips targeted at families
- Plan and develop the schools offer and trips and promote on the website, making links to CRT Explorers and other providers locally
- Repaint the boats to act as advertising
- Create new web pages aimed at family and school visits
- Plan a big promotional campaign in year 3, developed around a big celebratory event (community theatre)

## PART FOUR

### Evaluation and Monitoring

In order to review the tasks that have been completed and how well they are working, the project team will put into place a series of evaluation activities.

#### Quantitative Evaluation

These are the statistics that will need to be gathered throughout the project and recorded on a quarterly basis. Some data can be gathered based on bookings, ticket sales or a clicker count of visitors to an event. They will include:

- Number of people attending events
- Number of events
- Number of people attending training days
- Number and type of training days
- Number of children attending schools days
- Number and type of training days
- Review whether task listed has been completed and how successfully

#### Qualitative Evaluation

These are the opinions, attitudes, perceptions and feelings of visitors or participants.

- Survey Monkey online survey to be completed by participants
- Show of hands survey of children taking part in event
- Telephone survey of teachers who attended event
- Visitor book
- A guided walk looking at interpretation with target groups and recording their responses to questions

The Grantham Canal Heritage Initiative will work to a planned evaluation process:

1. Purpose of evaluating will be to check on progress; resources will be within the project and require team members to submit quarterly reports.
2. Ensure everyone is clear about the project's mission, values and objectives
3. Plan to survey training participants, volunteers, event visitors, school teachers and children in appropriate ways (as identified above).

4. Measure outputs and outcomes against success criteria identified at the beginning of the project (some outcomes may be unplanned or unexpected)
5. Make an evaluation plan, detailing the methods to be used
6. Collect the information throughout the project
7. Analyse the data and draw conclusions
8. Share information with others

## PART FIVE

### Activity Plan Action Plans

<b>Volunteering Activity</b>	<b>Audience</b>	<b>Benefits</b>	<b>Resources</b>	<b>Cost in Budget</b>	<b>Time table</b>	<b>Targets and Measures</b>	<b>Methods of Evaluation</b>	<b>HLF Aims</b>
Adopting Volunteering Best practice – Adoption of Handbook and Policies Development of Business plan Induction Process	Executive Members present Members future	Clarity Guidance Society direction	Completed drafts to be consulted and debated within Society	No cost	Year 1 with annual reviews	Membership consultation by December 2013 Uploaded onto website February 2015	Handbook and business plan completed Business plan targets	L & P

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## Grantham Canal Heritage Initiative Activity Plan

Recruitment of <ul style="list-style-type: none"> <li>- New members</li> <li>- Trustees</li> <li>- Skilled volunteers</li> <li>- Greater diverse groupings</li> <li>- General volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Executive</li> <li>• Members present</li> <li>• Members future</li> <li>• Local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased skill base overall</li> <li>• Reduction of skill gaps</li> <li>• Positive inclusion of more diverse groupings</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer recruitment agencies i.e. REACH, CVS etc.</li> <li>• Website</li> <li>• Colleges</li> </ul>	No cost	Year 1 and ongoing	<ul style="list-style-type: none"> <li>• Increase in membership by 20%</li> <li>• Recruitment of trustees removing skill gaps by June 2015</li> <li>• Increase in volunteer hours by 20%</li> <li>• Increase in diversity by 25%</li> </ul>	<ul style="list-style-type: none"> <li>• Members hip counts</li> <li>• Members hip analysis</li> </ul>	P
New recruitment	As above	Useful marketing tool	See Marketing	See marketi	Year 1	<ul style="list-style-type: none"> <li>• Distribution to key community</li> </ul>	<ul style="list-style-type: none"> <li>• Response rate to leaflet</li> </ul>	P

<b>Volunteering Activity</b>	<b>Audience</b>	<b>Benefits</b>	<b>Resources</b>	<b>Cost in Budget</b>	<b>Time table</b>	<b>Targets and Measures</b>	<b>Methods of Evaluation</b>	<b>HLF Aims</b>
leaflet		website		g plan	review in Year 2 re design and impact	areas	check by questionnaire	
Fundraising	<ul style="list-style-type: none"> <li>Executive</li> <li>Members present</li> <li>Members future</li> <li>Local communities</li> <li>Grant giving Trusts</li> <li>Lottery Funders</li> <li>Sponsors</li> </ul>	<ul style="list-style-type: none"> <li>Matching funding for project</li> <li>Additional funding for projects</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising plan</li> </ul>	No cost	Years 1-2 -3	Plan targets achieved	<ul style="list-style-type: none"> <li>Funds to Project</li> <li>Resources to project</li> </ul>	P
Establish Centre at Woolsthorpe	<ul style="list-style-type: none"> <li>Executive</li> <li>Members present</li> </ul>	<ul style="list-style-type: none"> <li>Identified HQ for Society and Project</li> </ul>	<ul style="list-style-type: none"> <li>GCS Volunteers to</li> </ul>	Transfer of asset to GCS	Year 1	<ul style="list-style-type: none"> <li>Lease completed</li> <li>Refurbishme</li> </ul>		P

Volunteerin g Activity	Audience	Benefits	Resources	Cost in Budge	Time - table	Targets and Measure	Methods of Evaluatio	HLF Ai m s
	<ul style="list-style-type: none"> <li>Members future Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Workshop for Training and education</li> </ul>	continue refurbishment			completed		
Establish Canal Maintenance Teams	<ul style="list-style-type: none"> <li>Executive</li> <li>Members present</li> <li>Members future</li> <li>Local communities</li> <li>Organisations</li> </ul>	<ul style="list-style-type: none"> <li>Increased canal maintenance</li> <li>Increased volunteer activity in management of waterway</li> <li>Community 'ownership'</li> </ul>	<ul style="list-style-type: none"> <li>Training plan</li> <li>Recruitment plan</li> <li>Site Manager</li> </ul>	Training and management costs	Year 1 pilot lengths thereafter Years 2 and 3	<ul style="list-style-type: none"> <li>Pilot teams</li> </ul>		P

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
<b>FORMAL TRAINING</b>								
Advertise and publish Course arrangements and bursary arrangements	<ul style="list-style-type: none"> <li>GCS Volunteers</li> <li>College students</li> <li>Unemployed</li> <li></li> </ul>	Piloting of new course to test concept and	Recruit in association with Lincoln		Year 1 and 2 as pilot	<ul style="list-style-type: none"> <li>Number of Bursaries 18</li> <li>Number of 18</li> </ul>	<ul style="list-style-type: none"> <li>Student feedback</li> <li>Training</li> </ul>	L



<b>ORGANISATION TRAINING</b>								
Management and Governance	GCS Executive	Increased skills within Executive by confidence from training and advise	Local CVS free advise and online Trustee Governance updates	No cost	Year 1 and on going	<ul style="list-style-type: none"> <li>Increased Executive</li> </ul>	<ul style="list-style-type: none"> <li>Regular trustee and governance review Year 2 and 3 and ongoing</li> </ul>	L
Fundraising	GCS Membership	Increased skills in fundraising activities and opportunities for virtual volunteering	Set up team from membership of fundraisers delivering Fundraising strategy	No cost	Year 1 and on going	<ul style="list-style-type: none"> <li>Team set up</li> <li>Funding plan targets achieved</li> </ul>	<ul style="list-style-type: none"> <li>Targets achieved</li> </ul>	L
<b>WATERWAY MAINTENANCE TRAINING</b>								
Health and Safety Management	GCS Operations manager and Volunteer Leaders	Understanding of procedures and processes. And legislation	Local Industrial Training Courses	£850 NEBOSH	Year 1	<ul style="list-style-type: none"> <li>Courses undertaken by 10</li> <li>Qualifications achieved</li> </ul>	Review of H & Procedures Year 2 and 3	L

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
Manual handling	As above	As above	As above	CRT MSLS	Year 1	As above	As above	L

VEGETATION MANAGEMENT TRAINING								
Chainsaw	<ul style="list-style-type: none"> <li>Volunteers</li> <li>Community Organisations</li> <li>College Students</li> <li>Unemployed</li> <li>NEETs</li> </ul>	Increasing performance and tree and scrub management	Local Training Course	GCS Training cost-Business Plan	Year 1 and thereafter refresher sessions	<ul style="list-style-type: none"> <li>Number of participants 6</li> <li>Increase of qualified participants in work parties by 10%</li> </ul>	<ul style="list-style-type: none"> <li>Numbers of passes</li> </ul>	L
Use of small hand tools	As above	As above	Experienced/trained volunteer leaders	In house	Years 1 2 & 3	As above	<ul style="list-style-type: none"> <li>Feedback from participants</li> </ul>	L

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
<b>SMALL WORKS TRAINING</b>								
Brickwork, Joinery, Site Management, Excavators, Temporary Works, Cables & Services, Compressors	<ul style="list-style-type: none"> <li>Volunteers</li> <li>Community Organisations</li> <li>College Students</li> <li>Unemployed</li> <li>NEETs</li> </ul>	Understanding of basic heritage construction skills	<ul style="list-style-type: none"> <li>Lincoln Heritage Skills Centre</li> <li>Woolsthorpe</li> <li>Restoration Works</li> </ul>	21592	Year 1 and 2	Cost for course details list Appendix 10	Attendance, qualification received	L
<b>LEARNING AND HERITAGE INTERPRETATION ACTIVITY</b>								
Community / interpretation co-ordinator to oversee all community activity	* Volunteers	Specialist contractor to help steer volunteering involvement in interpretation and learning specifically.  Focus on Universal Design and best practice.	Specialist support and mentoring on training, development and advice on learning and interpretation – 16 days p/a	£15000	y1,2,3	* Quarterly monitoring / 4 support days	* Feedback from volunteer interpretation team	L & P
Recruitment of 4 volunteer heritage interpretation and learning co-ordinators	* Heritage sub group volunteers	Focused heritage activity / more people supporting and organising	small budget for materials and training	CRT Costs	3 year programme	<ul style="list-style-type: none"> <li>Projects implemented on time</li> <li>Expand group to 4 co-ordinators</li> </ul>	Quarterly report  Collect data	L & P

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
Specialist interpretation and education volunteers recruited, trained and supported	<ul style="list-style-type: none"> <li>* Older people</li> <li>* develop skills</li> <li>* 'work experience'</li> <li>* confidence.</li> </ul>	<ul style="list-style-type: none"> <li>* Core group</li> <li>* Training days covering: introduction and welcome from the Partnership / role / working safely / safeguarding children / resources / admin</li> <li>* Volunteers participate and learn new skills</li> </ul>	<ul style="list-style-type: none"> <li>* Expenses</li> <li>* Materials</li> <li>* Specialist training (based on Explorer's established course)</li> <li>* Disclosure &amp; Barring DBS checks (formerly CRB) of volunteers (free to charitable</li> </ul>	Training  2 day course in year 1 and year 2  £700 per year  £1400	Recruit co-ordinators in year 1 / expand volunteering year 2 and 3	<ul style="list-style-type: none"> <li>*Policy and system in place</li> <li>* structure and support</li> <li>* Aim to recruit a team of 4 co-ordinators with up to 16 supporting volunteers for school team / interpretation, events and marketing</li> </ul>	<ul style="list-style-type: none"> <li>* Evaluate and record against criteria</li> <li>* Feedback system for vols</li> </ul>	L & P

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* Lightweight professionally designed display about the canal	* Local visitors to shows / tourists / VFR	* Begins to develop a recognisable brand for the Partnership * Lightweight allowing vol team to transport easily	Professional designer and heritage interpreter	£6,530	Year 1	1 set of panels for use at events	Ask for and document verbal feedback at shows  * Count visitors	L & P
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Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
<p>Schools Week in summer term to fit with school curriculum demands and schools risk assessment timescales / avoid SATs.</p> <p>Use Build a Canal &amp; similar resources.</p>	<p>* KS 2 children</p> <p>* Teachers</p>	<p>* Able to target resources and provide a strong framework for visits focused on heritage and ecology (link to archaeology / wildlife values)</p>	<p>Purchase of dipping nets sets</p> <p>* Create new trail - hanging resources ongoing resources</p> <p>* Contribution to cost of coaches x 2 to Woolsthorpe by Belvoir</p>	£2700	Year 1 – 3 Pilot science based activity - follow on with more flexible addition schools activity across canal	<p>e-newsletter to local schools established</p> <p>* 5 teacher relationships established</p> <p>* 100 children visit the canal – 300 over 3 years</p>	<p>* Simple teacher and pupil evaluation sheet reviewed after event</p>	L

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
<b>Special Events</b> – Woolsthorpe by Belvoir Discovery Day and Cotgrave Country Park Event  Additional smaller lock opening events during works x 3 (1 per year)  Link to archaeology / progress of works / wildlife	* local people * VFR * families	* People realise the canal is navigable  * Visitors learn where they can visit and what to do  * People feel more confident about coming back  * Clarity about things to do, when and where  * Participation by local people and families	Advertising on local radio and in local press, supported by PR  New event trail materials  Hire of special event equipment eg: canoes / trail boats / fireworks boat horse	GCS	Q3 (?) yr 1,2,3  Summer and Autumn events – building capacity locally / helping to recruit visitors and members	1,000 visitors x 2 events plus smaller opening events: 7,500 visitors during course of project	* Invite comments at event with visitor book  * Count visitors  * Post event review to assess successes & challenges	P



Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
Development of 20 story plaques leading to website via QR code (Hickling, Cropwell Bishop, Harlaxton, Holme Pierrepont & Gamston signed up already)	<p>Local people</p> <ul style="list-style-type: none"> <li>* VFR</li> <li>local KS2 or KS3 children</li> <li>Older people who were interviewed for oral history meet children</li> <li>Universal design issues taken into account</li> </ul>	<p>An entry point into the Grantham Story</p> <ul style="list-style-type: none"> <li>* Visitors get an introductory story and can follow up in more detail through website / some audio clips from oral history</li> </ul>	<p>Professional interpreter to develop and work with illustrator or artist in school and use material from oral history work.</p> <p>Installed by canal society</p> <p>Collaboration with local villages</p>	<p>£10,000</p> <p>Installation £200 (initial start up costs for tools?)</p>	Year 2 and 3	<p>up to 20 story posts</p> <ul style="list-style-type: none"> <li>* web pages</li> </ul>	<ul style="list-style-type: none"> <li>* Invite comments through website</li> </ul>	L & P
<p>20 maps to replace old BWB maps that are now shabby</p> <p>Record and store examples of these now historic maps</p>	<p>All visitors – but with emphasis on:</p> <ul style="list-style-type: none"> <li>* families</li> <li>* locals</li> <li>* access issues</li> <li>Universal design</li> </ul>	<ul style="list-style-type: none"> <li>* Clarity about what there is /how to get on and off canal</li> </ul>	<p>Professional designer / interpreter to create</p> <ul style="list-style-type: none"> <li>* Canal society to install</li> </ul>	<p>£10,000</p> <p>£0</p>	Year 2 and 3	<ul style="list-style-type: none"> <li>* Up to 20 maps installed</li> </ul>	<ul style="list-style-type: none"> <li>* Invite comments through website</li> <li>* Invite feedback from Walk4Life, Ramblers and other local walking groups</li> </ul>	L & P

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
* Guided tours and talk  * download trail	* Enthusiasts  * Visitors  Local people in non-canal groups	* Volunteers trained in delivery  * skills and conf building  * learn about the Grantham Canal – lead to visits	* Written down outline talk  * Visuals  * Living history	* Volunteer expenses  Enactor for launch event £500  Download trail £5,200	* series of guided tours delivered	* 20 talks a year  * 20 tours a year	* Recorded feedback	L & P
Interpretive map	* Families  * Local people  * VFR	* Attractive presentation of oral history recordings using illustration	* Professional design and print by heritage interpreter	£10,000	* print 10,000 interpretive maps and pdf version	10,000	* Maps printed / formative evaluation during creation	L & P

Training Activity	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HLF Aims
* KS2 Primary school or group visits with resources to local sites – based on walking to the canal where possible	KS 2 Children aged 7 – 11  in formal or informal learning situation	* Children are able to learn about their local area with special ref to local history and habitats  * new resource designed to link to CRT Explorers and therefore spread coverage and credibility	* volunteers develop downloadable, curriculum linked resource, based on what schools want  * handling items	£1,500 for resources / £600 (200p/a) KS2 fund	* specialist research and resource selection	* year 1 -90 children visit from local primary schools  Year 2 – 180  Year 3 – 300 to schools week in May	* Teachers' review of resources  * Children's evaluation	L & P

Archaeological Research Team	<ul style="list-style-type: none"> <li>* Students from University</li> <li>* local volunteers</li> <li>* Visitors to special open day events-guided tour of works</li> </ul>	<ul style="list-style-type: none"> <li>* Local students can help with real project</li> <li>* Chance for local archaeology groups to be involved in bigger project</li> <li>* Good opportunity to promote the project with media</li> </ul>	* Cost of professional archaeologist to co-ordinate the dig	Total £9850	Year 1 & Year 2	Research details of lock as it is taken apart leading to technical drawings of detail for construction	<ul style="list-style-type: none"> <li>* Contractors are able to use drawings to build</li> <li>* Drawings form a good record of Jessop's work (none can be found in archives currently)</li> </ul>	L & P
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Restoration and Maintenance	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
<b>RESTORATION</b>								
Work Shadowing and taster sessions	As above and local communities	Experience in restoration techniques and work environments	As above and local communities	As above		Numbers of persons engaged - 50+	Survey	L & P
Removal of old brickwork as part of heritage assessment	As above	As above	As above	As above	As above	Work completed to standard		P
Repoint and repair	As above	As above		As above	As above	As above		L & P
Build 8 Lock	As above	As above		As above	As above	As above		L & P

Restoration and Maintenance	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
<b>MAINTENANCE</b>								
Monitoring and Surveys	<ul style="list-style-type: none"> <li>Rangers</li> <li>Volunteers</li> <li>Community groups</li> <li>Wildlife Trust members</li> </ul>	Increased understanding of environment, waterway use, Local history and Archaeology . Data to undertake sustainability monitoring	CRT specialists Wildlife Trusts, local history groups, colleges etc.	CRT	3 years	Year 2 – Sustainability monitoring survey undertaken	Assessed by CRT specialist advisors	<b>P</b>
Deliver delegated PPM activities	As above	<ul style="list-style-type: none"> <li>Increased maintenance</li> <li>Increased user interface</li> <li>Increased understanding of waterway environment and heritage</li> </ul>	On the job training by CRT operatives plus desk top computer CRT course on Manual Handling and Water Safety.	In house	Year one set up pilot lengths Year 2 Review and as appropriate increase lengths	<ul style="list-style-type: none"> <li>Grantham Canal Makers hours worked CRT PPM timeplan achieved on Pilot lengths</li> </ul>	CRT inspection of pilot lengths	<b>P</b>

August, 2014

## Grantham Canal Heritage Initiative Activity Plan

Maintain and improve water channel capacity by manually removing debris	As above	<ul style="list-style-type: none"><li>As above</li></ul>	As above	In house	As above	<ul style="list-style-type: none"><li>As above</li></ul>	As above	<b>P</b>
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Restoration and Maintenance	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
and obstructions								
Control water channel by manual operations	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	As above	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	P
Monitor and report on water levels	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	As above	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	P
Maintain water levels	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	As above	As above	<ul style="list-style-type: none"> <li>As above</li> </ul>	As above	P
Prepare sites to create habitats	As above	Creating greater environmental assets along the waterway	Local Wildlife trusts and community groups	£1000 expenses	As above	As above		P
Establish and protect woodland vegetation	As above	As above	As above	Part of above	As above	As above		P
Establish and protect wetland vegetation	As above	As above	As above	Part of above	As above	As above		P
Establish and protect hedgerows	As above	As above	As above	Part of above	As above	As above		P
Establish and protect grassland vegetation	As above	As above	As above	Part of above	As above	As above		P
Inspections	Volunteers	Increased inspections of waterway	CRT operatives providing and managing pilot	In house	Year 1 and increasin	<ul style="list-style-type: none"> <li>Year 1 – Set up of pilot lengths and review</li> </ul>	<ul style="list-style-type: none"> <li>Number of 'inspectors' Review</li> </ul>	

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Restoration and Maintenance	Audience	Benefits	Resources	Cost in Budget	Time table	Targets and Measures	Methods of Evaluation	HL F Aims
			training of inspections and recording		g after assessm ent of pilot	Year 2 – Extend as appropriate after review		