

# HERITAGE LINCOLNSHIRE

*Looking after  
Lincolnshire's heritage*

Review of the Lincolnshire  
Heritage at Risk Project  
Heritage Trust of Lincolnshire  
Final Evaluation Report  
October 2013



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**Lincolnshire**  
COUNTY COUNCIL

  
ENGLISH HERITAGE

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### 1. INTRODUCTION AND REVIEW BACKGROUND

- 1.1 Lincolnshire is a vast county of diverse landscapes and regional variations which have resulted in a historic environment with a rich and unique character. This landscape is made up of a number of notable features including 6200 listed buildings 500 of which are designated Grade I or II\*, an outstanding collection of almost 600 historic churches, a range of archaeological resources made up of sites ranging from pre-history through to the Second World War and a legacy of over 300 historic parks and gardens, with best examples represented by 26 nationally significant registered spaces.
- 1.2 The principal risk to this unique historic environment is one of gradual erosion. In time this could lead to a loss of features, altering the very character of the landscape described above. Within the last century, the risks to the survival of our heritage have increased significantly. Development pressure for new housing has intensified threatening the character of the county's market towns. Changes in agricultural practices have brought increased pressure on archaeological remains and surviving parks and gardens and also left many historic agricultural buildings unused and vulnerable to decay or inappropriate conversion.
- 1.3 In 2006 Heritage Lincolnshire received funding from English Heritage to undertake a study on Lincolnshire's heritage at risk. This was due to the relevance of the activities of the Trust and its role within the county. The Trust also possessed experience and expertise in fund raising, working with local communities and accommodating and managing project staff. Heritage Lincolnshire's forward plan also noted an aim to raise awareness of the current threats to Lincolnshire's heritage and the need to increase partnership working to manage these threats.
- 1.4 The study indicated that Lincolnshire's historic environment is under grave risk of deterioration and that the current information on the condition of heritage was out of date and incomplete. Based on this information the Heritage at Risk project was developed and in 2008 a first round application was submitted to the HLF. This was successful and the development phase of the project began. This led to the recruitment and training of a small number of volunteers to survey heritage assets across 20 parishes within just a few months.
- 1.5 The **development stage assessed the feasibility and value of a county-wide approach** to a rapid survey assessment of heritage at risk by volunteer 'heritage stewards' and also included:
- Development of an overall approach for the project.
  - Design of a project website and database.
  - Project branding and design of marketing materials.
  - A volunteer recruitment pilot.
  - A sample of the heritage assets to be surveyed.
- 1.6 The results of the development phase suggested that the county's historic environment was under grave risk of gradual erosion. It also showed that a Heritage at Risk project was needed for the entire county of Lincolnshire, and would ultimately result in a strategy for the overall management of Lincolnshire's heritage at risk.

- 1.7 After the completion of the development phase the delivery phase application was started. Applications were made to English Heritage, Lincolnshire County Council, all local authorities with the county council border and also the Lincolnshire Wolds Countryside Service for partnership funding.
- 1.8 The Heritage Lottery Fund approved a grant for Lincolnshire Heritage at Risk in early 2010, allowing Heritage Lincolnshire to recruit three full time staff to manage the project over three years.

### Wider context

- 1.9 The national **Heritage at Risk Programme** (HAR) was launched in 2008 by English Heritage as a way of understanding the overall state of England's historic sites. In particular, the programme identifies those sites that are most at risk of being lost as a result of neglect, decay or inappropriate development<sup>1</sup>. Every year English Heritage updates the Heritage at Risk Register, which is a list of those sites most at risk of being lost, and most in need of safeguarding for the future.
- 1.10 This important process of systemically checking the condition of our heritage goes back more than twenty years with the birth of the Buildings at Risk survey. The method has since been widened to include other types of historic places (heritage assets) from archaeological sites and conservation areas to registered parks and gardens, registered battlefields, and protected shipwrecks.
- 1.11 In 2012, English Heritage published the **Heritage at Risk Strategy**<sup>2</sup>. Its objectives are to understand why assets are at risk and what most influences their removal from the Register, and to find solutions for heritage at risk through partnerships, stimulating economic regeneration and growth, and maximising the benefit of available expertise and resources.

### Aims and Objectives

- 1.12 The aim of Lincolnshire Heritage at Risk was to identify heritage at risk in Lincolnshire, through:
  - Completing through the co-ordination of volunteer effort, a full survey of Lincolnshire's heritage assets.
  - Analysing the results of the surveys to identify key problems and issues and to prioritise intervention.
  - Defining a strategic way forward for managing intervention in heritage at risk.
  - Raising awareness and understanding of the issues relating to heritage at risk and the consequences of continued lack of investment or action.
  - Providing opportunities for local communities to make an active contribution to the management of their historic environment.
  - Strengthening partnerships and resources to adopt a proactive approach.
  - Producing a model project design that could be used elsewhere in the country.
- 1.13 Heritage Lincolnshire was awarded a grant from HLF to achieve these aims through the following objectives/areas of activity:

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<sup>1</sup> <http://www.english-heritage.org.uk/caring/heritage-at-risk/>

<sup>2</sup> <http://www.english-heritage.org.uk/publications/eh-har-strategy-2011-15/>

- The recruitment and training of volunteers to collect information on heritage at risk in Lincolnshire.
  - To raise awareness of heritage at risk in Lincolnshire and to make information on the issue more comprehensive and accessible.
  - To establish a partnership approach to the strategic management of heritage at risk in Lincolnshire.
  - To assess the feasibility of this approach being adopted on a national basis.
- 1.14 The Lincolnshire Heritage at Risk project was the largest project of its kind when started in 2010. It encompassed the County Council area of Lincolnshire, excluding the unitary authorities of North Lincolnshire and North East Lincolnshire. The project covered a vast geographical area of 5949 square kilometres, encompassing 538 parishes and 9128 heritage assets.
- 1.15 The project was viewed as a national pilot scheme for heritage at risk as it was the first to successfully attract volunteers to get involved with their local historic environment.

### Structure of Report

- 1.16 This report forms the Final Report for the Evaluation of the Lincolnshire Heritage at Risk Programme, and is structured as follows:
- **Section 2** considers **project management and costs**.
  - **Section 3** focuses on **project delivery**.
  - **Section 4** focuses the **survey results**.
  - **Section 5** considers the **impacts and outcomes**.
- 1.17 This report was drafted by the Lincolnshire Heritage at Risk team at Heritage Lincolnshire, and reviewed and supplemented by DC Research.

### 2. PROJECT MANAGEMENT AND COSTS

#### Project management

2.1 Lincolnshire Heritage at Risk was **developed and managed by the Heritage Trust of Lincolnshire**, who employed three full time staff: two project officers and a senior project officer to run the project, with the Chief Executive providing oversight and line management.

2.2 The project was strategically guided by a **Steering Group** of funders and stakeholders:

- Bishop Grosseteste University
- Boston Borough Council
- Diocese of Lincoln
- East Lindsey District Council
- English Heritage
- Institute of Historic Building Conservation
- Lincoln City Council
- Lincolnshire County Council
- Lincolnshire Gardens Trust
- Lincolnshire Wolds Countryside Service
- North Kesteven District Council
- North Kesteven Voluntary Centre Services
- South Holland District Council
- South Kesteven District Council
- West Lindsey District Council

2.3 Meeting on a quarterly basis, the role of the Steering Group was to:

- Oversee the project's success.
- Help to engage and support the wider partnerships.
- Ensure the smooth operation and development of the project.
- Help plan and implement the scheme across the county.
- Advise and develop the long term heritage at risk strategy for Lincolnshire.
- Look at the sustainability of the scheme beyond 2013.

2.4 The steering group formed a knowledgeable and cohesive unit and provided support to steer the project effectively and efficiently for its duration. Over the life of the project there were changes in elected representation from local authorities (heritage champions), which on occasion resulted in some loss of continuity.

2.5 The project also included wider partnerships with other heritage organisations that were not on the steering group but worked closely with the project at various times over its duration, including:

- The National Trust.
- Society for the Protection of Ancient Buildings.
- Association of Preservation Trusts.
- Churches Conservation Trust.
- Society for Lincolnshire History and Archaeology.
- Lincolnshire Voluntary Centre Services

- 2.6 The **project team** consisted of three members of staff, a senior project officer and two project officers. This capacity was a key factor in the success of the project, allowing for effective event planning and management and administration.
- 2.7 The project also benefited from having the same officers seeing the project through from the start to the final months of delivery. This continuity was a considerable advantage to volunteer support, management and continued engagement as the volunteers got to know and trust the project staff.
- 2.8 Partners and stakeholders praised the effective management and delivery of Lincolnshire Heritage at Risk by the team at Heritage Lincolnshire.

### Project funding and costs

- 2.9 The original project activity plan contained an estimated breakdown of the budget over the three years duration of the project. Due to a significant under-spend the project was subsequently adjusted to finish at the end of October 2013 rather than March 2013. This under spend allowed Heritage Lincolnshire to undertake a national conference on heritage at risk and also a number of other events and workshops to further promote the work of the project and the results achieved.
- 2.10 The overall budget for the project amounted to £545,576 of which 56% or £304,000 was granted by the HLF. The remaining £241,576 match funding was contributed by the following project partners:
- English Heritage: £52,310
  - Lincolnshire County Council £24,238
  - The county's seven district authorities and the Lincolnshire Wolds Countryside service
  - In kind' volunteer time (to a maximum amount of £85,600 included in project budget).
- 2.11 Table 2.1 below sets out the overall budget for the project over the three years, and compares it to actual expenditure.

<b>Table 2.1: Financial Performance</b>			
	Budget (£)	Actual (£)	Variance (£)
Professional fees	18750	18267	-483
Recruitment	3125	1402	-1723
Other	6250	6250	0
Staff Costs	137460	136037	-1423
Training for volunteers	16932	11651	-5281
Travel for staff	15400	8351	-7049
Travel for volunteers	16500	5544	-10956
Expenses for volunteers	5500	583	-4917
Equipment and materials	7125	6247	-878
Production of printed materials	11160	3657	-7503
Other	15512	9437	-6075
Managing the project	98106	106760	+8654
Publicity and promotion	10201	8230	-1971
Evaluation	3586	0	3586
Overheads	94369	127305	+32936
Volunteer time	85600	85600	0
<b>Total</b>	<b>545576</b>	<b>535327</b>	<b>10249</b>

- 2.12 Table 2.1 highlights some variance in terms of planned and actual expenditure of the life of the project.
- 2.13 The largest budget difference was in the volunteer time. Here the allocated £85,600 was exceeded shortly after the first year because of advice from the HLF to charge volunteer time at the higher rate of £150 per volunteer day as opposed to the £50 rate we were originally claiming. This difference was suggested as the £150 per day rate reflected that the volunteer had been fully trained. This meant in drawing down on this budget much sooner than expected, resulting in a budget with a significant increase of 78% or £67,400 over and above the original allocation. The total value of volunteer time contributed to the project therefore was £153,000 (although, as reflected in Table 2.1, the budgeted amount of £85,600 was retained for draw down purposes).
- 2.14 The highest overspend for the project related to website maintenance and development, with the costs of redesigning and updating the project website being far higher than originally budgeted. The IT provider used in the pilot phase was retained for the full project as they also maintained the Lincolnshire Historic Environment Record (HER - a record of all known heritage assets in the County of Lincolnshire), and supported the establishment of a live link between both sites. However, when the website was redesigned in 2010, Lincolnshire Heritage at Risk were not able to tender for the work as the ownership and maintenance of the website rested with the original IT consultant.
- 2.15 Whilst the live link to the HER was an advantage to the project, not having ownership and control of the website was unfortunate, and delivery lessons (around procurement processes and IP/proprietary) should benefit Heritage Lincolnshire and the project team in the future.
- 2.16 The full cost recovery budget however was also over-spent. The bulk of this budget was made up of the cost of overheads to Heritage Lincolnshire. As Heritage Lincolnshire is a not for profit organisation overhead costs were included

to reflect the true cost to the organisation hosting and managing the project. These overheads were calculated using ACEVO (Association of Chief Executives of Voluntary Organisations) software and were based on the most recent audited accounts. These overheads amounted to 16% of the overall project cost and were updated in the second year of the project. A small percentage of additional staff costs were also included in the full cost recovery budget which related to the provision of line management for the project team. The over-spend was the result of the project extension and an additional seven months of overheads being claimed which were not included in the original budget.

- 2.17 Similarly, there was also an overspend in managing the project budget which was again due to the project being extended for a period of an additional seven months which were not included in the original budget provision.
- 2.18 Aside from these issues, expenditure for the remainder of the project was either as budgeted, or underspent. Underspends were the result of many volunteers not wishing to claim travel and expenses; less travelling being done by the project team (the high number of volunteers meant less surveying by the team); Training being cost effective; reduced/free use of venues (for example, South Holland District Council provided Ayscoughfee Hall free of charge as it boosted their visitor numbers); publicity and promotion being done in house at Heritage Lincolnshire.
- 2.19 The overall budget surplus allowed the project team to extend the original project by a further seven months and plan additional activities to further promote the aims and objectives of the Lincolnshire Heritage at Risk project. These activities included:
- An end of project conference in Lincoln aimed at heritage professionals and used to promote the heritage at risk project, volunteering in the heritage sector and how the Lincolnshire model can be applied elsewhere.
  - A showcase event in Lincoln highlighting the county's heritage and the results of the heritage at risk project, and how these have been used to formulate a heritage at risk strategy for the county.
  - Developing the heritage at risk website in to a heritage hub for project partners and volunteers.

### 3. PROJECT DELIVERY

#### Volunteer recruitment

- 3.1 The Heritage at Risk team delivered a series of **'Introduction to becoming a Heritage Steward'** events in order to train and recruit a group of volunteer Heritage Stewards to carry out heritage at risk surveys. The term 'Heritage Steward' was chosen to reflect the nature of the role which gave people the opportunity to help to safeguard the heritage of their local community.
- 3.2 There were 18 such training events included in our activity plan. In total 15 of these events were held over the duration of the project. Details are included in Table 3.1 below.

**Table 3.1: Summary table of Heritage Steward training events**

Orange=Yr1, Green=Yr2, Yellow=Yr3

Date	Location	No of attendees	No recruited as Heritage Stewards
06/03/10	Stamford	20	17
27/05/10	Lincoln	10	9
05/06/10	Burgh le Marsh	7	4
12/06/10	Horncastle	14	11
23/08/10	Grantham	20	15
25/09/10	Holbeach	20	12
13/11/10	Market Rasen	12	12
13/12/10	Gainsborough	5	4
29/01/11	Louth	14	13
12/03/11	Corby Glen	19	17
14/05/11	Alford	13	13
09/07/11	Caistor	19	17
24/09/11	Frampton	22	17
05/11/11	Metheringham	19	16
28/01/12	Sleaford	25	20
<b>Totals</b>	<b>15</b>	<b>239</b>	<b>197</b>

- 3.3 The principal function of the Heritage Steward was to carry out a rapid condition survey of Lincolnshire's heritage assets. This role was designed to make it open to as wide an audience as possible. No previous experience or knowledge of historic buildings and sites was necessary as training was provided by project staff, at local venues, along with follow up support and supervision.



Each event lasted for a day and featured a classroom session in the morning on the role, what to look for in carrying out a heritage, basic health and safety advice / risk assessment, and a demonstration on how to use the project website. The afternoon sessions featured practical work, including carrying out surveys.

Volunteer training in Stamford

- 3.4 Table 3.2 below sets out the originally proposed targets for training and recruitment of volunteers and the actual figures achieved. As well as the volunteers recruited through the events listed in Table 3.1 above, a number of volunteers were also trained on a one-to-one basis and some were recruited through the development phase of the project and remained active throughout.

<b>Table 3.2: Numbers of volunteers trained and recruited</b>						
Year of project	Target Year 1	Actual Year 1	Target Year 2	Actual Year 2	Target Year 3	Actual Year 3
Number of Heritage Steward training events	6	8	6	8	6	1
Number of Heritage Stewards recruited	Target: 200			Actual: 321		

- 3.5 The target number of volunteers recruited was achieved without the predicted number of full training events. Interest in these events was very high and in some cases people had to be placed on a waiting list.

- 3.6 **Highlights and learning points** from the training of Heritage Stewards included:

- Out of the 136 people who attended a Heritage Steward training session during the development phase 85 (63%) signed up as Heritage Stewards.
- Out of the 239 people who attended a Heritage Steward training event during the delivery phase 197 (82%) signed up as a Heritage Steward.
- Further volunteers were recruited through different events bringing the total number recruited to 331. Out of these 152 (46%) went on to carry out one or more surveys.
- There were a core group of 8 volunteers who carried out very high numbers of surveys (over 300 surveys each). To some extent the project relied upon these very keen volunteers in order to reach its target for completed surveys.

- 3.7 Feedback from these events was largely positive; attendees liked the format of the day and found it enjoyable, the majority also stated that they had been encouraged to get involved in the project. Wherever comments were given for improvement these were taken into account and where possible implemented at the next training session.

- 3.8 In addition to the heritage stewards' training events detailed above, three **update sessions** were held at the beginning of the third year with a total of 17 stewards attending events in Lincoln, Sleaford and Stamford. These were designed to re-engage with existing stewards, some of whom had not done any surveys for a while. At these events the team discussed project progress and also highlighted detailed lists of parishes and groups of heritage assets that still needed to be surveyed. This allowed volunteers to pick further survey areas or groups of assets that they wished to survey. A number of volunteers actively took on surveys again as a result of these events.

- 3.9 The team also developed the role of **Heritage Steward Buddy**; an experienced Heritage Steward who is trained to offer survey help and advice to new volunteers on a one-to-one basis. A Buddy training event took place early in year two of the project, with help from Voluntary Centre Services. It was attended by some of our more experienced Heritage Stewards, and was used on 12 occasions to assist in building confidence and provide reassurance about what exactly was required from the surveys.

*"I contacted a local volunteer centre as I had some spare time on my hands, but also because volunteering is viewed beneficially on your CV when seeking employment. The project looked interesting so I attended an induction day, but due to illness was unable to begin carrying out surveys straight away. Concerned that I had forgotten much of what I had previously learned, I contacted the Heritage at Risk team who organised for me to carry out some surveys with another steward through their 'buddy' scheme. I found the experience very informative and useful in that I learned how to follow the building descriptions and how to approach occupants. I would highly recommend the scheme for anyone lacking the confidence to get started; I now undertake surveys on a weekly basis!"*

### Targeting Young People

3.10 As a result of the consultation and research undertaken during the development stage of the project, Heritage Lincolnshire decided that in addition to strengthening its existing audience it would also target **young people aged 16-25 years**. The project activity plan allowed for 17 events and taster days for young people and additionally also included for five case study projects as practical outputs of these events.

3.11 There were three main types of activities offered to young people:

- **Taster days for young people:** Sessions designed to give attendees a taster of what being a Heritage Steward involves and why they are important to the project. These events featured a short classroom session with a discussion on 'what is heritage' and an introduction to heritage protection. The team explained the aims of the project and demonstrated what to look for when carrying out a building at risk survey. A practical session provided a chance for the young people to have a go at some historic building surveys. At the end of the session attendees were given the opportunity to sign up as a Heritage Steward if they so wished.
- **Hands on Heritage expeditions:** A three day residential visit giving young people the chance to develop skills used in the heritage sector, gain work experience and learn about the heritage at risk project whilst meeting new people and having fun. This type of event was not included in the original project design but the project team decided to trial it during year two having discovered that 'hands on' activities were the best way to attract young people. The success of the event led a further expedition in the final year.

The expeditions included practical work such as dry stone walling, carrying out archaeological earthwork surveys, building archaeology and handling ceramics, along with visits to some of Lincoln's most famous landmarks such as the cathedral where participants learnt about the costs involved in maintaining and running such historic sites. The expedition also included some non-heritage activities such as a high ropes course and team quizzes in order to vary the programme and provide opportunities for team building.

- **Church Detectives project:** An opportunity provided through one of the project partners; the Diocese of Lincoln. The Church Detectives project was designed by the Heritage at Risk team specifically for pupils from St Francis Community Special School. The group visited three very different churches in the Lincoln area to compare the different building styles and identify the common features of a church building. They also carried out an assessment of the condition of each church and took photographic evidence. This work contributed to their Duke of Edinburgh Award.

3.12 The events specifically aimed at young people are detailed in Table 3.3 below.

<b>Table 3.3: Summary of events with young people</b>				
<b>Date</b>	<b>Event title</b>	<b>Location</b>	<b>No of attendees</b>	<b>No recruited as Heritage Stewards</b>
15/04/10	Young persons taster day for students	Lincoln University	9	8
12/07/10 13/07/10	Young persons taster day with Glead Girls School	Tattershall	25	0
17/08/10	Young persons taster day with Vinvolved	Heckington	7	2
28/10/10	Young persons taster day with Vinvolved	Sleaford	8	3
04/11/10	Young persons taster day for students	Bishop Grosseteste University College	19	7
13/04/11	Young persons taster day for students	Lincoln University	1	1
26/07/11- 28/07/11	Hands on Heritage Expedition	Claxby	13	2
08/11/11 22/11/11	Church Detectives with St Francis Special School	Lincoln	6	0
21/02/12	Young persons taster day for students	Bishop Grosseteste University College	17	4
10/07/12- 12/07/12	Hands on Heritage Expedition	Claxby	11	3
<b>Total</b>			<b>116</b>	<b>30</b>

3.13 The Heritage at Risk team also encouraged young volunteers to undertake a project about their local heritage, the topic and format was optional. Six pieces of work were produced as a result.



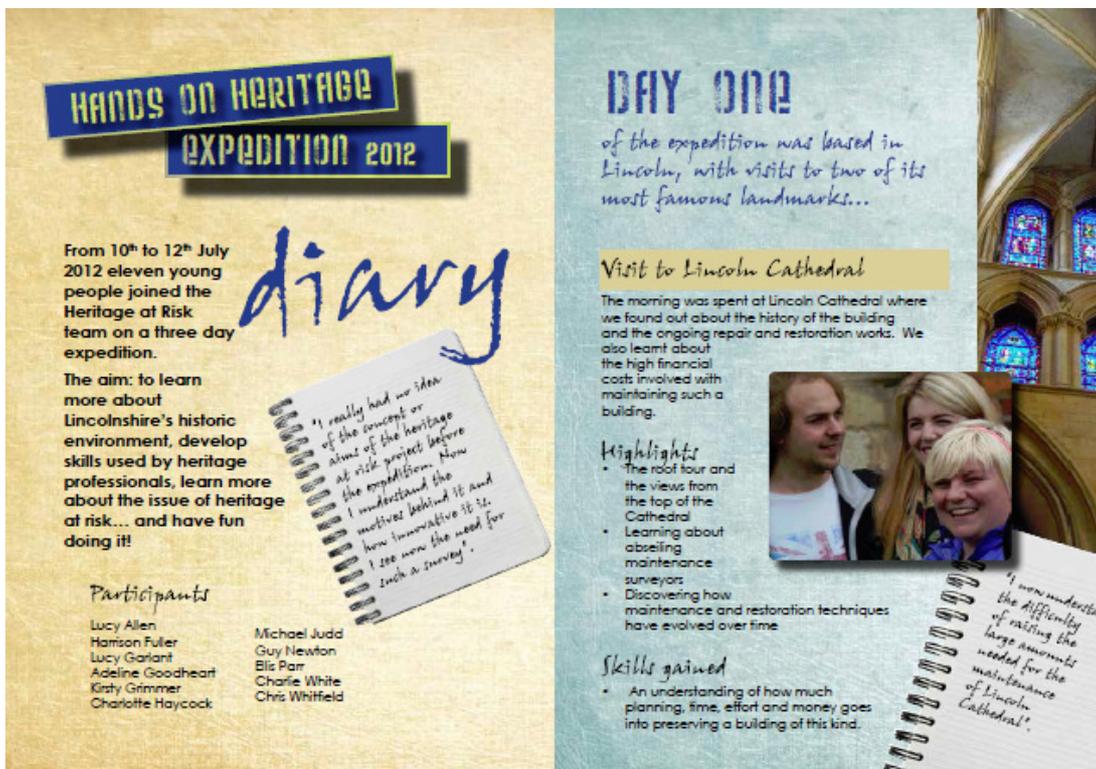
**Attendees at the Hands on Heritage Expedition 2012, Tupholme Abbey**



**A pottery dating exercise**



The project leaflet for young people designed by one of the young heritage stewards was professionally printed and distributed to all libraries, museums and Universities



The 'Hands on Heritage' expedition diary put together by the participants and then professionally printed

3.14 Table 3.4 below sets out the originally proposed targets for training and recruitment of young people and the actual figures achieved.

<b>Table 3.4: Numbers of young people trained and recruited</b>						
Year of Project	Target Year 1	Actual Year 1	Target Year 2	Actual Year 2	Target Year 3	Actual Year 3
Number of training events for young people	6	5	8	3	3	2
Attendance at training events (including Heritage Steward days and special interest events)	80	79 (99%)	105	30 (29%)	40	28 (70%)
Young people actively involved in survey	10	5	10	2	5	0
Young people fulfilling a volunteer role within the project	10	8	10	4	5	1
Number of student projects completed	2	2	2	3	1	1
<b>Total</b> number of surveys to be completed by young people	Target: 18%			Actual: 0.8% (68 out of 8645)		

3.15 At the end of each young person's event attendees were given a feedback form to complete. On the whole feedback was very positive, and was used to inform future events.

3.16 **Highlights and learning points** from engaging young people on the project included:

- **Impact of reduced Youth Service provision:** Lincolnshire Youth Community Action Team, Vinolved and Connexions centres around the county all had their funding cut during the early stages of the project which made recruitment of young people increasingly difficult. To mitigate this, the team explored new partnerships which included working with the Young Person's Officer at the Diocese of Lincoln to deliver the Church Detective project. They also strengthened partnerships with local universities.
- **Long term engagement of Young People a particular challenge:** Lincolnshire Heritage at Risk found it extremely challenging to engage young people on a long term basis. It was difficult to retain young people as volunteers as they were often unable to commit for a long period of time or on a regular basis, and many struggle to travel. Of the 112 young people who attended training events, only 39 signed up as Heritage Stewards, even less (a total of seven) of these went on to carry out surveys.

3.17 Lincolnshire Heritage at Risk found that it was more practical to offer short term projects for them to become involved with during periods such as school holidays, finding that 'hands on' type events were the best way to attract young people, and developed the popular '**Hands on Heritage**' summer residential approach. The team felt this was more worthwhile, but took much more organising.

### Targeting disadvantaged groups

3.18 Lincolnshire Heritage at Risk also targeted socio-economically disadvantaged communities as a target audience. Such communities are less likely to engage with their local historic environment, and the project intended to include five 'Heritage at Risk taster sessions' with such groups, and have 50 volunteers complete the training. These events were to follow a two-day format, with the first day looking at heritage at risk and culminating with the production of a storyboard. The second day was to visit to a prominent local listed building.

- 3.19 The first of these events was undertaken in year one, followed by one event in year two and three in year three. These events were held in **Gainsborough, Boston, Spalding, Lincoln and Grantham**, places which were identified during the development phase of the project with high indices of deprivation.
- 3.20 This approach was piloted at a two-day event in Gainsborough and despite extensive advertising and contact through community groups and the volunteer centre the event was poorly attended (see Table 3.5 below). After this event the project team changed the format of the sessions to better appeal to the target audience group, including holding it in an historic building with a more informal arrangement of a drop in day with different timetabled events and talks. Events were timed to coincide with school half-term break and had activities for children laid on (on the premise that if the children want to come so do the parents by default).
- 3.21 The first event following this new format was at Boston in the historic setting of Fydell House. This event included talks, displays and tours around some of the town's prominent listed buildings. Whilst it was not possible to determine that the event was attended entirely by the target audience group, it was attended by local people so had the effect of raising awareness of the heritage at risk project and their local historic environment.
- 3.22 This revised approach was repeated at Ayscoughfee Hall in Spalding, with the event also being opened up to other local groups and societies who attended with displays. The event was very well attended, and at least 160 people came along during the course of the day (the normal visitor numbers for Ayscoughfee Hall during half term is around 40).

<b>Table 3.5: Heritage taster days</b>			
Date	Location	Activities	No of attendees
25/10/10 27/10/10	Gainsborough, St John's church	Heritage at Risk	7
15/09/11	Boston, Fydell House	Heritage at Risk talk Displays about Boston Tours of Fydell House, Hussey Tower & the Guildhall	40
15/02/12	Spalding, Ayscoughfee Hall	Heritage at Risk talk and mini training session. Tours of Ayscoughfee Hall Children's activities Displays by: <ul style="list-style-type: none"> <li>▪ Friends of Spalding Church</li> <li>▪ Friends of Chain Bridge Forge</li> <li>▪ Heritage Lincolnshire / Heritage at Risk</li> <li>▪ Pinchbeck Archaeological Project</li> </ul>	160
03/05/12	Lincoln, St Mary's Guildhall	Heritage at Risk talk and mini training session Tours of St Mary's Guildhall, the historic High Street area and St Peter at Gowts church. Displays by <ul style="list-style-type: none"> <li>▪ The Ritz Cinema project (on High Street)</li> <li>▪ Lincoln Civic Trust</li> <li>▪ Heritage Lincolnshire / Heritage at Risk</li> <li>▪ Lincoln Cathedral</li> </ul>	40
02/11/12	Grantham, town museum	Talks on Heritage at Risk, the making of Grantham, the town museum and also a talk and tour of St Wulfram's church. Displays by: <ul style="list-style-type: none"> <li>▪ Allington &amp; Sedgebrook History Society</li> <li>▪ Grantham Archaeology Group</li> <li>▪ Grantham Civic Society</li> <li>▪ National Trust</li> <li>▪ Society for Lincolnshire History &amp; Archaeology</li> <li>▪ St Wulfram's church</li> </ul>	110
<b>Total</b>			<b>357</b>

3.23 Table 3.5 shows that the drop in events based in historic buildings proved to be more a much more effective approach to engagement than the two day event initially used at Gainsborough. Events at Lincoln and Grantham followed a similar format as Spalding with a number of groups attending with displays, talks on heritage at risk as well as some guided tours to nearby listed buildings.

3.24 **Highlights and learning points** from targeting disadvantaged groups on the project included:

- The less formal approach of a drop in day with timetabled activities worked much better and attracted far more people than the originally prescribed two day approach.
- The drop ins did have some drawbacks from which lessons can be learnt:
  - Getting audience feedback was far more difficult with people dropping in at different times during the day, so it was less clear if our target audience had been engaged.

- Apart from audience numbers and a limited number of feedback forms there was no physical output from which to measure success i.e. storyboards were not produced as a reminder of the day.
- The drop in day format did allow for an abridged version of the heritage stewards' training during the afternoon. This worked particularly well at both Spalding and Lincoln in terms of recruiting volunteers.
- Timetabling the taster days during half term breaks worked well as it enabled children's activities to be included which meant that it attracted a wider audience. Spalding and Grantham events were both undertaken during half term and attracted far more people than the events at Boston and Lincoln; and although the former had children's activities it did not take place during school holidays.
- The advertising and format for heritage stewards' training days worked wherever they were held. In short much more planning is required for heritage at risk taster days to be successful (including research into local groups and tried and tested routes of engagement).

### Volunteer retention

- 3.25 Recruitment rates at heritage steward training events were far better than originally intended in the Lincolnshire Heritage at Risk activity plan, perhaps suggesting that the volunteer experience offered and the level of encouragement and support given was more than adequate for the purposes of the project.
- 3.26 The popularity of the project however, was much higher with particular groups (older adults as an example). The volunteer retention rate of 46% (see paragraph 3.6 above) seems to suggest that the support mechanisms put in place during the project appear to have worked and the considerable effort invested in continued volunteer engagement was worth it. The project benefited from early investment of time working with partners (notably Voluntary Centre Services) in terms of learning around volunteer training and management.
- 3.27 The project team worked hard to retain their volunteer network and to aid with this they recruited a volunteer coordinator to seek opinions and suggestions from volunteers to improve the volunteer experience, training or support. A volunteer coordinator rather than staff members was used for this role as the team thought that volunteers would be more open and forthcoming with another volunteer than with them.

### Volunteer training and continued engagement

- 3.28 Providing additional training, events and further interest in the historic environment for existing volunteers, potential volunteers and also the wider audience greatly helped to retain existing volunteers through continued engagement. Also over the duration of the project a number of social events were held which enabled volunteers to get to know one another and further strengthen the volunteer network across the county.
- 3.29 Some of these talks were aimed specifically at volunteer heritage stewards to enable them to undertake their surveys more effectively. For example, we identified the need after the first six months of the project that photography of historic buildings in particular was not always of a very high standard and could not be used by project officers when validating. Similarly there were a number of events specifically targeted at different survey types (such as archaeology, parks and gardens and conservation areas for instance).

- 3.30 Other more general talks were open to volunteers and the general public; these included how to read a church, Lincolnshire's military legacy and Lincolnshire's agricultural buildings. Timing a lecture or training event to fit in with specific volunteer steward training day or other event helped in attracting more potential volunteers along.

**Table 3.6: Range of proposed and actual activities**

Subject	No of proposed activities	Actual No of activities
Historic Buildings	8	8
Archaeology	7	6
Parks and Gardens	6	3
Places of Worship	6	4
Conservation Areas	3	2
Skills: IT photography etc.	8	6
Total	39	29

- 3.31 The 29 half day events were attended by 510 people (equating to 255 volunteer days). The target set at the beginning of the project was for 195 volunteer days, so even though the project did not run the full programme of 39 talks, the project target if people attending was exceeded.
- 3.32 Out of the 510 attendees who went to the talks and lectures 235, or 44%, were members of the public with no prior volunteer involvement. The numbers of attendees per annum were: year one, 140; year two, 273 and year three, 97. The higher numbers in years one and two reflect the importance placed on continued volunteer and public engagement at the start and middle phases of the project. The numbers were less in year three due to efforts being concentrated on existing volunteers and the need to complete as many surveys as possible.
- 3.33 The majority of these were very well attended, particularly the ones aimed at a wider public audience. These were a successful way of reaching a wider audience and attracting potential new volunteers.
- 3.34 Specific events aimed at specialist areas of the volunteer heritage stewards' survey work were less well attended because of the reduced audience that they were aimed at (e.g. parks and gardens and archaeology training).
- 3.35 Social events were held twice a year to thank the volunteers for their hard work and dedication to the project. The events provided an opportunity for Heritage Stewards to meet one another and chat to project staff.

### Website

- 3.36 At the very earliest stages of the project development it was decided to have a multi-functional website (<http://www.lincshar.org/>) that could be used as an access point for volunteers and partners as well as a storage point for data. It was also hoped that downloadable material could be produced and made available via any website. A website was deemed necessary for a number of reasons:
- It would reduce the geographical barriers imposed by a county as large as Lincolnshire i.e. the location of a volunteer would not be a barrier to accessing data, learning materials etc.

- It was a time saving means of project officer time as survey forms could be downloaded and printed off at home by the volunteers.
- The website raised the profile of the project and made people more aware of the Lincolnshire Heritage at Risk Project.
- It was a hub where project news and data could be communicated to volunteers and the general public alike.

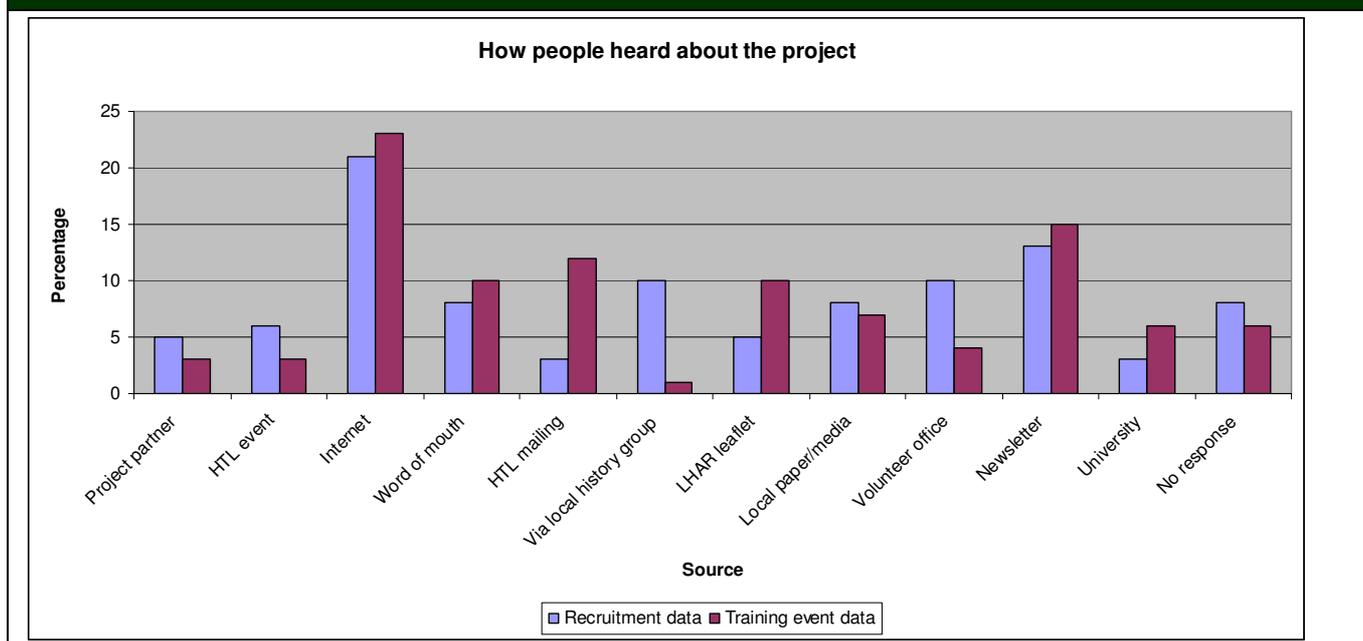
3.37 The website was one of the most innovative elements of the project which not only saved a considerable amount of officer time with regard to downloading and inputting survey results it has also influenced a number of other projects. The website was an ideal hub of information throughout the project and will be maintained in a reduced state after the project as a hub for volunteers, project partners and the general public about heritage at risk and other related topics.

3.38 The website was also a very good marketing tool for raising awareness of heritage at risk and advertising forthcoming talks and events to volunteers and the wider public.

### Project branding and promotional materials

3.39 The success of the project branding and promotional materials can in part be judged by the number of people attending training and other events over the duration of the project.

**Figure 3.1: How people heard about the project**



3.40 Figure 3.1 illustrates the different ways in which volunteers and event attendees heard about Lincolnshire Heritage at Risk averaged out over the duration of the project. It is clear to see that the project website was the most influential at helping to recruit volunteers and inform a wider audience about the project. This clearly justifies the use of a website as a means of promotion and engagement and also substantiates its use as an information hub for the duration of the project. It also illustrates that there would be value in its retention in a reduced form beyond the project as a continued information hub for volunteers and project partners.

- 3.41 The website included links to the project Facebook page and Twitter account. Both of these mediums did not prove to be that successful; the Facebook page attracted 96 'likes' but not many from the core audience. Twitter (@LincolnshireHAR) was a good way of keeping up to date with other heritage projects around the country (the project has over 400 followers), but not so popular with volunteers. This lack of success is most likely to have been a result of with social media not being well used by the project's core audience (50+ group and older).
- 3.42 High profile events such as the **Louth Festival of Conservation** were very useful for raising the awareness of the project and also the profile of the county's heritage because they attracted high numbers of the general public.
- 3.43 The project team did make use of the local and national press and media for promoting the project. This in some instances worked very well and on other occasions it was more of a challenge. Trying to get the local press involved before an event was quite difficult and in most instances an event only appeared in print after it had been undertaken. On other occasions the press releases put together by the team were not used and it appeared that that heritage and heritage issues are not high on the agenda for local newspapers.
- 3.44 The most attention the project received was from an interview with the senior project officer on BBC Radio 4. This prompted a number of phone calls and emails and may have even helped with volunteer recruitment. Local radio tended to engage on a more reactionary basis from national events or stories in the press. The project team found that the most rewarding and useful press promotion was through the Young Journalist Academy ([www.youngjournalistacademy.com](http://www.youngjournalistacademy.com)) who became involved about halfway through the project and attended training days and events and even filmed activities at the 2012 'hands on heritage event'. They also became involved in the end of project conference.

### 4. SURVEY RESULTS

#### The survey dataset

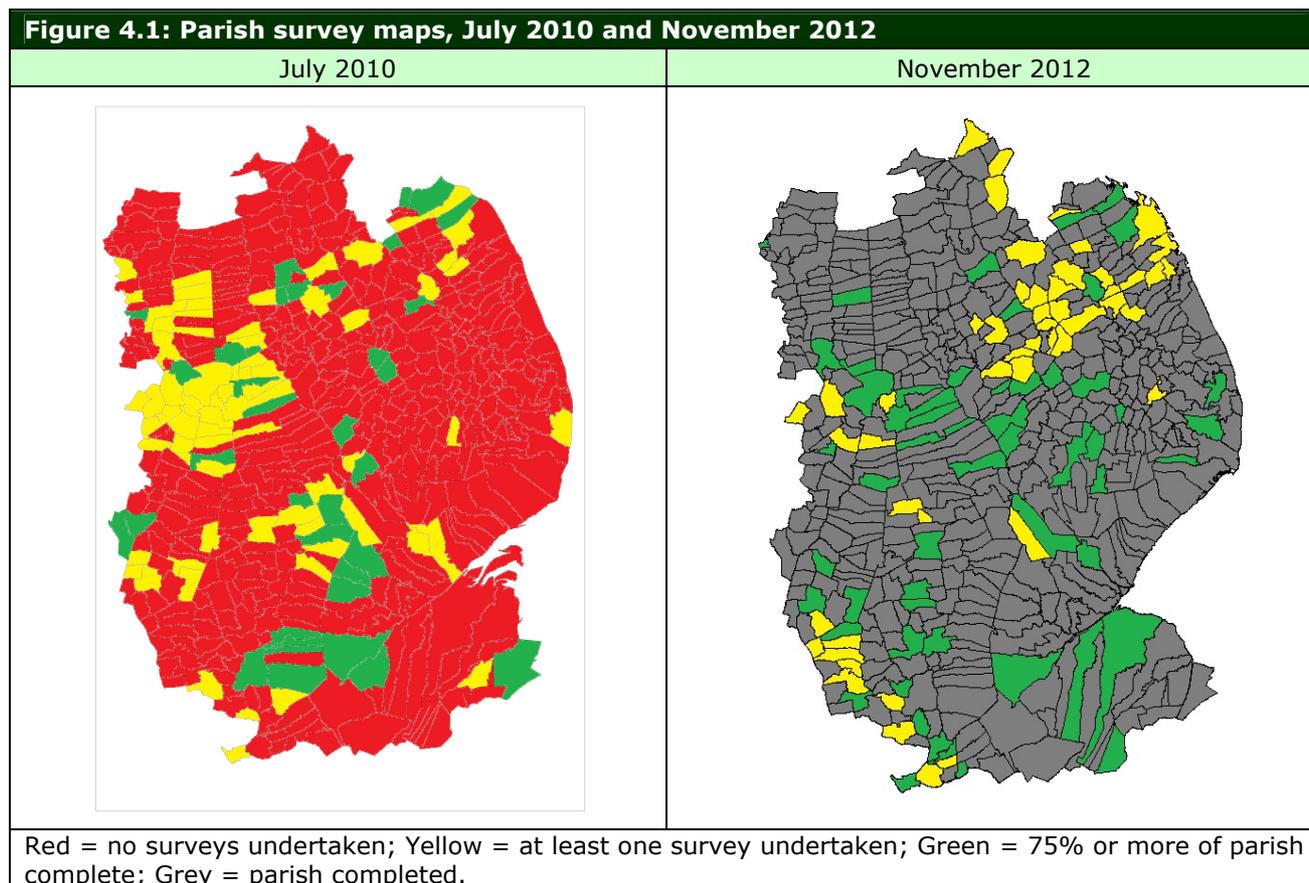
- 4.1 Lincolnshire Heritage at Risk was based on a survey dataset that included 9,128 heritage assets within the Lincolnshire County Council border comprising of:
- 140 Grade I Listed Buildings
  - 363 Grade II\* Listed Buildings
  - 5719 Grade II Listed Buildings
  - 1252 Unlisted Buildings i.e. those included on local lists adopted by the relevant authority and on the HER.
  - 578 Places of Worship; a sample for the county devised by English Heritage.
  - 607 Archaeological sites; a 5% sample taken from the Lincolnshire HER was intended to make generalisations about the condition of archaeological sites in the county. Only undesignated sites were included in the sample as the assessment of Scheduled Monuments requires considerable knowledge and expertise and this information was already completed and available from English Heritage. A random sample was used and then filtered to remove features such as find spots. It was felt that a selected list would introduce bias onto the sample which would hamper any effects to present clear usable data to address management issues at a later date.
  - 305 Parks and Gardens; a sample taken from the Historic Environment Record featuring registered and non-registered sites.
  - 164 Conservation Areas; all designated conservation areas within the county.
- 4.2 A more detailed discussion and further information on the dataset and results can be found on the project website ([www.lincshar.org](http://www.lincshar.org)). These documents look at the results in greater depth and discuss their implications for the county's historic environment and how they have been used to develop a heritage at risk strategy for Lincolnshire.

#### Review of survey results

- 4.3 Out of the dataset of 9128 heritage assets, 96% (8800) were surveyed by the Lincolnshire Heritage at Risk project volunteers, with a total of 8300 (91%) being successful surveys that could be validated by the project team. The unsuccessful surveys largely amounted to ones where access was not possible or owners' permission was not given. The minimum target set out in our activity plan was 75% so the work of our volunteers considerably exceeded this.
- 4.4 In addition, in the first year of the project volunteers were allowed to do duplicate surveys. This enabled Lincolnshire Heritage at Risk to check to see if surveys were being carried out consistently and that training was proving adequate. This accounted for a further 500 surveys which were not included in the overall final numbers, but illustrated that there were no major quality or consistency issues with the volunteers surveys or our training methods.
- 4.5 The project team found that volunteers responded better if they were given a certain parish or area to do, so from year two this was adopted. This enabled finished parishes to be crossed off, and highlighted the ones that still needed to be completed. This information is set out in Figure 4.1 as a project parish map,

which helped the project team identify areas where volunteer activity was either low or high.

- 4.6 The parish maps shows the 538 parishes in Lincolnshire and the survey progress from the beginning of the project and again towards the end of it in November 2012 when the last map was produced. Since then volunteers have continued to mop up the remaining surveys and by the end of April 2013 511 (95%) of parishes had been completed. The two maps show just how useful this approach has been and illustrate that by November 2012 there were only two areas which had not been quite fully surveyed.



- 4.7 As the project became established with increasing numbers of volunteers and a greater public presence the survey numbers started to increase and from an average of 162 per month in the first year; 275 per month in the second year and 291 by the end of year three.
- 4.8 The overall results for the different asset types can be seen in Table 4.1 below. This shows the actual number of surveys for each of the heritage asset types and those classed as successful and validated. The results of each of the asset types vary considerably in what they illustrate in terms of risk and these are explored more fully in each of the following results sections below.

<b>Table 4.1: Overall Lincolnshire Heritage at Risk results</b>			
Heritage Asset	Number in dataset	Number surveyed	Number of successful surveys
LB Grade I	140	110 (79%)	105 (75%)
LB Grade II*	363	339 (93%)	324 (89%)
LB Grade II	5719	5499 (96%)	5258 (92%)
Unlisted buildings	1252	1150 (92%)	1109 (89%)
Places of Worship	578	578 (100%)	578 (100%)
Archaeological sites	606	604 (99%)	490 (81%)
Parks and gardens	310	289 (93%)	276 (90%)
Conservation areas	163	156 (96%)	155 (95%)
<b>Totals</b>	<b>9128</b>	<b>8725 (96%)</b>	<b>8295 (91%)</b>

### Building surveys

- 4.9 Table 4.1 above shows that a high number of building surveys have been successfully completed over the duration of the project. The importance of these results at a county level of consideration do vary and the percentages of 'at risk' buildings of Grades I and II\* should be viewed with a degree of caution due to the lower numbers involved. This is not the case with Grade II and unlisted buildings and because these were surveyed in higher numbers a great deal more significance can be given to the results.
- 4.10 Table 4.2 below shows that at Grade I and II\* level a relatively small number of buildings are at high risk. At Grade II level there are more buildings at high risk, but these represent a much smaller percentage due to the larger number of Grade II buildings surveyed. A similar pattern can be seen with buildings at medium risk. The buildings recorded at high risk by the very nature of the issues identified are likely to deteriorate at a faster rate and have the possibility of loss within the next five years. It must also be appreciated that where water ingress and structural problems have been identified the consequent damage to the fabric will be more expensive to repair and take considerably longer to remedy.
- 4.11 Unlisted buildings which are also a relatively large sample of buildings display a similar 'at risk' characteristics as Grade II buildings. This is not surprising given that 60% of them, roughly the same proportion as Grade II buildings, are located within a conservation area where they are statistically less likely to be at risk than outside of the conservation area.

<b>Table 4.2: Buildings at risk results</b>			
Listing Grade	High Risk – number of buildings	Medium Risk – number of buildings	At risk figure
Grade I	6 (6%)	8 (8%)	14%
Grade II*	10 (3%)	5 (2%)	5%
Grade II	54 (1%)	261 (6%)	7%
Unlisted buildings	19 (2%)	56 (5%)	7%

- 4.12 The listed and unlisted building surveys were the most numerous in the dataset and also the most straightforward for volunteers to do.
- 4.13 Lincolnshire Heritage at Risk had few problems with the survey form for this asset type and the only two minor issues were whether the building was capable of beneficial reuse, and occupancy. With a domestic house these questions were easy enough to answer, but with a church monument or milestone volunteers did initially have some problems. Lincolnshire Heritage at Risk found that the

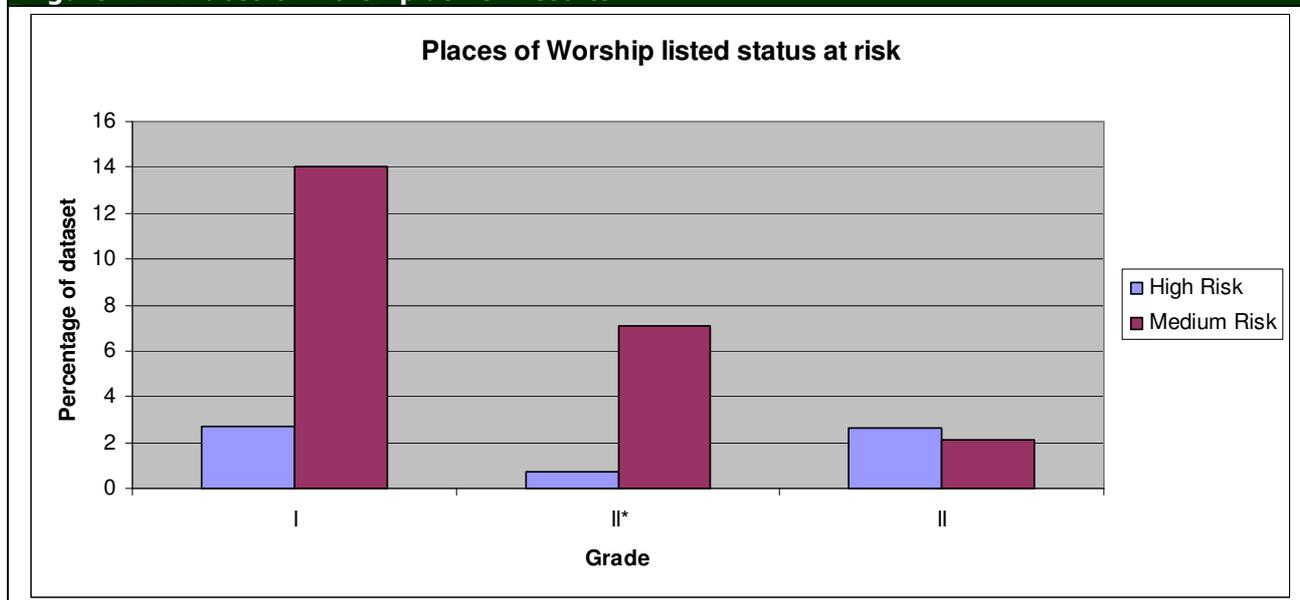
solution for beneficial reuse was to instruct volunteers that the 'yes' was the correct answer for the large majority of buildings but for church monuments, mileposts, telephone boxes, bridges and gate piers etc., the answer should be 'no' as these assets cannot be used for anything other than the purpose they were originally designed for.

- 4.14 Occupancy was more subjective and where a gate pier, church monument, garden building etc. was found within the curtilage of a building or church that was clearly occupied and in use the monument should be given the same rating. This was based on the premise that if a church or house was being cared for garden features and tombs were assumed to be cared for too. If the opposite was true the volunteers were instructed to insert vacant.

### Places of Worship surveys

- 4.15 This was the only class of heritage asset which had 100% survey success rate, therefore the results of these will make a significant contribution to the wider national picture of places of worship at risk. As with other listed buildings discussed above Grade I places of worship fare the worst with a total of 16.7% of them at risk compared to 7.8% and 4.7% of Grade II\* and II places of worship respectively (see Figure 4.2 below).
- 4.16 In contrast to the other listed buildings however the largest group of places of worship are of Grade I designation which seems to highlight a more worrying county trend, but unlike other listed buildings at risk the large majority of churches are actually cared for. The main problem is that where serious problems and basic maintenance issues have occurred putting these buildings at risk they can often be overwhelming for the resources of a small rural parish.

**Figure 4.2: Places of worship at risk results**



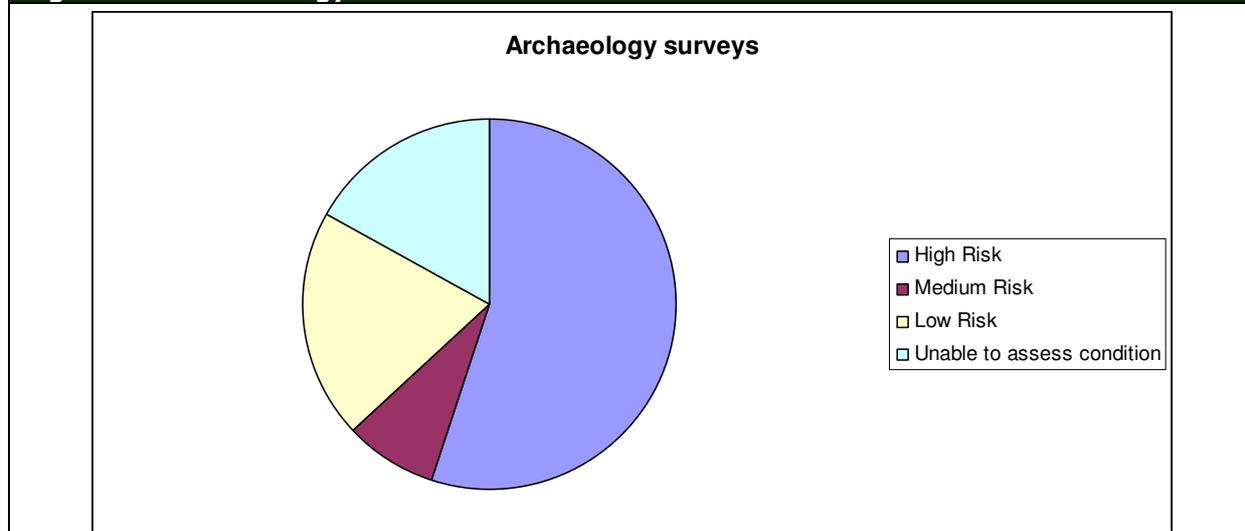
- 4.17 Place of Worship surveys were perhaps the most popular of all with the volunteers, which is reflected by the fact that this group of assets was fully surveyed by October 2011, the second year of the project. This enabled the results to be coordinated with the inclusion of places of worship within the English Heritage national heritage at risk register.

- 4.18 As with other listed buildings there were generally very few problems with these surveys and the only two issues that may have affected some of the overall results were down to interior inspection and occupancy.
- 4.19 When compared and contrasted with the Diocese quinquennial (five yearly) inspections (QIs) the survey results generally concurred. However, they did emphasise a number of churches where QI inspections had not been undertaken for some time, highlighting church buildings that were previously not thought to be at risk. In contrast there were a small number of surveys where a church building was at deemed to be at risk from a QI inspection, but not from a heritage at risk survey. In most cases this was due to the fact that the volunteer was unable to gain access to the interior of the building and therefore high level roofing problems which were not apparent from an exterior survey i.e. a hidden parapet gutter were not spotted. Similarly high level roofing problems on towers were sometimes missed, but in such instances volunteers would not be expected to survey the interior of an often difficult to access part of the structure.
- 4.20 The obvious solution to these particular problems in future volunteer surveys of this type would be to arrange access to the church building prior to the survey being undertaken. This would prevent some of the high level roof problems being omitted and also give the chance for the volunteer to talk to an incumbent or a parishioner about the structure, thereby obtaining more information than by just a visual inspection alone.
- 4.21 Recording occupancy was a relatively minor problem and was often left to the discretion of the volunteer based on what could be observed about the building from a parish notice board or similar. An incorrect assessment of occupancy was only a potential problem in the change between low risk and medium risk where a church in full-time use but in poor condition is classified as low risk but with only frequent use is medium risk (see [www.lincshar.org](http://www.lincshar.org) for further details).

### Archaeology

- 4.22 This small random sample of undesignated sites has large proportion of high and medium risk sites; 55% and 8% respectively (see Figure 4.3 below). The proportion of sites where volunteers were unable to assess condition was also relatively high at 17%. Such sites were those obscured by residential or commercial development.

**Figure 4.3: Archaeology at risk results**

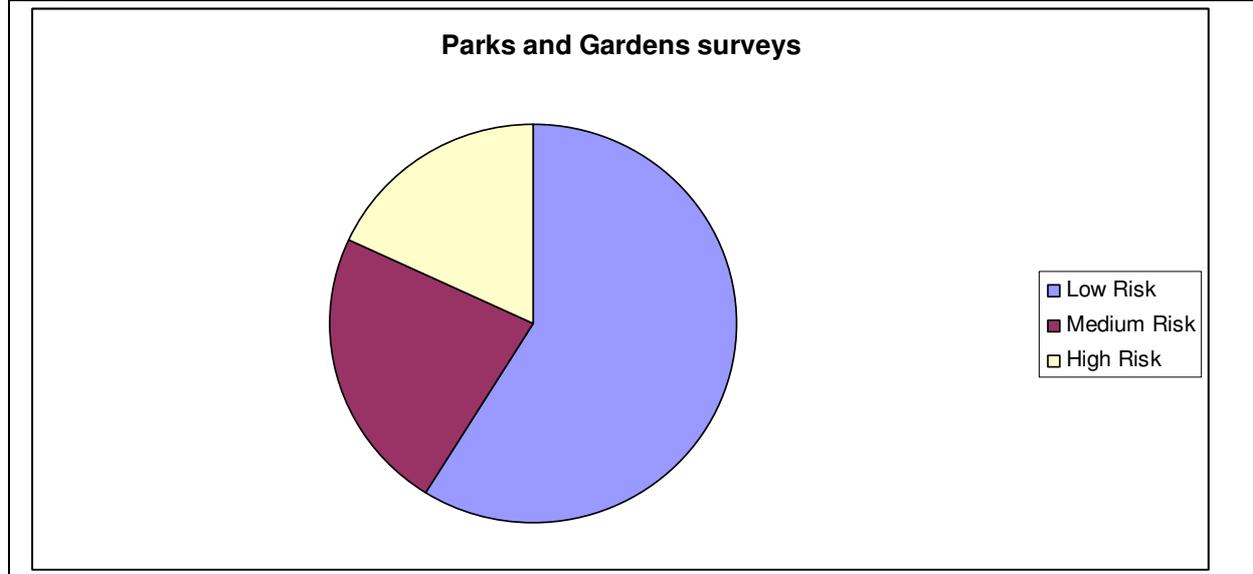


- 4.23 The large majority of sites at high risk were cropmarks, thus at risk from agricultural practices. Those at medium risk differed in their reasons for their risk score ranging from development (commercial or residential) or the threat of it to stock erosion.
- 4.24 There were a number of issues that became apparent with archaeology surveys and these were largely attributable to the random sample used in the dataset (see above). A high proportion of cropmark sites were included and the volunteers did not find these such an interesting challenge as buildings surveys – when all that could be seen was a ploughed field or a field with crops on. There were also some difficulties in locating some of the sites especially in the fenland areas of the county where one field looks very much the same as another. Also some sites were located too far from a public road or right of way to be able to assess them.
- 4.25 The sample size of this dataset was relatively small and using the results in a meaningful way i.e. using them to generalise about the condition of the county's many thousands of other non-designated sites was perhaps stretching the evidence too far. A more useful approach for surveys of this kind would be to take a more thematic approach using a specific archaeological site type. For example, surveying earthworks or ridge and furrow assets would allow both condition and survival of specific asset types to be gauged, and it would also give the volunteers something more substantial to survey.
- 4.26 The volunteers who did archaeological surveys did so usually after undertaking a number of building surveys by which time they were confident with the survey and recording processes. The archaeological surveys for this reason did not really start to be done in higher numbers until the second year of the project. Starting these surveys earlier in the project and training a group of interested volunteers especially for them would have allowed more surveys to be successfully completed and more information about the county's non-designated archaeological sites to be gathered.

### **Parks and Gardens**

- 4.27 Parks and gardens are an equally small sample in the dataset, although rather than being a percentage sample from across the county they represent the full known number of these types of assets. Parks and gardens cover a broad range of sites from small gardens, orchards, ornamental gardens associated with grand houses and great parks covering many square kilometres.

**Figure 4.4: Parks and gardens at risk results**



4.28 In contrast with archaeological surveys, the parks and gardens results show a different pattern across the county with 59% of sites at low risk, 23% at medium risk and 18% at high risk (see Figure 4.4 above). At a district level the results do vary but only by relatively small margins. These surveys formed a very small part of the overall dataset with only 310 being included. Generally speaking very few volunteers actually did any parks and gardens surveys and there were a number of reasons for this:

- **Lack of detailed information about the assets:** This meant that the volunteers did not quite know what they would find when they visited the site.
- **Uncertainty of the survival of garden features and how to identify them:** More detailed information on the extent and survival of park or garden features would have made assessing risk to them easier.
- **The Park and Garden survey form was based on an archaeology survey form:** This understandably caused problems therefore a specific form for parks and gardens would have been far more useful
- **Assessing risk:** With uncertainty about what features are there, and if they survive, makes assessing risk more difficult. Similarly what makes an archaeological site at risk, for example ploughing, may not be a risk for parkland.

4.29 Although 90% of parks and gardens were successfully surveyed there were clearly some issues that need addressing for future projects looking at these types of assets. The main one would be to develop a form specifically for park and garden surveys rather than have one based on archaeological assets. Also given that there is less known about these sites gearing the survey work to include an element of research to establish what might be encountered in terms of features and how to identify them would be worth considering, which would require additional volunteer training. In many instances such evidence would only be old editions of OS maps, but even this relatively small amount of

information would have helped in gauging survival of features and risks to them where they have survived.

### Conservation Areas

- 4.30 155 out of 163 conservation areas were surveyed although at least 60% of these were undertaken by project staff due to the poor take up of these surveys by volunteers. From this number 32 (21%) were judged to be at risk and a further 123 were not at risk.
- 4.31 This type of survey did not generate as much interest for volunteers as other types of surveys, possibly because it was a far more complex survey than that required for a listed building. Specialist training was provided for this type of survey and it was generally well attended, but even after this training most volunteers still preferred the other types of survey on offer. This resulted in project staff having to undertake some of the conservation area surveys. As with the archaeology and parks and gardens surveys conservation area surveys did not take place until the start of the second year. Moving the start of these surveys to the first year would have no doubt helped attract a few more volunteers to do these types of surveys.
- 4.32 The availability of a conservation area appraisal helped volunteers to understand and appreciate the importance of an area and identify significant features. It was therefore more difficult for a volunteer to carry out a survey without a conservation area appraisal.
- 4.33 The survey form requested that the number of buildings at risk in the area should be completed by the project staff. This could not be done until the end of the project when all building surveys had been completed and validated. Although this type of data may be useful information to draw interesting comparisons from, the answers to this question did not have any influence on the outcome of the condition rating given to an individual conservation area.
- 4.34 In terms of the 'not at risk, and 'at risk' categories conservation area survey forms would have also benefitted from a 'to be monitored' category much the same as the building survey forms had. This would have better reflected the fact that there were a number of conservation areas on the verge of becoming at risk which was not immediately obvious from the scoring system used.
- 4.35 A closely related point was that it was often difficult to identify the principal management issue as there were a number of equally threatening issues. Alternatively if lack of investment in the area appeared to be the main issue, there was not a specific category for this.

### 5. PERFORMANCE AND IMPACT

- 5.1 Lincolnshire Heritage at Risk aimed to engage with Heritage Lincolnshire's three specific audience groups over the project duration. These audience groups were: the current (or core) audience, young people (16-25 years) and lower socio-economic groups.
- 5.2 In order to successfully engage with these different groups and ensure that the project aims were met an audience development and evaluation plan was required. This plan was researched, written and submitted to the HLF for approval early in the first year of the project and was followed as near as possible over the three year period. The plan examined the specific needs and also the barriers to volunteering each of these groups may have. It also set out a number of key objectives for targeting each group under the following headings:
- Develop partnerships.
  - Develop training and events.
  - Develop marketing strategies.
  - Run training and events.
  - Evaluation.

#### Training and events evaluation data

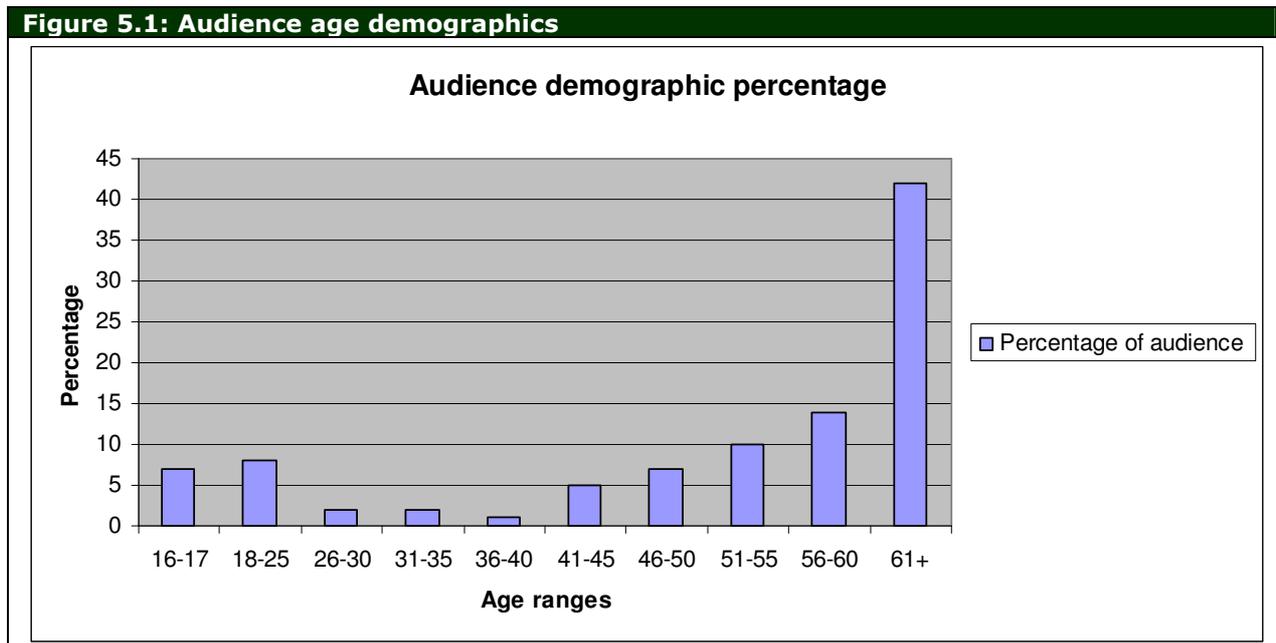
- 5.3 Over the three years of the project 681 feedback forms were collected: 253 in year one, 323 in year two and 105 in year three. Over the duration of the project the data collected illustrated that:
- 43% of attendees were male and 55% female (2% gave no response).
  - 10 % of attendees regarded themselves as having a disability.
  - 96% of the project audience were UK citizens and of these 93% classed themselves as White British. The remaining 7% were made up of Chinese, mixed White and Black Caribbean and British Asian.
- 5.4 The key indicators over the three years were age demographics and socio-economic group data. These were used to identify core and target audience groups at the various events held over the duration of the project.

#### Age demographics

- 5.5 The data for age demographics for the three years of the project are illustrated in Figure 5.1. These show that the highest percentage is made up of the 61+ group (42%) which is then followed by the 56-60 group (14%) and the 51-55 group (10%). The lowest represented age demographics are the three groups represented from 26 through to the 40 years groups. Young people are represented in two groups 16-17 years and 18-25 years and collectively over the duration of the project these two groups have made up 15% of the audience demographic.
- 5.6 All of the figures mentioned above do vary through every year of the project. Any fluctuations appear to be largely a result of one or more successful events targeted at a specific audience demographic i.e. young people, rather than being

representative of any major shift. The majority of annual fluctuations are so small, one or two percent, that they are too small to attach any significance to.

**Figure 5.1: Audience age demographics**

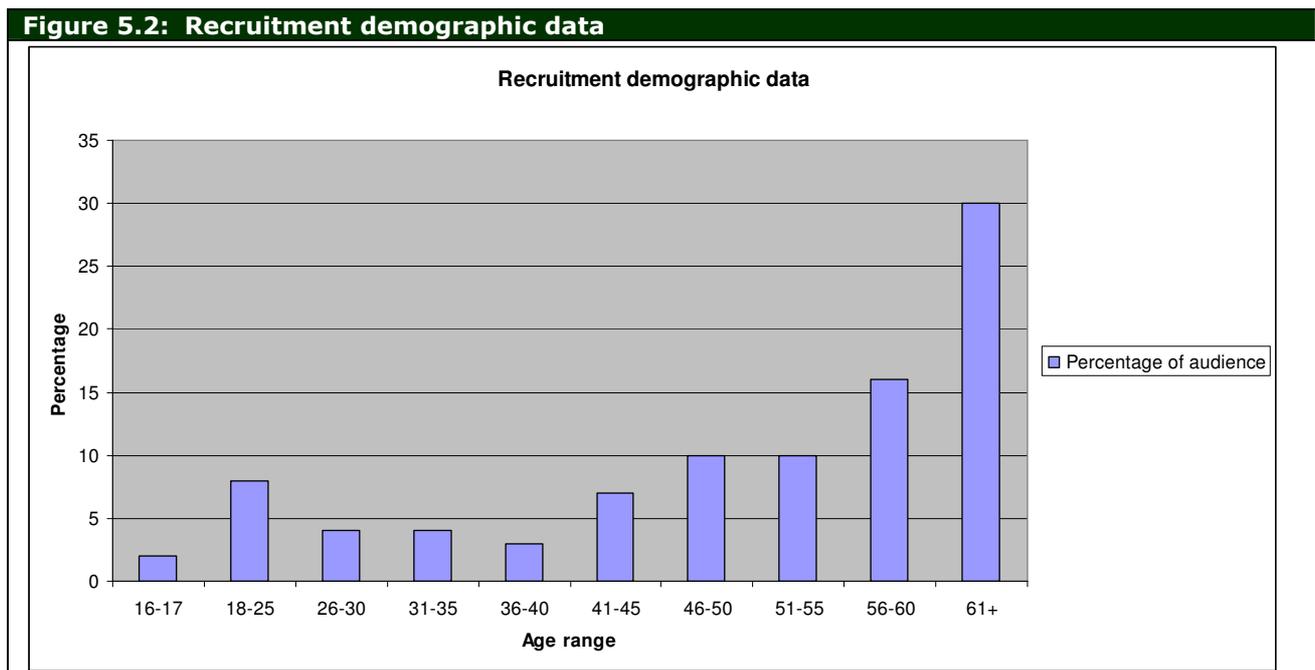


### Recruitment evaluation data

- 5.7 The recruitment data collected for the project covers a period of four years as it also includes the volunteers who were signed up during the development stage of the project in 2009 and have stayed active with the project since.
- 5.8 In general terms the recruitment data illustrates an equal split between male and female volunteers with 48% each; the remaining 4% was due to no response being made on the form.
- 5.9 7% of volunteers recorded themselves as disabled with a further 8% not responding to the question on the form. Most of this 7% was made up from hearing impairment, mobility difficulties and unseen disabilities.
- 5.10 91% of the volunteers were UK citizens 2% were recorded as other and 7% gave no response. 90% of the volunteer group recorded that they were White British, 6% gave no response or declined to specify. The remaining 4% were from a Chinese, or Asian British or other background.

### Age demographics

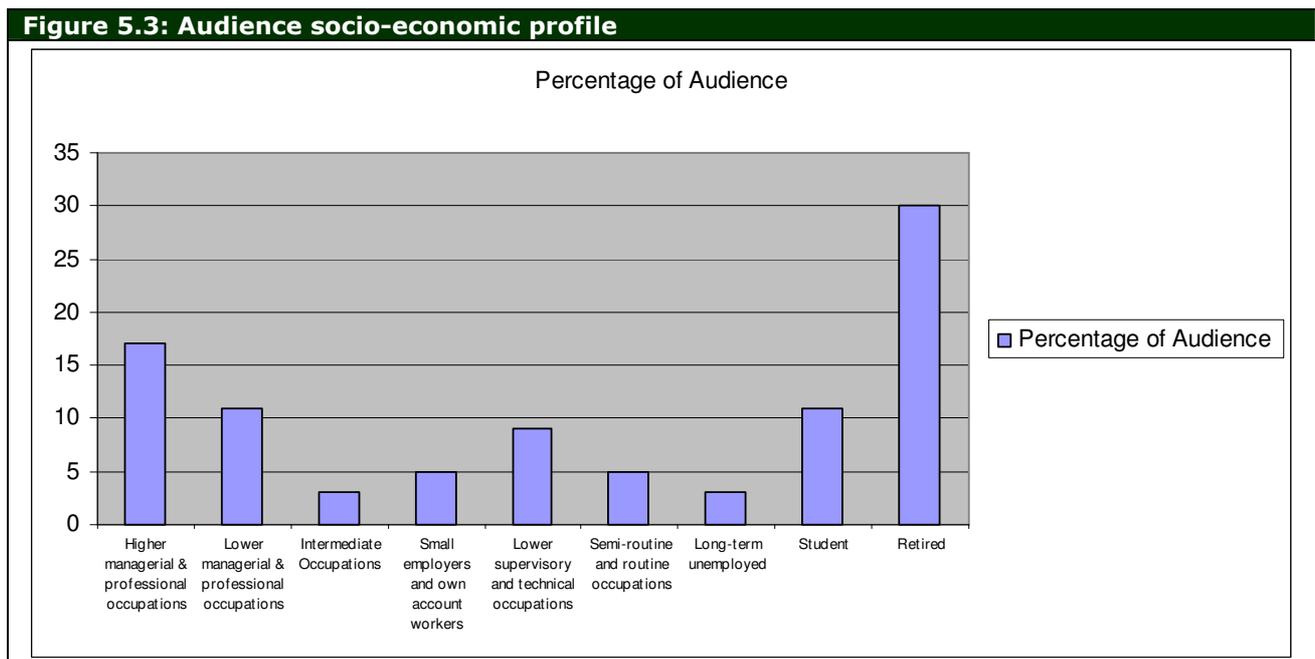
- 5.11 The age demographics for the recruited volunteers illustrate a similar pattern to that of the events data discussed above. Young people (16-25 years) make up 10%; the groups 26-45 account for 18% collectively and the older demographic groups of 46-50, 51-55 and 56-60 are 10%, 10% and 16% respectively. By far the largest demographic is again the retired group who make up 30% of the recruitment demographic. These figures are illustrated in Figure 5.2 below.



### Socio-economic status

5.12 Socio-economic status data collected is shown in Figure 5.3. These figures illustrate that over the duration of the project the general proportion of volunteers and interested members of the public who have attended our events can be divided into three main socio-economic groups. The core audience made up of higher managerial, lower managerial and intermediate groups at 31%; the lower socio-economic groups of smaller employers, lower supervisory, semi-routine occupations and long-term unemployed making up 22%, and retired accounting for a further 30%. Students attending our events account for a further 11% and the final 6% is no response on the feedback form.

5.13 As with the age demographic figures discussed above there are some fluctuations contained within each year of the project, but the differences are very small and it is therefore difficult to be able to make any meaningful suggestions which may account for them.



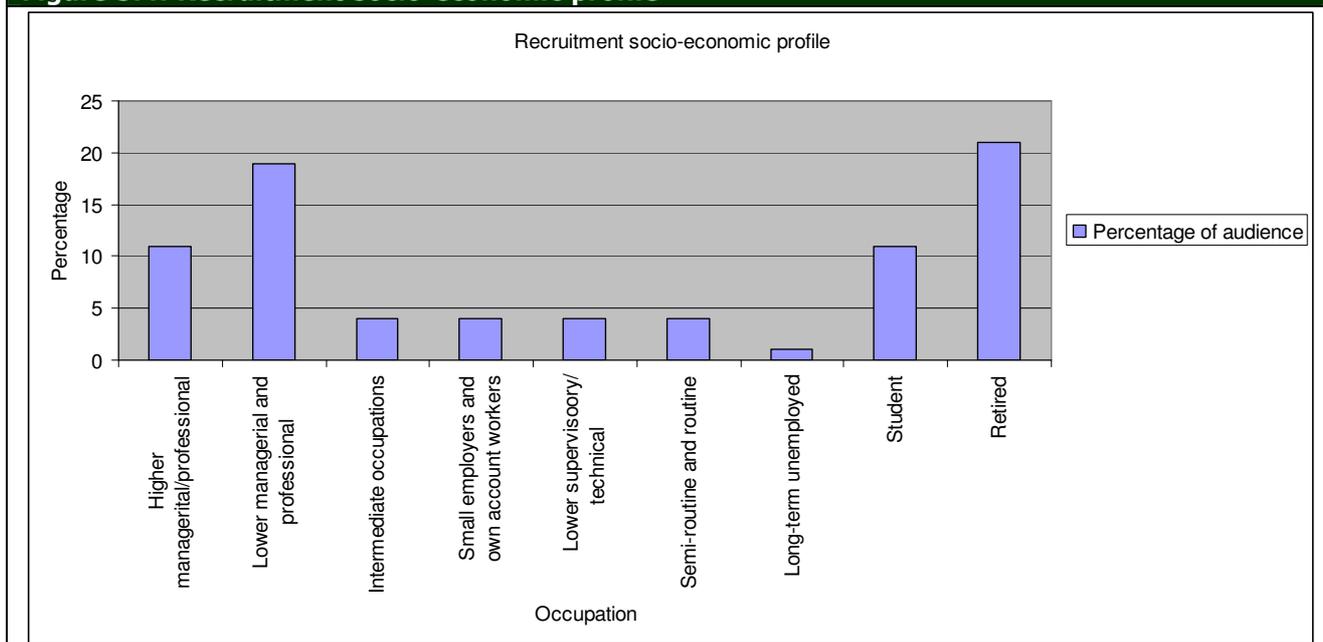
### Recruitment socio-economic profile

5.14 In terms of the socio-economic data, information on the recruitment audience is not quite as extensive as it is for the events data due to a lower number of forms collected 331 as opposed to 681. Another factor which has affected results is that recruitment data was only collected for the second and third years of the project. The reason for this was that the changes that were made to the events form were not applied to the recruitment monitoring form until the end of year one of the project. However, as shown with the events data described above the variations from year to year are quite small so two years' data should be sufficient to make generalisations about the socio-economic profile of recruited volunteers.

5.15 Higher managerial, lower managerial and intermediate occupations are the most numerous occupations represented in the recruitment data at 34%. This is closely followed by 21% of volunteers who are retired. The lowest representations are from the lower socio-economic groups; small employers, lower supervisory, semi-routine and long term unemployed which collectively amount to only 13%, followed closely by students who are only 11% of the recruited volunteers.

5.16 The project evaluation data from events and recruitment has illustrated some interesting trends about the volunteers and the wider audience that the project has attracted. Starting with the age demographics it is very clear to see that the core audience for recruitment and for events are the 61 plus group, which is then closely followed by the 51-55 and the 56-60 age ranges. It could therefore be suggested that the project events and the volunteering experience offered clearly appealed to the older generations. To an extent this may be true; however it may not be the full reason for this trend.

Figure 5.4: Recruitment socio-economic profile



5.17 In Lincolnshire in recent years the 'older' population has increased, particularly the 60-64 age range and it continues to increase at a rate higher than both the East Midlands or national average 21% as opposed to 17% and 16% respectively (LRO 2011<sup>3</sup>). So what the project demographic data may also be showing is a cross section of Lincolnshire's population and not necessarily an interest in the historic environment or volunteering in the heritage sector by older generations.

5.18 With young people engagement and volunteering numbers have been generally quite low, although they are higher than the 30-39 age bands. In Lincolnshire the below 19 year group has dropped by about 2% in recent years (LRO 2011<sup>4</sup>), which can perhaps partly explain this. The 2011 census data for Lincolnshire can also help, and the date ranges 15-24 years make up just over 12% of the population (LRO website). Our data although using a slightly different range 16-25 years illustrates that at events 15% of our audience and 10% of our recruited volunteers were young people. If this group only represents just over 12% (LRO website) of the county's population it is perhaps unrealistic to expect higher numbers.

5.19 The socio-economic classification used in both the events and recruitment evaluation was the National Statistics Socio-economic Classification (NS-SEC) and were suggested by HLF at the project development stage. Although this system is widely used it is acknowledged to have some drawbacks. In essence, this approach classifies socioeconomic group by occupation, and employment is not the only determinant of life chances and not everything can be explained by what the classification measures.

<sup>3</sup> <http://www.research-lincs.org.uk> (2011 Census Population Estimates Lincolnshire)

<sup>4</sup> <http://www.research-lincs.org.uk> (Population Trends Lincolnshire 2011)

- 5.20 The project team did not undertake an impact assessment annually as first envisaged. Instead this was done at the end of the project, as the team felt that an impact assessment on an annual basis, along with all the other feedback asked of audiences and volunteers would have been excessive.
- 5.21 On balance, however, the project would have benefited from the ability to target specific communities during its delivery. Whilst it was hamstrung by the use of employment classifications as proxy for socioeconomic status, another way of looking at the success of the project in penetrating its target audience is to understand the geographic communities that Lincolnshire Heritage at Risk has engaged with. Table 5.2 shows the proportion of people living in the most deprived areas by district (using the 2010 Indices of Deprivation<sup>5</sup>), and the proportion of volunteers from each district<sup>6</sup>.

District	District Proportion living in most deprived areas (%)	% of volunteers
Boston	16.7	7.3%
East Lindsey	22.0	15.1%
Lincoln	29.8	23.9%
North Kesteven	0.1	14.8%
South Holland	1.1	10.3%
South Kesteven	3.7	12.1%
West Lindsey	9.4	9.1%

- 5.22 A further 7.6% lived outside Lincolnshire. Table 5.2 shows that Lincolnshire Heritage at Risk was able to make good progress in East Lindsey and Lincoln, but was less successful in Boston. This analysis could be improved by undertaking a lower super output area approach to targeting and measuring progress made in deprived communities. This approach should certainly be taken for future projects.
- 5.23 Over the lifetime of Lincolnshire Heritage at Risk, there were some necessary changes to the audience development plan:
- **Young people:** Due to a change in circumstances the team lost key partners which meant that the evaluation could not go ahead in the way it had been anticipated. The intention was for school staff or project partners to conduct a question and answer session at the end of an event in order to encourage a more open debate than if Heritage at Risk staff were directly involved. This worked well with earlier events such as the taster day with Gleed Girls School where teachers discussed set questions with small groups of students, however following the loss of key partners, after local government reorganisation, the team returned to the format of handing out questionnaires.

<sup>5</sup> <http://www.research-lincs.org.uk/UI/Documents/IMD%202010.PDF>

<sup>6</sup> This analysis could be extended to LSOA level if necessary.

- **Lower socio-economic group:** The team developed drop in style events for this group which did not lend itself to the types of evaluation proposed i.e. requesting feedback from the head of the community group or groups that attended. Feedback forms were made available but not everybody who attended an event completed one.

### Additional outcomes and impacts

#### Heritage at Risk Conference 13th June 2013

- 5.24 Due to a budget under spend it was possible to undertake a project conference to disseminate our results and highlight what can be achieved with volunteers to a much wider audience. Speakers at the conference included project staff, English Heritage, the HLF and IHBC. In total 110 delegates attended from both the professional and volunteer sectors as detailed below:
- Local authority conservation officers/ professionals - 25%
  - Heritage professionals, architects, surveyors etc - 25%
  - Education/ voluntary sector - 14%
  - Archaeology related - 14%
  - Local history/ Civic Society/ BPTs - 22%
- 5.25 Heritage professionals included the English Heritage National Heritage at Risk Programme manager from Manchester, the Head of Conservation Studies from the University of York, and the Senior Archaeologist from Museum of London Archaeology. The conference was featured later that day on BBC Look North who came to talk to delegates during the lunch break.
- 5.26 It was especially pleasing for Heritage Lincolnshire and the project team that the event attracted delegates from across the UK to an event in Lincolnshire. As well as raising the national profile of the project, this meant that local partners and volunteers could attend and engage.

#### Linking Communities with the Historic Environment Project

- 5.27 In May 2011 the project was chosen by **Royal Commission on the Ancient and Historical Monuments of Scotland** as a case study for its ARHC funded research on 'Linking Communities to the Historic Environment'. Lincolnshire Heritage at Risk was the only English case study used in this research as the rest were all from Scotland. This research examined the way in which different heritage projects engaged with communities and volunteers and the full results were published in the International Journal for Heritage Studies.

### Overall impact of project

- 5.28 Lincolnshire Heritage at Risk has raised awareness of both the quality and vulnerability of Lincolnshire's historic environment among local communities, local authorities and other organisations. It has also improved access to information on the issue and to advice and support on taking a proactive approach to reduce the incidence of heritage at risk in the area - a significant contribution towards halting the decay of the county's historic environment.

- 5.29 Some of the ways it will continue to improve access to information and advice on an ongoing basis include:
- The project has strengthened partnerships and communication between local people, the voluntary sector and other project partners such as English Heritage and the County Council and local authorities. This will create more opportunities for working together to conserve and enhance the county's historic environment. One example of this is that the project steering group have agreed to continue their meetings on a bi-annual basis in order to share information on heritage at risk and ensure that the benefits of the project can be maintained in the long term.
  - The data has been used to develop a long-term strategy for the management of the historic environment, enhancing partnership working between the county's decision making authorities and co-ordinating their work with other county organisations and the voluntary sector
  - The publication of maintenance guidance notes during the project extension will help local groups care for a heritage asset within their community by providing advice and guidance on setting up and running a friends group. These guidance notes will also be useful for individual property owners too.
  - The Lincolnshire Heritage at Risk team have produced a set of maintenance help notes aimed at preventing further deterioration to those historic buildings identified as 'not at risk-to be monitored' i.e. those on the cusp of becoming at risk and which can be changed to 'low risk' by simple maintenance tasks such as redecoration and cleaning out rainwater goods.
  - The Lincolnshire Heritage at Risk website will remain up and running after the completion of the project and act as a central hub of information about local heritage. It is through this that volunteers will be able to provide updates on any noticeable changes to an asset in their local area and this information will then be shared with project partners.
  - The information collected by Heritage Stewards is being used to update records held by the Lincolnshire Historic Environment Record, a publically accessible database.
- 5.30 The project has provided local people with opportunities to explore, enjoy and understand their local heritage and be involved in the management of the historic environment; this has contributed to a sense of identity and community, particularly as volunteers have been encouraged to survey their own area, share their experiences and exchange views.
- 5.31 Volunteers have benefited from training from experts in the heritage sector which has enabled them to improve their knowledge and develop skills in identifying, understanding and interpreting their local heritage. In some instances having being a heritage steward on their CV has led to paid employment.
- 5.32 The involvement of a significant number of volunteers has increased the capacity of the heritage sector within the county and we now have a core group of volunteers who are trained in identifying, understanding and interpreting their local heritage and are keen to continue their work within the sector in order to assist in reducing the number of historic sites and open spaces identified as vulnerable or at risk. This has been a major impact on project partners as without the work of the volunteers such a wide ranging collection of data would not have been possible

- 5.33 The availability of an up to date set of data on the condition of Lincolnshire's heritage is a significant step forward in the management of heritage at risk within the county and the prevention of further loss of historic assets. Lincolnshire is now the only county to hold such a complete set of data, which puts the County one step ahead in tackling the issue.
- 5.34 Further to this the data has been used to identify 'at risk' buildings which could potentially become building preservation trust projects to repair such buildings and bring them back into use.
- 5.35 The volunteers have made a significant impact on project partners as without the help of heritage stewards collecting the data for the different district authorities and statutory bodies would not have been possible.
- 5.36 The project has not only impacted on the heritage in Lincolnshire, it has also influenced projects much further afield by providing other organisations with a project model to follow. The publication of a project toolkit, together with the end of project conference has helped organisations elsewhere in the country to deliver a similar project in order to tackle the issue of heritage at risk in their area. Lincolnshire Heritage at Risk has already had a significant impact in this area and over the past three years the team has provided advice to the following organisations:
- Heritage Trust of London
  - Nottinghamshire County Council
  - Kirklees Metropolitan Council
  - Leicestershire County Council
  - Northamptonshire Museum of Leathercraft
  - Essex County Council
  - East Riding of Yorkshire Council
  - Calderdale Council, Halifax
  - Heritage Alliance
  - Opportunity Peterborough
  - North Lincolnshire Council
  - North East Lincolnshire Council
  - High Peak Borough Council
  - Stourport Forward (Stourport on Severn)
  - The SCAPE Trust, Scotland
  - Royal Commission on the Ancient and Historical Monuments of Scotland.
- 5.37 Using the lessons learned from the completion of the Lincolnshire Heritage at Risk project and more recently the 19 English Heritage pilot projects surveying Grade II listed buildings, English Heritage are encouraging local authorities countrywide to record the condition of Grade II buildings with the help of volunteers.
- 5.38 Finally, **Heritage Trust of Lincolnshire has enhanced a strong reputation with funders for being able to deliver complex and difficult projects**, and through Heritage at Risk in particular is now able to confidently engage with funders that demand volunteering and community engagement outcomes from their investment. In turn this has raised the profile of the Trust and the quality of

the services it can offer. It has now also established itself as a centre equipped to work closely with volunteers.

- 5.39 One common factor in the successful delivery of both Lincolnshire Heritage at Risk and other recent projects (notably 116 High Street, Boston) has been **the decision to undertake a detailed early review of options, and where possible to seek advice and expertise from partners**. In the case of Lincolnshire Heritage at Risk, it involved consulting with Voluntary Centre Services on the most appropriate approaches to recruit and support volunteers. In both cases this added significantly to the eventual success of each project, and prevented Heritage Trust of Lincolnshire from making mistakes in delivery that would affect timescales, impacts and value for money.

### ANNEX 1: WEBSITE AND PROMOTION

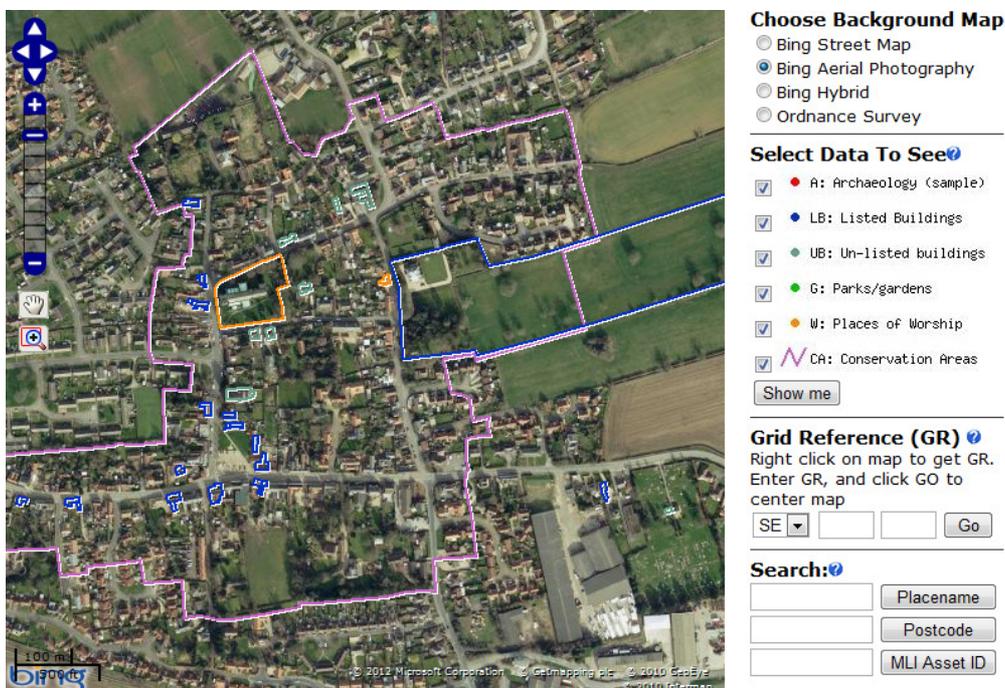
#### The Lincolnshire Heritage at Risk website

The website acted as a central hub for volunteers, partners and local communities. It held information on the purpose and progress of the project, a training and events diary, online booking forms, information on volunteer recruitment, a broad analysis of the survey results and downloadable training and learning materials. The required content meant that the website could not be static i.e. staff needed to make changes on a regular basis in order to update items such as events and news articles.

It was essential to be able to store the data collected by volunteers, and at the same time give them the ability to download survey forms. A key feature of the website was the 'heritage asset map' which visually displayed GIS (Geographic Information System) data from the HER.

GIS data was made available for each asset to be surveyed. Those with full access to the site could explore the map, find an asset and then click on it to find out what it was and download a survey form for that asset. Each asset type was displayed as a different layer (and for ease of reading a different colour). Each layer could be switched on and off for ease of exploration.

The data on each asset was provided directly from the Lincolnshire HER. The Lincolnshire Heritage at Risk database was linked to the LCC HER to allow for consistent and up to date data to be used by the project.



The Heritage Asset Map

### Promotional activity

The team established a strong **project brand** by creating a logo to include on all communications. It was often accompanied with the slogan 'Working together to safeguard our heritage'.



The Lincolnshire Heritage at Risk project logo.

The logo featured on the project website, newsletters, event posters and even on promotional pens that were handed out at training events. It gave the project its own identity and enabled the volunteers to quickly recognise a Lincolnshire Heritage at Risk event.

Project branding was vital to the leaflets produced over the course of three years. The leaflets proved to be one of the most effective ways of making people aware of the project and the need for volunteers to come forward. Thousands of these were distributed around the county to various locations including libraries, museums and visitor centres. The leaflet featured a tear-off slip which people could return to us if they wished to be sent more information. We also had a leaflet designed by one of young volunteers which was specifically targeted at this age group.

The collage is a promotional leaflet for the Lincolnshire Heritage at Risk project. It features a contact form on the left with fields for Name, Address, Postcode, Email, and Telephone. The form includes checkboxes for becoming a volunteer Steward or receiving information, and a note to send to Heritage Lincolnshire. The top right shows a photo of a group of people gathered in front of a brick building, with a banner that says 'VOLUNTEER WITH HERITAGE LINCOLNSHIRE'. Below this is a text box about an ongoing programme of free events and a link to the project website. The bottom left shows a photo of a brick building with a window, with a text box explaining that Heritage Lincolnshire is a charitable trust established to protect and enhance the historic environment. The bottom right shows a photo of a building under renovation with scaffolding, and a photo of a red telephone booth. The Lincolnshire Heritage at Risk logo is prominently displayed in the center-right. At the bottom, the slogan 'WORKING TOGETHER TO SAFEGUARD OUR HERITAGE' is written in yellow on a black background.

The Lincolnshire Heritage at Risk project leaflet



A **monthly newsletter** was produced in order to keep volunteers up to date on project progress, inform them of training opportunities, celebrate successes and achievements and encourage their views and comments.

The newsletter was not only delivered to registered volunteers, it was also distributed to local heritage groups, volunteer centres, and anyone who had been along to an event or expressed an interest in the project - a readership of over 900 in total.

The newsletter proved popular with both volunteers and the wider audience.

The Lincolnshire Heritage at Risk website acted as a central hub of information about the project; from here people could find out about the aims of the project, read the latest news items, find out about forthcoming events and download the latest newsletter.

The team also made use of **social media** in order to attract as wide an audience as possible. Lincolnshire Heritage at Risk had its own Facebook page, Twitter account and blog. Volunteers were offered the chance to train as a blog writer and contribute regular articles about their experience as a Heritage Steward.

### High profile showcase events

These events included the project launch, the Louth Festival of Conservation and the end of project conference. The Louth Festival of Conservation was a day long event which included trade stands and displays from local specialist heritage contractors and suppliers as well as local archaeology and heritage groups. Although heritage events are not usually a mixture of contractors, suppliers and local groups this event worked very well and was attended by over 300 people.



The project launch event April 2010



The Louth Festival of Conservation April 2012

### Radio appearances and press releases

The project has featured in local and national newspapers on a number of occasions as well as in professional journals:

- Context, journal produced by the IHBC (March 2013)
- Conservation and Community Bulletin, journal produced by the CBA (February 2013)
- The Guardian online (11<sup>th</sup> October 2012)
- Spalding Guardian (February 2012)
- Sleaford Standard (4<sup>th</sup> January 2012)

- Lincolnshire Free Press (30<sup>th</sup> August 2011)
- Bourne Local (22<sup>nd</sup> April 2011)
- Spalding Today (15<sup>th</sup> March 2011)
- Conservation update, journal produced by the CBA (October 2010)
- Spalding Guardian (9<sup>th</sup> September 2010)
- Inside Lincolnshire (September 2010)
- Lincolnshire Echo (14<sup>th</sup> May 2010)
- Context, journal produced by the IHBC (May 2010)
- Lincolnshire Echo (22<sup>nd</sup> December 2009)
- Project staff have also taken part in a number of radio interviews:
  - BBC Radio Lincolnshire (14<sup>th</sup> April 2012)
  - BBC Radio Lincolnshire (6<sup>th</sup> March 2012)
  - BBC Radio Lincolnshire (26<sup>th</sup> July 2011)
  - BBC Radio 4, Vanessa Collingridge's show "Making History" (29<sup>th</sup> June 2010)

The Heritage at Risk team has had the pleasure of being interviewed by members of The Young Journalist Academy, they have included a number of articles about the project on their website ([youngjournalistacademy.com](http://youngjournalistacademy.com));

- Saving our heritage (29<sup>th</sup> January 2012)
- Our Heritage at Risk (3<sup>rd</sup> February 2012)
- Heritage expedition 2012 (25<sup>th</sup> May 2012)
- Heritage expedition (28<sup>th</sup> July 2012)

The Young Journalist Academy also produced a promotional video about the Hands on Heritage expedition 2012 which features on You Tube and on the Heritage at Risk website.



**Senior Project Officer Matthew Godfrey being interviewed by a member of the Young Journalist Academy**

## Review of the Lincolnshire Heritage at Risk Project

A further way of raising awareness of the project as well as attracting potential volunteers was to go out and tell local and national groups and societies about the project. Although there were no specific project targets for the number of talks and events to attend the project staff did aim at getting as wide as possible geographical spread across the county over the three years.

Date	Group or Society
21 <sup>st</sup> April	Lincolnshire Assembly
29 <sup>th</sup> April	Louth Civic Society
21 <sup>st</sup> May	Volunteer Sector Forum
25 <sup>th</sup> June	SPAB, Lincoln
24 <sup>th</sup> September	Gainsborough Volunteer Forum
7 <sup>th</sup> October	SPAB faith in maintenance day, Lincoln
17 <sup>th</sup> October	Big Draw event at Richmond Park, Gainsborough
2 <sup>nd</sup> February	Community group at Spalding Library
3 <sup>rd</sup> February	Holbeach Rotary Club
3 <sup>rd</sup> February	Boston and District Archaeological Society
16 <sup>th</sup> March	Communities together event, Nettleham
17 <sup>th</sup> March	Walesby History Society
22 <sup>nd</sup> March	Lincoln Volunteer Forum
4 <sup>th</sup> April	Horncastle Area Committee
23 <sup>rd</sup> May	Lincolnshire Building Advisory Committee
25 <sup>th</sup> May	Linking Communities to the Historic Environment Project, Edinburgh
26 <sup>th</sup> May	Linking Communities to the Historic Environment Project, Edinburgh
11 <sup>th</sup> September	Boston Community Showcase
20 <sup>th</sup> October	Stickford Local History Group
1 <sup>st</sup> November	Springwell Heritage Group
17 <sup>th</sup> November	Binbrook History Group
23 <sup>rd</sup> November	Stamford History Society
14 <sup>th</sup> December	Heritage Crime Symposium, Lincoln
7 <sup>th</sup> February	Lincolnshire Archaeology Forum, Lincoln
15 <sup>th</sup> March	ALGAO meeting, Heckington
20 <sup>th</sup> March	Navenby Archaeology Group
12 <sup>th</sup> May	Historic Crafts Fair, Southwell Minster
15 <sup>th</sup> May	National Trust, Clumber Park
30 <sup>th</sup> June	Heritage Fair, Ayscoughfee Hall, Spalding
19 <sup>th</sup> July	Opportunity Peterborough
5 <sup>th</sup> September	Holbeach St John History Society
24 <sup>th</sup> September	Long Benington Local History Society
11 <sup>th</sup> October	Launch of new Heritage at Risk Register, London
17 <sup>th</sup> October	Horncastle Civic Society
14 <sup>th</sup> November	Stamford Civic Society
12 <sup>th</sup> February	Hougham Archaeology Group
4 <sup>th</sup> April	Stamford Probus Group

### Summary of talks and publicity events attended

Key

Orange = Year 1

Green = Year 2

Yellow = Year 3

The talks given about the project had the effect of not only making those at the talk aware of Lincolnshire Heritage at Risk and its goals, but also allowed the project team to advertise to a captive audience about forthcoming heritage steward training days and other heritage at risk events as well as the wider activities of Heritage Lincolnshire. By the start of the second year talks were becoming more focussed towards the areas where training events were going to be held in future months and were ultimately used to aid volunteer recruitment. In total 38 talks were undertaken.