

Lye and Wollescote Cemetery Chapels

Activity Plan



**Report prepared for
West Midlands Historic Buildings Trust
to support Round 2 application
to Heritage Lottery Fund**

June 2013

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1 INTRODUCTION AND CONTEXT

101 Introduction

The Heritage Lottery Fund's strategic aims are to:

- * *conserve the UK's diverse heritage for present and future generations to experience and enjoy*
- * *help more people, and a wider range of people, take an active part in, and make decisions about, their heritage*
- * *help people to learn about their own, and other people's heritage.*

That is to say the strategic aims are focused around **conservation, participation and learning**.

The Heritage Lottery Fund defines **participation** as '*helping people to take an active part in their heritage*' and suggest three ways this can be achieved:

- * creating opportunities for people to volunteer
- * helping the community to take an active part in the project including helping people make decisions about their heritage
- * developing new and/or wider audiences for our heritage.

The Heritage Lottery Fund defines **learning** as '*helping people learn about their own, and other people's, heritage*' by offering opportunities for everyone to develop their understanding of heritage in an active way appropriate to their needs, interests and background. This can be done by:

- * interpreting the heritage
- * creating opportunities for people to gain new, or increased, skills
- * holding events and activities to help the general public, or particular groups of people, to learn about their heritage.

This document, known as an **Activity Plan**, sets out everything we want to do in our project '**to bring all the elements of Lye and Wollescote Cemetery Chapels alive**' which complements the capital, or physical, works which will be undertaken to conserve the Chapels which were built in 1878 and opened on 14 April 1879.

102 Round 1 Bid

The Round 1 Heritage Lottery Fund application sought a grant to repair the rare and redundant Victorian Lye and Wollescote Chapels, which are Grade II Listed and registered 'buildings at risk', and bring them back into sustainable use as offices, or for community use, without detriment to the historic and architectural integrity of the building. The project envisages:

- * working with local groups and schools to interpret the significance of the chapels in the historical and social development of the Lye and Wollescote community and nationally
- * to raise awareness of the relevance of the historic built environment to local communities and the process involved in historic building conservation

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- * developing a range of heritage based activities to create opportunities for learning and enjoyment by people of all ages including the production of digital educational resources, volunteering , open days, training in building conservation skills and on-site interpretation.

A Round 1 approval was obtained in December 2012, and development funds awarded, to enable the West Midlands Historic Buildings Trust (WMHBT) develop their plans to enable them to make a Round 2 application in June 2013. Provided that the full grant is awarded the Trust plans to carry out the building work during 2014 at a cost of £1.15m. This is primarily a heritage conservation project. However, the Activity Plan sets out broad ranging community, learning and participation proposals to be implemented during the period of refurbishment and putting appropriate legacy resources and partnerships in place to enable the benefits to be enjoyed into the future.

103 Lye and Wollescote Cemetery Chapels and Cemetery

The Lye and Wollescote Chapels is a striking local landmark, built in 1878, a good example of Victorian Gothic style of church architecture. Designed by local architect Thomas Robinson, who subsequently designed Stourbridge Town Hall, the pair of Chapels provide a grand entrance to Lye and Wollescote Cemetery which opened in 1879. The two identical chapels, contained in a single building, serviced Anglican and non-conformist denominations, located on either side of a shared central doorway.

The citation for the Grade II Listed Building dated 8 March 2005, Reference 492002, SMR4441 notes:

'This pair of cemetery chapels, and their common parts, are well designed and richly decorated and contain the great majority of their original architectural features.'

Original features of architectural and historic value include:

- * surviving examples of stencilled wall decoration
- * numerous areas of decorative and encaustic tiles
- * all windows are profiled and trefoil-headed and are complete with decorative leaded and coloured lights
- * a clock added to the tower in 1912 to celebrate the coronation of King George V.

In a landscaped planned design the cemetery is split in two: one side consecrated and used for Anglican burials whilst the other is non-conformist enabling burials in non-consecrated land. This reflects a strong character of Black Country life : two differing faith groups with many of the non-conformists being involved in local industry and entrepreneurship which is a link that can be seen from many gravestones.

The cemetery continues in use and is operated by Bereavement Services of Dudley Metropolitan Borough Council. The non-conformist chapel was abandoned in the 1970s and the Anglican chapel has been disused since a fire in 1993 caused internal damage. The boarded-up chapels inevitably attract vandalism and anti-social behaviour.

The conclusions of a Feasibility Study (2006) by Conservation Architects Brownhill Hayward Brown for WMHBT were:

- * the historic significance of the chapels make their repair, retention and re-use an important goal

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- * retention offers significant educational opportunities for local history and heritage issues
 - * the preferred uses are for commercial offices or community use
 - * transfer of the property to WMHBT would be in the best long-term interests of the building.

104 Outline Of Current Activity Plan Proposals

The Round 1 application identified a series of potential proposals against the three HLF strategic aims:

Learning

- * an educational resource for students of all ages to learn about (a) the heritage story associated with the Lye and Wollescote Chapels building and (b) this project as a real-life, and local, example of building conservation in practice and how local communities can play a part in saving their historic environment
- * a resource to be used by schools throughout the Dudley area, and nationally, as a case study through the Engaging Places website
- * articles in the local press and specialist publications (e.g. publications by RIBA, RICS, IHBC, UKAPT, AHF, EH)
- * site visits by school groups and other specialist groups at suitable points during the building contract
- * public open days at suitable points during the building contract
- * a project website to include providing virtual access to the chapels as physical public access may be restricted after the building contract is completed (as used successfully by WMHBT with the Harris & Pearson Office building project, HLF reference HF-02-01156)
- * an additional on-site interpretation panel with graphics on a temporary hoarding during the building contract and then via a permanent panel thereafter
- * a heritage trail (in printed and downloadable formats)
- * links with the Centenary of the outbreak of World War One in 1914 (there are 24 burials in the Lye & Wollescote Cemetery linked with World War One)
- * involving schools in producing an audio visual recording and production featuring stories from the guided tours of headstone inscriptions by authors Jean Weston and Marlene Price
- * depositing records of the chapels, and the project, to Dudley Archives and Black Country Living Museum
- * maintaining heritage craft skills through the building contract providing work for a specialist heritage contractor
- * training the next generation in heritage craft skills by the contractor employing apprentices during the building contract

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- * training volunteers in hosting visitors during open days, interpreting the significance of the building, demonstrating building conservation techniques etc.

Participation

- * the Project Steering Group will involve local community organisations in learning about, and contributing to, decisions about building conservation e.g. Dudley MBC, Dudley CVS, local school teachers, pupils and students and the prospective and actual tenants
- * encouraging new members and supporters of WMHBT
- * encouraging volunteers to host open days
- * encouraging volunteers to give talks to local groups (e.g. Civic Society, local history societies, etc.)
- * working with schools to create exhibition displays for use during open days and other public events.

Conservation

- * site visits by school groups etc.
- * public open days
- * on-site interpretation
- * information leaflets for use in talks and during open days
- * a project website to feature the building conservation story and provide a video-diary of the project
- * a permanent on-site interpretation panel with 'before' and 'after' photographs
- * maintaining heritage craft skills through the building contract providing work for a specialist heritage contractor
- * training the next generation in heritage craft skills by the tender specification encouraging the contractor to employ apprentices during the building contract.

We have developed our thinking more fully in Section 3 and the Action Plan reflecting wide ranging consultations to understand partner, and local community, aspirations and to test and refine our proposals.

105 Process and methodology

Our approach to developing the Activity Plan is rooted in the community and end users of our heritage : those who have the most vested interest in seeing it safeguarded and brought back into valued use. Key to this project is getting the tone of the proposals right : it is not a visitor attraction but rather a community heritage asset that is having life breathed back into it. Our approach has been to undertake broad consultation with specific organisations and representatives of community groups to inform our Activity Plan proposals (see Appendix A). As well as individual and small group discussions we have held a well attended Community Open Afternoon/Evening (8 May 2013) which generated a valuable range of local feedback (see 208 below).

We have set our proposals within the local context. We have provided strategic information about the local ward profiles derived from the 2001 Census and highlighted the learning and community priorities for Dudley Metropolitan Borough Council.

We have worked closely throughout the preparation of this report with the Bereavement Services Manager Dudley Metropolitan Borough Council who is supportive of our proposals and the establishment of a Friends of Lye and Wollescote Cemetery.

106 Structure of the Activity Plan

This Activity Plan is based on the HLF Guidance Notes *'Planning Activities in Heritage Projects'* and is essentially in four parts:

Section 2 : 'Where we are now' in terms of site use, partners and involvement, engagement, audiences, and barriers to access

Section 3 : 'Where we want to be' considering our interpretive and learning proposals, who will deliver them, how they will be developed, and who they are for together with our proposals for community engagement, volunteering and heritage skills training

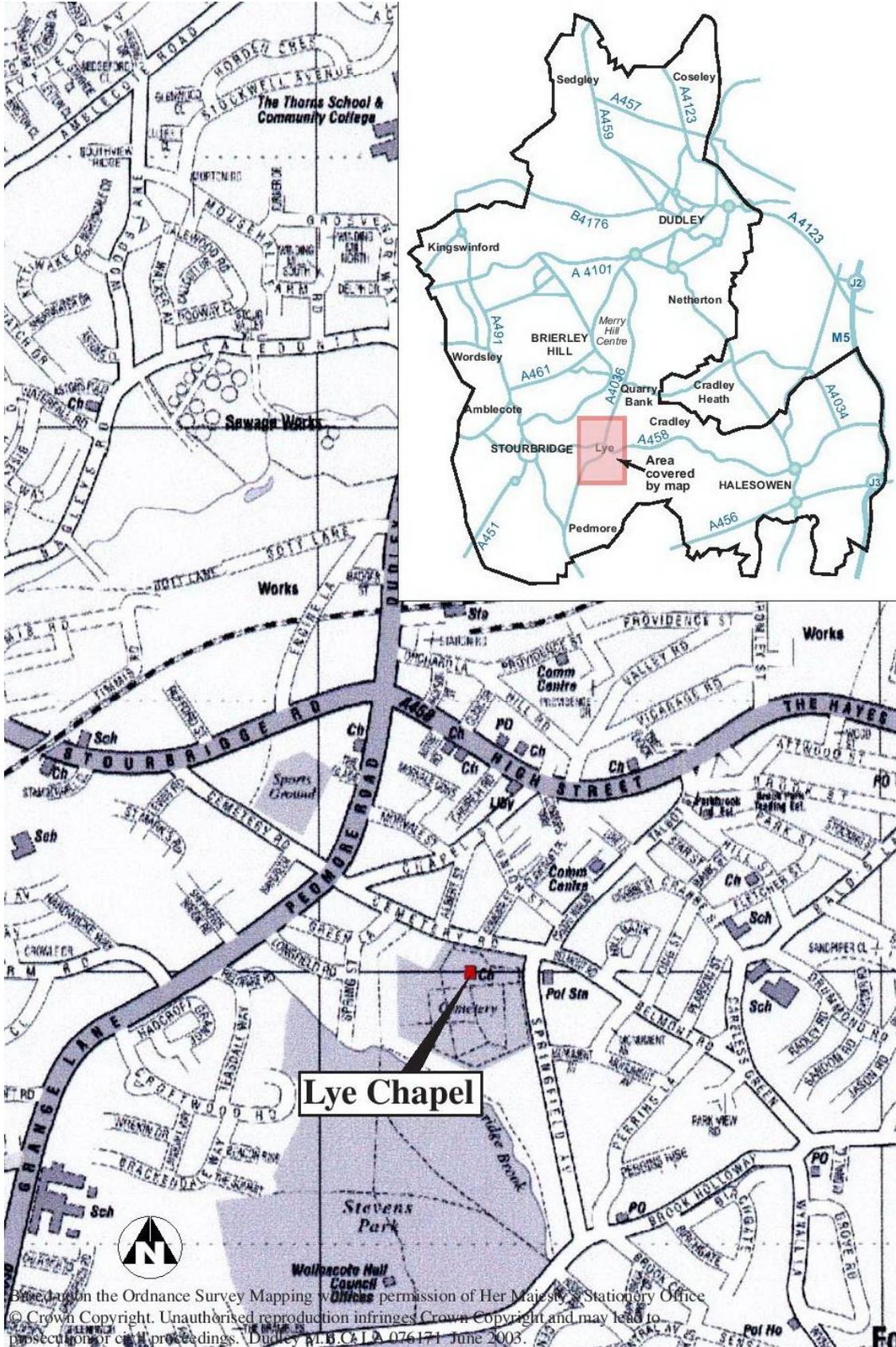
Section 4 : 'How do we intend to get there?' This is our Action Plan of the proposed activities over a 2 year timeframe covering interpretation, learning, community engagement, participation, involvement and audience development, volunteering, heritage skills training and marketing and the costs for the breadth of projects, set out by Education, Interpretation, Volunteering and Training thematic areas

Section 5 : in which we draw conclusions, discuss procurement and highlight the next steps.

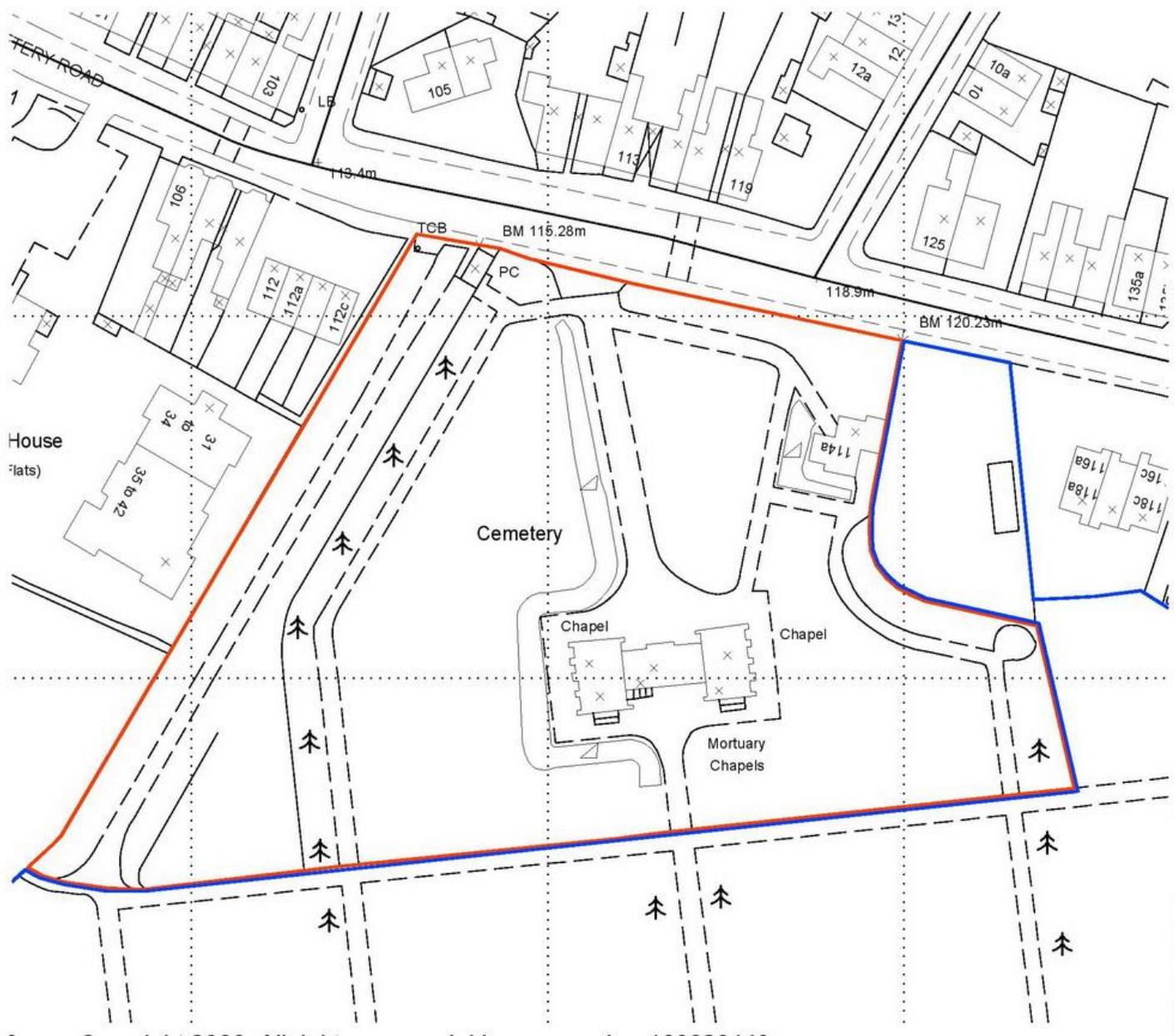
107 Conclusion

Having introduced, and provided, the background and context we move on to consider **where we are now.**

LOCATION PLAN



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Rev	Details	Date	Checked
A	Added site ownership boundaries	19/08/08	

PLANNING

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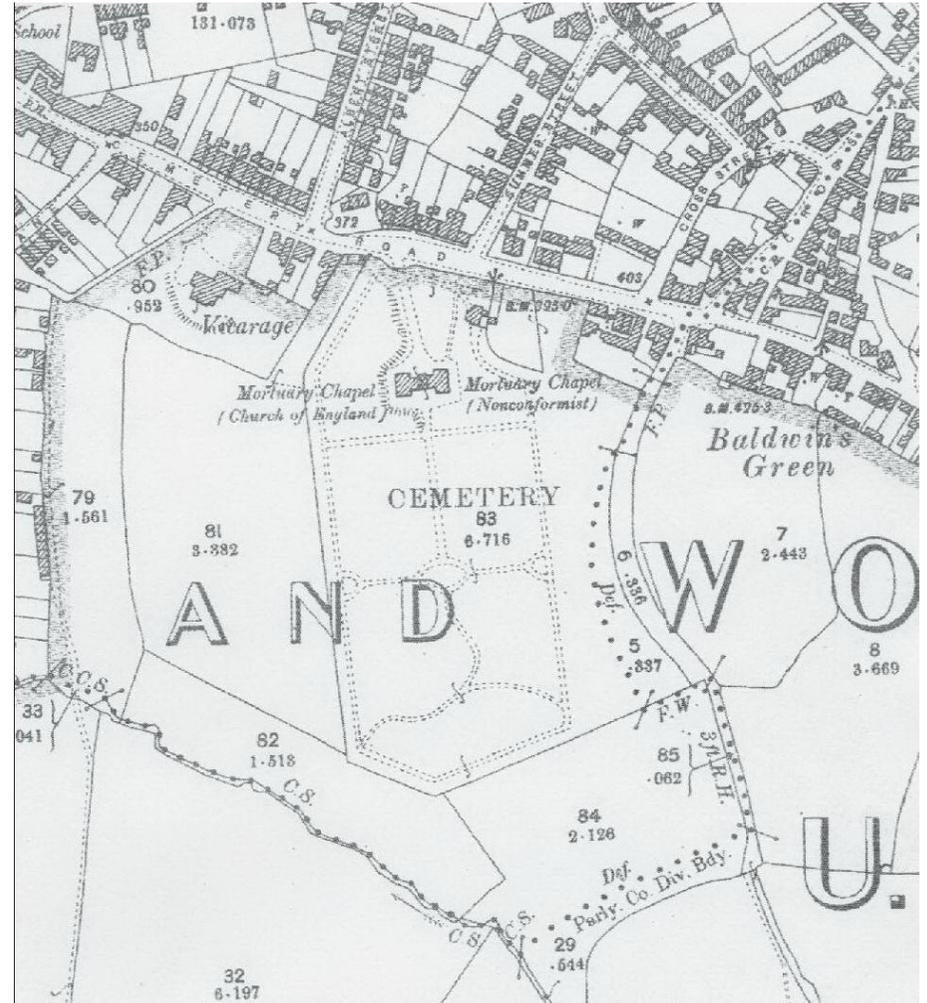
Project Lye & Wollescote Chapel

Title	Location Plan				
Scale	Date	Drawn By	Checked By	Drawing Number	Revised
1/500	June 08	CJD		2315-005	A

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HISTORIC MAPS OF THE CEMETERY



2. WHERE ARE WE NOW?

201 Introduction

Since the Round 1 Application was made to HLF and the 'development phase' commenced in January 2013 the project has revisited:

- * the architectural design
- * the access, entrance, internal road, parking, etc.
- * the overall setting of the chapels and
- * undertaken specialist studies in relation to bats (no evidence) and particular arboricultural needs (limited tree felling and management).

The site owner, Dudley Metropolitan Borough Council, is contributing towards the 'development phase' and also assisting the process of Community Asset Transfer to the Trust from Dudley MBC, with the chapels being a pathfinder for the Council. Dudley MBC now has a formalised Council Policy on Community Asset transfer:

www.dudley.gov.uk/community/consultations/engagement/community-asset-transfer/.

This involves the transfer of responsibility for buildings, or land, from the local authority to a voluntary or community organisation. This presents great opportunities to ensure that facilities can continue to be available locally for social, community and public use. The Council recognises that voluntary and community organisations are often best placed to:

- * take on and manage council-owned facilities in their area
- * access external funding that is closed to local authorities which may provide additional support to sustain the asset
- * use their knowledge, and hands-on management, of a property that can lead to greater independence, lower overheads, better value-for-money and a more extensive use of the facility.

The Trust is actively seeking potential end users who would take on a lease, and pay a market rent, which would cover the mortgage costs that the Trust will incur to provide the necessary match funding against the HLF grant. The Business Plan sets out the state of negotiations and requirements from two leading interested parties.

202 West Midlands Historic Buildings Trust

West Midlands Historic Buildings Trust grew out of an initiative by the former West Midlands County Council in the mid 1980s and was relaunched in 1990. It is a company limited by guarantee with charitable status:

Company registration number : 1876294

Charitable registration number : 516158

The main purpose of the West Midlands Historic Buildings Trust (WMHBT) is to safeguard buildings within the West Midlands that are of historical or architectural importance. Where this cannot be achieved by simply raising awareness to the issues WMHBT will, itself, consider carrying out a conservation project. As a registered Building Preservation Trust WMHBT is able to attract grants and low-cost loans to carry out the type of rescue scheme often

necessary with *'Buildings at Risk'* and in this way aims to cover the deficit in funding such projects.

Membership is open to anyone with an interest in safeguarding historic buildings. WMHBT organises a range of activities, focused on the West Midlands, to both encourage new members and involve existing members. Activities include:

- * a regular newsletter
- * specialist talks
- * events and visits to historic buildings
- * arranging public access (as appropriate) to buildings before, during and after repair
- * commissioning and publishing research into historic buildings
- * encouraging the involvement of schools and colleges in conservation projects
- * disseminating information via the Trust's websites (see www.lyeandwollescote.info and www.harrisandpearson.info).

WMHBT is a registered charity and a company limited by guarantee. Specialists in the field of building conservation give their time on a voluntary basis to serve as Directors. The minimal day-to-day operating costs of the Trust are covered by membership subscriptions and income generating activities. The Trust has no employees and no core funding. It has a Chairman (Robert Tolley RIBA), a Company Secretary (Peter Copsey) and fourteen other elected Directors forming a Council of Management. Sub-committees of the Council of Management are formed as separate Steering Groups for each building conservation project. The services of specialist consultants are engaged as necessary to complete specific pieces of work as required during each phase of a project.

The first WMHBT project was 19-20 High Street, Kinver, South Staffordshire which is a Grade II Listed timber-frame building. When WMHBT took the building over it was in a dangerous condition with sections close to collapse. At the time no-one was prepared to take over the arrears of maintenance because it would have cost more than the market value to put it right. WMHBT took on the project, secured the funds to restore it and today 19-20 High Street has been transformed into a comfortable four-bedroom home which is occupied by new owners. The high standards of the workmanship were recognised by two awards:

- * 'The Carpenters' Award' presented by English Heritage in recognition of *'the sensitivity of approach and excellence of craftsmanship'*
- * a 'mention' by the Civic Trust for its *'worthy contribution to the community'*.

The second project was the Grade II Listed office building built as a living showcase by the former Harris & Pearson Company, firebrick manufacturers, in Brettell Lane, Brierley Hill, West Midlands. The building had been unoccupied for 13 years, and was in a derelict state when acquired by WMHBT, with the costs of repair, again, being in excess of market value. Conservation building work to convert the building for modern-day use as commercial offices commenced in April 2004 and was completed in January 2005 (see www.harrisandpearson.info/hpaudio.htm for more information). The building was sold on completion and has been returned to sustainable use as prestigious offices. The project was a regional finalist in the RICS Awards 2006, a national finalist in the Brick Awards 2006 and was awarded a 'commendation' in the 2006 Civic Trust awards.

Both of these projects were made possible by tremendous local community and local authority support and financial assistance from several sources including the Heritage Lottery Fund and the Architectural Heritage Fund.

The recent HLF Round 2 pass (March 2013) for the Weavers' Cottages, Kidderminster is a project led by Worcestershire Building Preservation Trust (not WMHBT). Although there is now a close relationship between the two organisations they are legally separate. The Worcestershire Building Preservation Trust was a dormant trust with no recent projects. It was restarted by Trustees from the West Midlands Historic Buildings Trust (WMHBT) in order to save the Weavers' Cottages and the Trust has since been invited to offer advice on other historic buildings in need of a viable new use including the Bewdley Workhouse and Worcester Old Infirmary. The WBPT is therefore learning from the WMHBT, and other local groups, sharing the expertise and experience of successful recent projects by WMHBT and members of the Weavers' Cottages project team. Again WBPT does not have any employees and engages the services of specialist consultants as appropriate to deliver projects. The professional teams commissioned for both the Weavers' Cottages and the Lye and Wollescote Chapels projects are different so, in the context of available resources to deliver successfully the Chapels project, there should be no effect.

203 Experience Of Our Trustees

A brief profile of our Trustees is set down below:

Philip Adams: retired art teacher and artist; resident of Sandwell.

Peter Arnold: Minutes Secretary and immediate past Trust Secretary; resident of Walsall; graduate; retired Conservation Officer with Walsall Metropolitan Borough Council; author on the subject of historic buildings; member of the Institute of Historic Buildings Conservation.

Mark Balkham: resident of Birmingham; AABC accredited Conservation Architect; member of the Royal Institute of British Architects.

David Bills MBE: retired pharmacist; resident of South Staffordshire; local historian; awarded an MBE for his work with the National Trust.

Andrew Bradley: Treasurer; Quantity Surveyor specialising in historic buildings; resident of Birmingham.

Nigel Brown: retired; resident of Wolverhampton; qualified Town Planner; former Conservation Officer at Wolverhampton City Council and Project Manager of the Molineux Hotel conservation project.

Nigel Heardman: resident of Sandwell; Building Surveyor with Sandwell Metropolitan Borough Council; member of the Institute of Historic Buildings Conservation.

Nick Hogben: Newsletter editor; graduate; qualified in planning; resident of Wolverhampton; retired Conservation Officer with Wolverhampton City Council; member of the Institute of Historic Buildings Conservation.

Steve Mason: resident of Birmingham; Structural Engineer specialising in historic buildings.

Jayne Pilkington: Joint Deputy-Chairman; resident of Shropshire; Conservation Officer with Dudley Metropolitan Borough Council; member of the Institute of Historic Buildings Conservation.

Elizabeth Thomson: resident of Birmingham; Heritage Officer, Canal & River Trust.

Robert Tolley Dipl Arch RIBA AABC: Chairman, resident of Gloucestershire; AABC accredited Conservation Architect; member of the Royal Institute of British Architects; retired Partner of S T Walker & Duckham architectural practice of Worcester; monitor for English Heritage; recognised nationally for his building conservation work.

John Woodall Joint Deputy-Chairman; resident of the West Midlands; retired; qualified accountant; former Assistant Director for Regeneration at Dudley Metropolitan Borough Council; former Chief Executive of the Dudley Training & Enterprise Council.

WMHBT does not have an '**Administrator**' as such : it has no employees. Administration is shared between different volunteers: legal matters are covered by the Company Secretary (Peter Copsey, a solicitor and member of WMHBT though not a Trustee). Meeting minutes are recorded by Peter Arnold, Trustee. Financial matters are dealt with by the Treasurer (Andrew Bradley, a Quantity Surveyor and WMHBT Trustee).

Shirley Ochi is the Webmaster for WMHBT. She has been a member of WMHBT for many years, understands the purpose of the Trust, and is an enthusiastic supporter, which helps enormously in preparing text for the website.

204 The Trust's Activities and Communication

Volunteers from the Trust have recently created a Facebook page and Twitter account for West Midlands Historic Buildings Trust. It successfully attracted a good audience for a seminar organised and promoted by WMHBT on '*Protecting Twentieth Century Buildings*' held in April 2013 at Dudley Zoological Gardens.

The ability to keep information current on the website, Facebook and via Twitter is a challenge as the Trust is entirely reliant on volunteers. This is an area where the Lye & Wollescote Cemetery Chapels project could potentially help with broader information communicating.

The Trust seeks to organise at least one public seminar each year (as at Dudley Zoo in April 2013), to host visits to its project sites during the annual Heritage Open Days programme, to hold occasional events and historic building visits for members e.g. an annual dinner (Wightwick Manor in June 2013) and visits to historic buildings not normally open to the public. Trustees give occasional talks (e.g. the Chairman is speaking about the work of WMHBT to a meeting of the Black Country Society later this year). Where feasible, WMHBT also organises volunteer work parties for members to help with project work (e.g. tidying and clearing undergrowth).

WMHBT publishes an occasional Newsletter (usually 3 issues per annum) for members, '*Past Present Future*', detailing the Trust's activities and featuring other articles and news items of relevance to historic building conservation.

WMHBT's main activities are, of course, focused on saving historic buildings at risk. The Council of Management meets 6 times per annum. Trustees consider buildings at risk across the West Midlands, arrange visits where appropriate to encourage the owner to safeguard the building and, in the absence of any other solution, consider taking on as a project.

Given that all WMHBT activities are organised by volunteers the list of activities is impressive although the number and scope of activities can be restricted by the available time that volunteers can give.

205 Existing Audiences

At present there are few audiences directly interacting with the chapels as the building is closed and generally inaccessible. In reality, we cannot separate the chapels from the wider setting of the cemetery. The audiences that currently use the cemetery have a level of interaction with the chapels. The key audiences include:

- * **local communities** with family and friends buried in the cemetery : Anglican, non-conformist, Muslim
- * **local residents** including dog walkers, casual use of the cemetery : tend to be older

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- * **local residents** linking the cemetery with the adjacent Stevens Park in Wollescote which was created around Wollescote Hall and given to the people of Lye and Wollescote in 1930. The 27 hectare park has managed flower beds and grass, bowling greens and tennis courts, two National Plant Collections in the walled garden which hold their own open days and the Arboretum. There is a Friends of Stevens Park Wollescote group that meets monthly in the Hall
 - * local residents who are **allotment holders** adjacent to the cemetery and Stevens Park
 - * **virtual users** from beyond the area researching family history, burials and links
 - * **special interest groups** eg. Friends of other Birmingham/Black Country cemeteries such as Brandwood End, Black Country Cemeteries and Graveyards project, Victorian Society members, Cemetery Research Group at the University of York
 - * **the Lye and Wollescote Local History Society**
 - * those who have attended previous **Open Days** at the cemetery including Heritage Open Days events.

To put the site into local context within Dudley MBC we set down below the local Ward Profile of the immediate wards derived from the 2011 Census.¹

Lye and Stourbridge North

- * **Population:** 12,346 with 6,155 males and 6,191 females
- * **Age:** There is a younger age profile to the ward with 21.0% of the ward population aged 60 and over compared to the Borough figure of 24.8%. The percentage of people aged 0-15 is 20.5% compared to the Borough figure of 18.9%
- * **Culture:** This is one of the most multi-cultural areas of the Borough. Only 82.4% of the ward population describe themselves as White British compared to the Borough figure of 88.5%. 17.6% of the population are from minority ethnic groups. 12.2% of the population is Pakistani which is the largest minority ethnic group in the area
- * **Religion:** The highest responses are 57.0% who describe themselves as Christian, 23.3% of people stated they have no religion and 12.5% described themselves as Muslim
- * **Housing:** There are 5,377 households in Lye and Stourbridge North. Average household size is 2.4 people. 64.0% of all households are owner occupied. Just 36.0% are rented, with the local authority acting as the largest landlord letting 15.7% of all properties in the ward
- * **Work & Economy:** 36.8% of all economically active and inactive 16-74 year olds in the ward are in full-time employment. The percentage of economically active 16-74 year olds who are unemployed is 6.0% which is above the Borough figure of 5.3%. The proportion of unemployed people who are long-term unemployed or never worked in this ward is 61.3%, similar to the Borough figure of 61.6%. An above average, 5.5% of all economically active and inactive people aged 16-74, are permanently sick or disabled in the ward compared to the Borough figure of 4.4%. 69.7% of people aged 16-74 have attained formal qualifications. 15.6% have achieved qualifications at Level 4/5

¹ Census 2011 Ward Profiles: Lye and Stourbridge North; Pedmore and Stourbridge East, Dudley MBC, 2013

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- * **Health & Lifestyles:** 15.7% of ward residents aged 16-64 have a limiting long-term illness which is above the Borough average of 14.3%. There are 360 lone parent households with dependent children in the ward, which accounts for 7.0% of all households, slightly higher than the Borough figure of 6.7%. Pensioner households account for 18.5% of all households in the ward.

Cradley and Wollescote

- * **Population:** 13,440 with 6,637 males and 6,803 females
- * **Age:** 20.1% of Cradley & Wollescote residents are people aged 60 and over which is much lower than the Borough figure of 24.8%. There are more younger people than the Borough average : people aged 20-29 is 13.8% which is higher than the Borough figure of 11.9%
- * **Culture:** 82.9% of residents describe themselves as White British, which is notably lower than the Borough figure of 88.5% and has changed markedly over the past decade. Ethnic minority groups comprise 17.1% of the ward population. Of this, Pakistanis comprise the largest ethnic group at 9.3%
- * **Religion:** The highest responses were 58.1% who described themselves as Christian, 23.5% stated that they have no religion and 11.2% of people described themselves as Muslim
- * **Housing:** Cradley & Wollescote has 5,580 households with an average household size of 2.5 people. 67.9% of all households are owner occupied while the remaining 32.1% of households are rented. 14.0% of all properties in this ward are rented from the local authority which is lower than across the Borough as a whole (16.8%)
- * **Work & Economy:** 38.86% of all economically active and inactive 16-74 year olds in the ward are in full-time employment which is slightly more compared to 38.2% for the Borough. The percentage of economically active 16-74 year olds who are unemployed is high, 6.5% compared to the Borough figure of 5.3%. The proportion of unemployed people who are long-term unemployed or never worked in this ward is 63.3% which is higher than the Borough figure of 61.6%. Some 4.2% of all economically active and inactive people aged 16-74 are permanently sick or disabled in the ward, compared to the Borough figure of 4.4%. 31.6% of Cradley & Wollescote residents aged 16-74 have no formal qualifications. This is higher than the Borough figure of 30.0%
- * **Health & Lifestyles** 14.8% of people in the ward aged 16-64 have a limiting long-term illness. This is higher than the Borough figure of 14.3%. There are 392 lone parent households with dependent children in the ward, which accounts for 7.3% of all households, compared to the Borough figure of 6.7%. Pensioner households account for 18.0% of all households in this ward.

Pedmore and Stourbridge East

- * **Population:** 12,471 with 6,027 males and 6,444 females
- * **Age:** The ward profile has far more older people : 33.0% of the ward population are aged 60 and over compared to the Borough figure of 24.8%. 16.1% of the population are aged between 0-15 compared to the Borough figure of 18.9%
- * **Culture:** 92.4% of the ward population describe themselves as White British which is higher than the Borough figure of 88.5%. Only 7.6% of the population is from minority ethnic groups, compared to 11.5% across the whole borough. 2.1% of the population is Pakistani which is the largest minority ethnic group in the ward

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- * **Religion:** The highest response comprised 70.4% of people describing themselves as Christian. 19.0% of people stated that they have no religion. 2.6% described themselves as Muslim
 - * **Housing:** There are 5,458 households in Pedmore and Stourbridge East. Average household size is 2.3 people. 77.5% of all households are owner occupied. 22.4% of all households in the ward are rented, with the local authority acting as the largest landlord, letting 12.7% of all properties in the ward
 - * **Work & Economy:** 35.4% of all economically active and inactive 16-74 year olds are in full-time employment. The percentage of economically active 16-74 year olds who are unemployed is low, 3.9%, compared to the Borough 5.3%. 57.2% of unemployed people are long-term unemployed or have never worked. This is lower than the Borough figure of 61.6%. Some 3.3% of all economically active and inactive people aged 16-74 are permanently sick or disabled in the ward which is lower than the Borough 4.4%. 23.7% of people aged 16-74 have no formal qualifications which is much lower than the Borough average of 30.0%. 76.3% of people aged 16-74 have attained formal qualifications. 30.0% have achieved qualifications at level 4/5
 - * **Health & Lifestyles:** 11.9% of ward residents aged 16-64 have a limiting long-term illness as compared to the Borough figure of 14.3%. There are 213 lone parent households with dependent children in the ward, which accounts for only 4.1% of all households, compared to the Borough figure of 6.7%. Pensioner households account for 30.4% of all households in this ward. There is greater mobility : only 15.5% of households do not have a car or a van which is lower than the Borough figure of 23.0%.

In summary, these three wards show there to be quite mixed populations, even within close proximity, a reflection of the historic identities of the townships being locally very distinct, related to the nature of industrial employment, closeness to Stourbridge and clustering of new incoming communities. Overall there is a tendency towards some polarisation of both younger, and older, than average age groups compared to the Borough as a whole with higher levels of older out of work, disability or lower skills/ qualifications levels.

Our public open afternoon/evening consultation was held on 8 May 2013. It was promoted through local posters circulated to churches, community centres, chapels, libraries and networks of local history, building preservation and architecture groups. Dudley MBC used its media contacts to notify Councillors, the Stourbridge News together with other local online and print media channels. There was a steady flow of visitors throughout the 4 hour consultation period, with constructive ideas on the Activity Plan added to the feedback panels and other useful discussions. The visitor register recorded 20 male, 18 female, with 2 under 25 years, 19 between 25-65 years and 16 over 65. Attendees included residents from the immediate vicinity, representatives of local volunteer, community and heritage interest groups, including Lye and Wollescote History Society, as well as Dudley MBC Officers and elected Members.

206 Who Are The Non-Visitors?

Research suggests that the main under-represented groups to heritage sites tend to be:

- * very young children and their families (particularly young mothers and their children)
- * older children and teenagers (12% of the national population is between 10-19 years old)
- * young people (14% of the population is between 20-30 years old)
- * black and minority ethnic communities (almost 14% of the population but lower in Lye and Wollescote)

-
- * low income groups : socio economic groups C2DE and the unemployed (particularly relevant here)
 - * people with disabilities (impaired mobility and visual and hearing impediments)
 - * people without access to cars (which is roughly 30% of the population) although visitors can walk, cycle or come by public transport (or community transport).

Apart from the small number of members of the community making visits as noted above, (essentially to the cemetery not the chapels) the majority of the non-visitors are the Lye, Wollescote and Pedmore communities at large:

- * Primary and Secondary Schools
- * younger adults in local community
- * young families
- * many of the multi-cultural local population
- * visitors, including tourists, interested in sacred sites.

Consulting with two local primary school headteachers and the Council's Learning Advisers, it is not thought that local schools (primary) currently make use of the site as a learning resource. One headteacher, new to the area, has always taken pupils at her former rural school to visit and gain insight into their local church and churchyard and can see the cemetery and chapels as being an excellent local resource.

'The cemetery is interesting to use. The building on its own would not generate enough interest for schools to be actively involved.'

The *'Sacred Britain Strategy: Places of worship and the tourism destination experience'*², launched by the Churches Conservation Trust and the Churches Tourism Association, estimates the total number of visits to places of worship (including synagogues, temples, mosques and gurdwaras) across the country to be in the region of 30-35 million visitors per annum. Whilst our visitors to Lye and Wollescote Cemetery are not driven by 'tourism' (it is not a major regional abbey or heritage town focal church), there will be a small proportion of visitors outside of the core immediate community. The strategy characterised the market as comprising:

- * 'church crawlers' : the committed core market to 'mainstream' faith sites
- * family-related visits and activities, largely locally driven, but also a growing interest in family history and 'ancestral tourism'
- * educational visitors including adult groups and 'out of the classroom' activities
- * special interest visitors such as history, music, art, with churches as part of the story, perhaps encouraged by TV documentaries such as Restoration
- * haven seekers, who enjoy quiet places in which to reflect, providing a sense of sanctuary, or mini retreat.

The family and ancestral exploring market, as well as adult special interest groups, are clearly applicable at Lye and Wollescote.

² *'Sacred Britain: Places of worship and the tourism destination experience'*, Churches Conservation Trust and the Churches Tourism Association, 2006

207 What Are The Primary Barriers To Access?

Based on detailed research nationally into the barriers that face under-represented groups, and excluded groups, the following broad barriers to access have been identified:

- * cost
- * lack of time
- * lack of information/awareness
- * lack of specific facilities (particularly toilets and catering...relevant to older people)
- * limited intellectual access
- * lack of welcome
- * lack of transport
- * difficult to get around the site
- * not relevant or interesting.

The most significant of these can be summarised as:

- * lack of information
- * lack of time
- * lack of ability (transport, money, physical and confidence).

Generating confidence is a time consuming and costly exercise. Encouraging people young and old, and those without cars, must be made easy : every barrier, however small, is a reason for not visiting. Audience development requires a sustained programme built around staff (or volunteers) and improved information coupled with offering a quality experience when people arrive at the site.

This is difficult to achieve at Lye and Wollescote Chapels where:

- * the project will not be appointing staff
- * there is no existing volunteer group (with the exception of the volunteer historians and Trust members)
- * it is unclear, at this stage, who the tenant is and the role they could potentially play.

We will be addressing this in Section 3 as we develop our proposals.

'It's a local landmark but people don't know about the Chapels'

'The cemetery is not just a place where dead people are buried : it's a place full of history'

Funding restrictions on the current owners, and the extremely poor condition of the building, create barriers to public access and enjoyment and do not offer any opportunity for people to become involved with, and learn about, the heritage stories associated with the chapels. Due to the specific nature of the site, both as a functioning cemetery and as closed inaccessible funerary chapels, it is not surprising that the core barriers to access relate to people's perceptions of the site not being somewhere they can, or should, need to go to or visit. Apart

from personal family/friends' graves, the site has, at first glance, only limited attraction to draw visitors.

Broadening this out barriers include:

- * perception of being able (*'is it appropriate for me'*) to visit the cemetery
- * limited awareness, to many residents, of the site as part of the town's history
- * there are limited 'gatekeepers' to the heritage : where or who to turn to?
- * availability of specific information about the site and its heritage : there is currently minimal information available and use of the website is currently limited
- * availability of information for schools who are not particularly familiar with the chapels and cemetery as a resource. However, schools do identify that they can usually access information if it is made available for them in curriculum related ways
- * financial barriers are not really an issue and local bus services stop close by.

We recognise that the site was historically for Anglican and Non-conformist 'traditional' Victorian communities. The multi-cultural population that now exists in the Black Country was barely present 135 years ago. However, the local ward profiles show notable Black and Asian Minority Ethnic communities. Indeed, the cemetery has a dedicated Muslim area and there are 32 plots available. Generating a relationship with these resident groups can contribute to social cohesion and would be extremely valuable. Insight from The National Trust proves valuable to us.

Several years ago National Trust (West Midlands Region) commissioned a focus group research study³ to explore perceptions of the National Trust by BAME communities and specific barriers to engagement. Out of the discussions a strong and consistent message was that sites needed to present how they have a relevance to family and faith based activities which could appeal to certain BAME audiences. The other clear message was that, in general, there is a lack of relevance of the stories told to minority audiences and a perception of a lack of welcome and a lack of engagement with them. The choice of imagery in print and other marketing media tended to reinforce that the sites were not *'meant for someone like me'*.

This insight, along with our consultations, including with a prominent local Councillor representing local Asian community groups, provides us with some useful indicators as to how BAME communities could be engaged with the Lye and Wollescote Chapels and Cemetery. These include:

- * developing partnerships with local community organisations and their faith centres
- * making use of existing community channels of communication that include less formal networks than the Council or public authority connections
- * developing family-friendly activities, where practical, recognising that the end users of the chapels may not overlap with family audiences and uses
- * developing programmes of events and interpretation that can draw on different cultural traditions like Eid, Vaisakhi, and Mela, making inter-connections where appropriate
- * developing volunteer groups that include a breadth of the local community not just traditional 'older White British' citizens

³ Focus group research for National Trust, Hybrid Consulting 2006

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- * working with groups that can then engage with a younger audience through formal education as well as informally outside the classroom through community groups.

208 Evidence From Our Consultations

There have been public consultations held on the future of Lye and Wollescote Chapels since 2006 which were held to inform the original, unsuccessful, application made to the Heritage Lottery Fund by the Trust. Events held by WMHBT and Dudley MBC have established that the local community has a strong emotional attachment with the cemetery and chapels building. Residents are concerned by the deteriorating condition of the chapels building and the effect it is having on the cemetery. Concerns have been expressed about the levels of anti-social behaviour and minor vandalism around the site and the general impression of abandonment. In the evening, this naturally puts off public presence in the cemetery, although during the day it is felt to be safe and there is daily public footfall to, and around, the cemetery graves.

The formal public consultation event in 2006 demonstrated public support for this project. 96% of respondents supported the view that the building is important, needs to be conserved and enhanced for the future, and that a use is required which is both sustainable and sympathetic.

The most recent community 'drop-in' session was held between 4 – 8pm 8 May 2013 in the chapels. As there is no electricity we used a generator for light and erected a simple exhibition which:

- * introduced the project and what WMHBT seeks to achieve
- * the potential opportunities that exist to achieve the HLF aims of '*learning*' and '*participation*' as set out in the Round 1 application
- * the potential storylines for interpretive opportunities.

We offered the opportunity for attendees to comment on:

- * what do you like best?
- * what don't you like about the proposals?
- * what is missing? what ideas do you have?

We had a steady flow of visitors throughout the 4 hour consultation period and sufficient support staff to engage everyone in dialogue. There were:

- * 20 male : 18 female
- * 2 under 25 years
- * 19 25 -65 years
- * 16 over 65 years

There was strong support for the proposals with specific comments as follows:

What do you like about the proposals?

Excellently thought out! Well done!

I enjoyed the short history tour and feel it is great that it will be shared with the community

Good to see a historic building being put to use again. Very thorough

Thank you for wanting to keep our local heritage! I would love to see the building restored and used as an educational facility and for meetings etc

School and community art projects

Involvement of Dudley Archives, laminated books, public open days, all forms of community engagement

Moveable touring exhibition display panels

What don't you like about the proposals?

I think full open height should be at the southern end to benefit from the sun through the windows

What is missing? What ideas do you have?

Would be good to engage with local skills eg. glaziers. Could there be a competition to design new leaded lights?

More about the history of Lye and historical features that can still be found

Multi generational use project involving both young people and older members

Could chapels be let to Societies for meetings? Could you make certain that disabled people have access?

More multi faith engagement projects

Our recent discussions with the two local head teachers and Learning Advisors has shown that the key barrier is the lack of familiarity with the site and yet the potential that it has to offer schools, particularly primary schools. Two or three Primary Schools lie within practical walking distance and could make the linkages between the cemetery, chapels, local geography and historical trades, growth of the towns and exploration of the current historic features of Lye and Wollescote.

The Learning Advisers noted that the chapels and cemetery site could be used in innovative ways using online access to layers of information. The Dudley Grid for Learning (DGfL) is a well established and highly successful partnership between 108 Dudley schools, Dudley Metropolitan Borough Council and RM Education (a national technology company that has been engaged by Dudley MBC under a Private Finance Initiative (PFI) partnership to give schools access to a wide range of support and training to maximise the impact of their ICT provision and meet the needs of the National Curriculum). The ICE (Internet Channel for Education) initiative and the integration of personal learning devices such as netbooks and tablets now has 10,000 students using netbooks and tablets at home as well as in the class which is estimated will grow over the next few years to 40,000 pupils. This can allow web enabled education resources about the chapels/ cemetery to be developed and made easily accessible.

Much of the story contained within the cemetery and chapels book written by Jean Weston and Marlene Price, published by the WMHBT, is only accessed by those who have purchased a copy of the print run of 1,000 books (funded through the Lottery 'Awards for All' programme). This represents only a small section of the overall population whereas the content of the publication : themes, stories, gravestone references, personalities, links, etc. is all suitable to be developed into other learning resources including website, trails, downloadable materials, audio records, etc. that can reach and be accessed by a much wider audience. Indeed, the audience would not only be the local resident population but would also include descendents

and family members with links to the chapels and cemetery who no longer live in the area but whose ancestors are buried there.

From our consultations, and wider experience from other sites, we can summarise other barriers to access as follows:

Audience	Challenge or concern identified	Type of barrier	Potential ways to break down
Young people	Perception that they will be bored and the project is not relevant to them	Social	<p>Involve youth agencies including Scouts, Guides and youth clubs to develop outreach and volunteering programmes</p> <p>Encourage teenagers to get involved in practical activities eg. conservation work</p> <p>Establish welcoming volunteers to interact with visitors at weekends and on event days when they arrive (similar to the Ministry of Welcome in churches)</p> <p>Use innovative digital and social media to trigger interest in the project eg. use of Facebook and Twitter</p> <p>Involve teenagers in the development of on-line interpretation</p>
People with disabilities	<p>Lack of information about accessibility to the site</p> <p>Not fit enough to be able to visit</p>	Physical	<p>Provide access information on website, Library, Community Centres etc eg. surface of paths, location of seats, access to toilets etc</p> <p>Offer guided tours of chapels and cemetery to day centres, community centres etc</p> <p>Develop outreach programmes taking the cemetery heritage to the elderly in care homes, day centres etc</p>
Young mothers	<p>Do not know about the site</p> <p>Do not know how to get to it</p> <p>Lack of information about facilities eg. toilets, baby changing etc</p> <p>Assume nothing of interest to them</p>	Social	<p>Ensure website, Library and community centres have information on the cemetery and what there is to do</p> <p>Develop outreach programme for nurseries and mother and toddler groups</p> <p>Organise pushchair walks and family friendly activities on Open Days</p>

Audience	Challenge or concern identified	Type of barrier	Potential ways to break down
Disabled people with hearing and visual impairments	<p>Difficulties visiting the site</p> <p>Hearing impaired cannot access a guided tour</p> <p>Visually impaired cannot use traditional written interpretation</p>	<p>Physical</p> <p>Sensory and intellectual</p>	<p>Provide range of interpretation to make the cemetery accessible to all</p> <p>Train volunteers to be able to lead cemetery tours for the visually and hearing impaired</p> <p>Provide BSL guide as needed and alternative interpretation eg. use of ipad or similar</p> <p>Follow best practice for accessibility in producing written material in publications, on site interpretation etc</p>
Local residents and visitors	Not knowing where Lye and Wollescote Chapels and Cemetery is	Intellectual	<p>Enhanced road and fingerpost signage</p> <p>Clear information on the project on website, in libraries, community centres etc</p>
Older people and families	Lack of toilet/café facilities	Physical	<p>Potential tenant to be encouraged to provide toilets and community café</p> <p>Potential to develop facilities in Stevens Park Wollescote</p>
Non car users	Not aware of public transport links	Intellectual	Ensure public transport information is included on website, in libraries and in all literature
Schools	Cost of funding of school visits and educational activities including transport	Financial	<p>Offer subsidised transport to site for schools from deprived communities</p> <p>Create outreach (and loans boxes) to take the story into schools that may not wish, or are unable, to visit</p> <p>Build long term working relationship with schools within easy walking distance</p>
Schools	Motivation of teachers, demands on time, restrictions of Curriculum and the impact on teacher workload	Intellectual	<p>Offer twilight familiarisation visits and professional development events</p> <p>Provide free downloadable high quality learning resources supporting school based curriculum</p>

Audience	Challenge or concern identified	Type of barrier	Potential ways to break down
			Offer high quality sessional workers who can deliver a range of learning programmes on site or in school at a cost
Disaffected teenagers	Don't think the cemetery will interest them or have anything to offer them Unable to get to the chapels and cemetery	Social Physical	Work with Pupil Referral Units (PRUs), Youth Offenders Team and youth workers to develop practical work programmes to involve and engage these youngsters

209 Current Programme Of Activities:

Related to the modest scale of existing audiences, and barriers to access as described above, the range of activities that currently takes place is limited. This could normally encompass:

- * interpretation of the heritage
- * education and lifelong learning
- * community engagement and audience development
- * opportunities for volunteering
- * heritage skills training.

Interpretation

WMHBT and Dudley MBC, within the limited resources available to date, have gone some way to involve local people and to provide documentary and interpretive information. In reality, the current activities focus mainly on interpretation provided by the previous 'Awards for All' funding towards an **onsite interpretation panel** and '*The Lye and Wollescote Cemetery and Chapels: A Victorian Cemetery and its Notable Burials*' **book** written by our two local historians Jean Weston and Marlene Price and published by WMHBT in 2010.

In relation to the Chapels, the main education/ lifelong learning focus has been the occasional WMHBT volunteer managed access for the general public on **Heritage Open Days** (September) and **public consultation events**.

The occasional **cemetery guided tours** (lasting 90 minutes) and **public talks** given by the two local historians Jean Weston and Marlene Price, both on and off site, are focused upon the cemetery as a whole and the deceased that they have researched, linking gravestone inscriptions with local and national history. There is only brief reference to the chapels as part of the storyline. In reality, it is the human (personal) stories that hold the greater interest rather than the built structure of the chapels. The '*cemetery women*' (as they are known!) give talks to groups including the Lye and Wollescote Historical Society, Women's Institute, Rotary, former factory workers, etc.

The project website (www.lyeandwollescote.info) provides information about the project and promotes involvement. It has a small section on the history of the site, content of the proposed architectural restoration and a message board that community enquirers have used to ask about family burials. The website is maintained by WMHBT with a webmaster updating information as and when needed. It shows surprisingly high level of hits over the past 12 months (not all attributable to the consultancy team)! The average daily and monthly hits has risen by an average of between 25-30% since the Round 1 HLF pass was announced at the start of 2013.

Month	Average No. of daily hits	Total No of hits/month
01/05/2013 (up to 12/05/13)	24	323
April 2013	30	918
March 2013	31	975
February 2013	24	680
January 2013	23	733
December 2012	19	603
November 2012	17	527
October 2012	18	583
September 2012	17	533
August 2012	27	462
July 2012	22	436
June 2012	24	467
Total since 01/06/12	276	7,240

Education

At present, from what we can gather, there are few, or no, school groups coming to visit to study the chapels and cemetery despite the obvious interest of the teachers we have spoken to. The research undertaken by Jean Weston and Marlene Price has not been converted into educational resources and copies of their book have not been put online or made available to schools.

Community Engagement

The only engagement with the community has been through Heritage Open Days, occasional events and community consultation. There are obvious opportunities to do much more but there is also a resource implication which will need to be addressed.

Volunteering

Volunteering is evident in:

- * the enormous work of the Trustees of WMHBT to seek to take ownership of, and restore, the chapels and find an appropriate long term user
- * the remarkable work of Jean Weston and Marlene Price over the last 15 years in researching the history of the cemetery, the graves and the people interned and to create a book, give talks and lead walks.

It is important this can be celebrated and sustained by:

-
- * the work of WMHBT being rewarded by a tenant that can pay the market rent and see the remarkable potential of the chapels as part of the wider cemetery heritage
 - * a Friends organisation being established who can maintain the interest already generated organising events, talks, cemetery walks, supporting educational and other visits and playing a role in maintaining the cemetery as an attractive greenspace for people and wildlife
 - * the work of Jean Weston and Marlene Price being secured digitally...their research notes, their cemetery tours, talks etc (to ensure they are not lost) and their work being celebrated and enthusing others to '*pick up the baton*' and take it to another level.

Heritage Skills Training

At present the chapels and cemetery are not recognised as a valuable resource for training...whether it be for students, work experience or volunteers. This is because, in their semi derelict state, they are not publicised and training providers are unaware of their existence. There are, however, great opportunities to work with Stourbridge College and involve them and schools (at primary and secondary level) in the restoration contract.

210 What Does This Tell Us?

We can summarise our findings as follows:

- * there is no current use of the chapels despite their heritage importance (except on Heritage Open Days, consultation days or events)
- * the cemetery is essentially a local facility visited by local residents, special interest visitors eg. family members living away who have relatives buried in the cemetery, genealogists, historians etc
- * there are significant barriers to access at present including the chapels semi derelict appearance, lack of information, lack of facilities, perception that it is not interesting or relevant
- * however, there is, in fact, significant heritage importance in the chapels
- * the chapels and cemetery have huge relevance to the community
- * the chapels and cemetery have significant educational value
- * the lack of a long term 'presence' and 'management capability' restricts what can be achieved unless some form of Friends organisation is established
- * the historical research work of Jean Weston and Marlene Price is a remarkable resource including their publication, talks, guided tours and archive...it is essential this is celebrated and made more accessible to all including addressing succession planning and finding other local people to continue the research and develop the amazing work they have undertaken
- * an enhanced and accessible website is a crucial component of any proposals to ensure information is readily accessible to all on the chapels and cemetery
- * the nature of any tenant is significant...one that has a community focus and reaches out to under-represented groups and is able to establish a café and provide toilets

would greatly enhance what could be achieved (recognising the economic realities of WMHBT)

- * the potential to offer outreach programmes to community and day centres, residential homes etc and to be able to support people and groups with disabilities widens the value of the site
- * whilst there is currently little volunteering, with the exception of the work of WMHBT and the 'cemetery ladies', there is real potential if a Friends can be established
- * at present there are no training opportunities but the process of restoration, and the potential of a Friends organisation, offers training opportunities for students, work experience, 'taster days' for the general public and training opportunities for the Friends.

211 Conclusion

In this section we have considered the current situation. We have looked at existing users, the barriers to access, the current level of activities, findings from our consultations and drawn some conclusions. We now move on to consider **where we want to be** at the end of the project period.



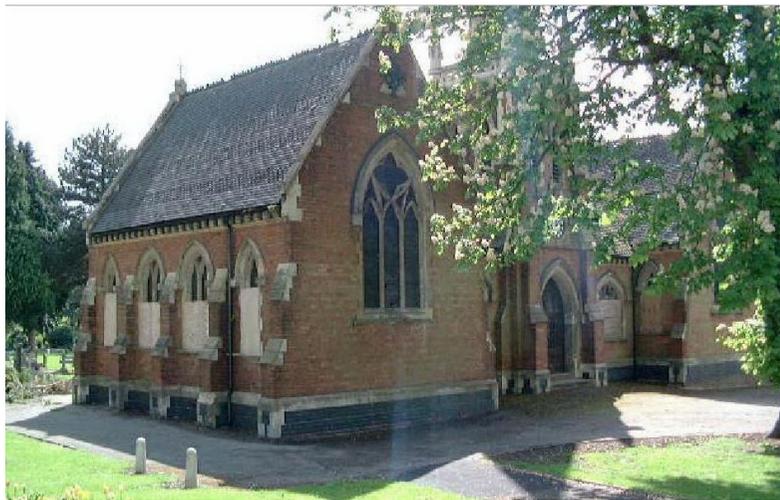
Hammerbeam roof in East Chapel looking north east



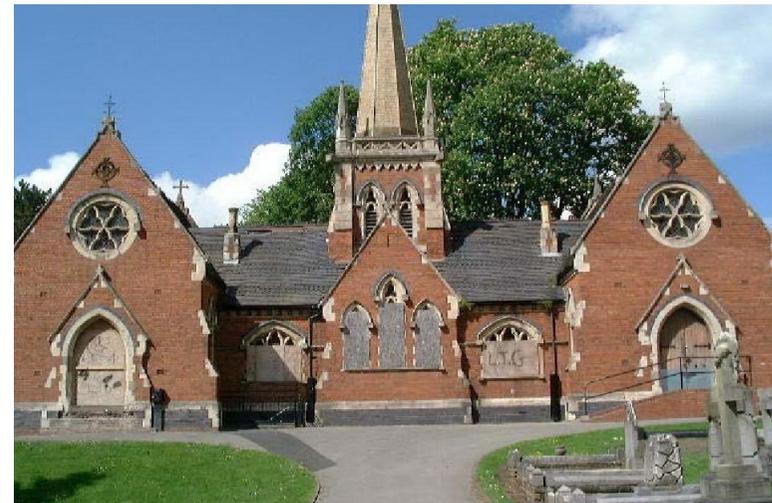
**Main entrance to Lye and Wollescote Chapels
off Cemetery Road looking south**



**North facing elevation of the chapels looking south east
(Anglican side)**



North facing elevation of the chapels looking south east



South facing elevation of the chapels looking north

3. WHERE DO WE WANT TO BE?

301 Introduction

In this section we describe our proposals to involve people and where we want to be following the completion of the building restoration and the delivery of the Activity Plan. We want to maximise the interpretive and educational potential, engage the local community, generate volunteers to sustain the proposed activities and use the project as a case study for heritage skills training.

302 Our Project

Our vision for the Lye and Wollescote Chapels and Cemetery is as follows:

To conserve and regenerate the Victorian Lye and Wollescote Chapels thereby creating a valuable and sustainable heritage asset whilst maximising their heritage and educational value, engaging and involving the local community, offering opportunities for volunteering and training and 'bringing the site alive'.

The overall aims of the Activity Plan are to:

- * provide innovative and memorable interpretation which celebrates the architectural importance of the chapels and the history and heritage of the cemetery, the people who are buried there and their contribution to the history of Lye and Wollescote
- * establish a Friends of Lye and Wollescote Chapels in close liaison with the Lye and Wollescote Historical Society and the Friends of Stevens Park Wollescote who can provide a 'presence' in the cemetery and play an important role in the on-going management of the interpretation and educational proposals contained in this plan
- * ensure the historical research undertaken by Jean Weston and Marlene Price is captured digitally (and made widely accessible) and taken further involving others so their legacy can be enjoyed by future generations
- * develop a programme of cemetery tours, events and activities throughout the year undertaken by trained volunteers (building on the experience of Jean Weston and Marlene Price)
- * develop a range of interpretive media including a history trail, World War I leaflet and nature trail which are available digitally on-line and in print which help visitors and local people appreciate the history and heritage of the chapels, the evolution of the cemetery, Anglican and non conformist use of the cemetery, the graves and headstones, the people buried and their role in the history of the area
- * develop a multi-layered website providing a platform for enhanced interpretation of the chapels and cemetery, publications, heritage trail, nature trail, educational resources, fact sheets and information about walks, talks, events and activities
- * develop a range of innovative activity based educational activities that deliver aspects of the National Curriculum which are downloadable from the website and can be delivered 'in house' by teachers or by sessional workers who are trained and can be booked 'on-line'
- * commission a part time facilitator (1 day a week) on a fixed fee to work for the Trust for up to 12 months to establish a Friends organisation in partnership with Friends of Stevens Park Wollescote and the Lye and Wollescote Historical Society

-
- * use the facilitator to recruit, induct and manage a corps of up to 25no. volunteers as part of the Friends of Lye and Wollescote Cemetery who will undertake a variety of tasks:
 - (a) work with Jean Weston and Marlene Price to take their current research on the cemetery forward
 - (b) be trained to lead tours of the cemetery
 - (c) to plan and manage a programme of events and activities throughout the year
 - (d) to support educational and other visits to the cemetery
 - (e) to litter pick and undertake landscape work as appropriate
 - * encourage the main contractor to employ an apprentice for the duration of the contract
 - * require the main contractor to hold a structured open day one day a month for the duration of the contract to allow students on diploma and NVQ courses from Stourbridge College and from local secondary schools, to visit the site and follow the process of the contract and variety of trades involved in restoring an historic building
 - * hold a 'taster weekend' during the contract (organised in association with Stourbridge College) enabling the general public access to the chapels and see the work being undertaken, to offer guided tours with the contractor/architect, demonstrations of heritage and craft skills including use of lime mortar, joinery, brickwork, stonework etc
 - * invite schools and students from Pupil Referral Units (PRUs), and special schools, to visit the site during the one day a month so as many people as possible are exposed to the skills involved in restoring an historic building.

This reflects the overall aims of the project as set out in the vision, the aspiration of the Trust to make much more of the heritage of the chapels and to help people appreciate the skills involved in restoring and maintaining an historic building.

As we have explained above the Trust have limited staff and financial resources and yet want to maximise the heritage, educational and community aspects of the project. The setting up and smooth running of a Friends organisation would ensure that the aspirations of the Activity Plan are secure and there is the opportunity to expand and develop the Action Plan as resources and opportunities allow.

303 Our Projected Audiences

Further to our assessment of key audiences in 205 we believe our key audiences are:

- * **local communities** with family and friends buried in the cemetery
- * **local residents** including allotment holders, dog walkers and casual users of the cemetery
- * **virtual visitors** from beyond the immediate area researching family history, burials and links
- * **special interest visitors** eg. Friends of various Black Country and Birmingham Cemeteries, Black Country Cemeteries and Graveyards Project, Victoria Society members, Cemetery Research Group, University students etc
- * **education and life long learning groups.**

It is very difficult to predict user numbers from these various categories. However, it would not be unreasonable to estimate an average of 100-150 users per week throughout the year...that is to say between **5000 – 8000 per annum** without calculating website usage. At present that is running at almost 1000 hits per month. When the project is completed and the website is enhanced it would not be unreasonable to assume that figure could triple to 3000 per month or **36000 hits per annum**.

An important aspect of the Activity Plan is to reach out to local people and under represented groups in Lye and Wollescote as a whole. The volunteers would be encouraged to give talks, undertake archive and artefact handling, hold reminiscence sessions and 'meet the expert' sessions. We will develop a travelling exhibition which the Friends can take into different communities across Dudley Metropolitan Borough

304 Our Activities

Our Action Plan has been carefully devised to reflect the Heritage Lottery Fund aims of **participation** and **learning** and covers the specific aspects of:

- * interpreting our heritage
- * education and life long learning
- * community engagement, participation, involvement and audience development
- * volunteering
- * heritage skills training
- * marketing.

We have related each proposal to the target audience and drawn out the benefit to people. We believe our proposals are realistic and achievable and will bring the Lye and Wollescote Chapels and Cemetery alive through people and activities which will complement the capital investment in conservation and restoration of the chapels. The Action Plan is set out in Section 4. We summarise our proposals below.

305 Interpretive Proposals

Our consultations and site visits clearly show that we must not just focus on the chapels but embrace the Cemetery as a whole with links to Stevens Park Wollescote and the wider communities of Lye and Wollescote. This approach was supported by the HLF Monitor Paul Jardine at the RIBA Stage C Review in April 2013.

There are a number of interpretive messages that need to be presented in the interpretive provision:

- * classic 19th century 'holistic' cemetery design to replicate countryside estates and landscaped parks with gatekeeper's lodge and chapels located at the end of a tree-lined driveway
- * the objective was to resolve the unsanitary state of the previous urban cemeteries but linked with Victorian urban planning
- * the Victorian obsession with the 'celebration of death'
- * 'old' multi-cultural communities: Non-conformist and Anglican differences and rivalries in culture, faith and in burial

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- * current multi-cultural communities: Muslim burials
 - * architecture of the chapels : design, construction and coloured glass
 - * the story of the local geology can be told through the stones of the chapel structure and the cemetery gravestones : illustrating wealth, wear and tear
 - * the physical growth of the cemetery reflects the development of the settlements
 - * World War I Centenary commemorations 2014-18 : 15 war graves and 9 lost in action acknowledged on the headstones. We know who they were and what they did for King and country
 - * coinciding with World War I the cemetery is 135 years old in 2014
 - * social history and development of the community reflected in the chapel and the graves
 - * communities of chain makers, bucket makers, nail makers etc are reflected in the grave design and ephemera
 - * local appreciation of heritage at risk : process and hurdles to safeguarding our heritage and bringing it back into meaningful and sustainable use
 - * the natural heritage of the cemetery : landscape design, the choice of trees has symbolism
 - * national campaign to save cemetery chapels by the Victorian Society.

Lye is situated about two miles northeast of Stourbridge along the ridge of the 33ft seam of coal that produced the area now known as the Black Country. Prior to the Industrial Revolution the area only contained forests and sparsely spaced farmhouses. It is possible that most of the original settlers may have been displaced by the Civil War between the Royalists and the Parliamentarians after the Battle of Worcester in 1651. They used the law allowing settlers to make claim to 4 acres of manorial wasteland on which they had to build a dwelling, complete with fire in 24 hours : hence the area being known as Lye Waste. They inevitably lived very basic lives in poor accommodation and were prepared to tackle any job.

The associated metal bashing industries that grew up with the development of the mining and iron production stimulate the trades of nail and chain making to establish in Lye. The 1851 Census identified 5,901 adults residing in Lye & Wollescote together with 2,098 children under the age of 12. Only 23 had attained the age of 80! Most of the men were miners and farmers. 81 boys and 71 girls under the age of 12 were nailmakers and 28 boys and 4 girls were recorded as being chainmakers. The River Stour (26 miles long from Wychbury Hill to Stourport with a fall of 200 metres) provided the necessary power for spades and other hand tools to be made and the area grew up to become one of the main populated districts with Wollaston providing the residential accommodation between Lye and Pedmore.

The cemetery has been the final resting-place for many people from Lye and Wollescote since it opened in 1879. The Lye and Wollescote Burial Board purchased the land known as Dockers Farm and in the occupation of Perry & Brooks, nail manufacturers, from Thomas Henry Pargeter for £1,123.

The emergence of the large cemetery is regarded as a major 19th Century innovation and the Lye and Wollescote Cemetery is an excellent example. They were developed because of:

- * the unsanitary state of the old urban cemeteries

* the Victorian obsession with death or what is sometimes referred to as *'the celebration of death.'*

They were designed to replicate landscaped parks: at the entrance would be the portal combined with the gatekeeper's lodge. The centre of the graveyard would include two chapels : one for Anglicans and one for Non-conformists which were often linked by a porte-cochere (a structure extending from the entrance of a building over the place where vehicles stop to discharge passengers) carrying a clock tower or turret. The Lye and Wollescote Cemetery, and associated buildings, generally follows this classic layout including a clock tower although there is no evidence of there ever having been a porte-cochere.

The chapels and graveyard were divided into two distinct halves : the west used by Anglicans and the east used by Non-conformists. The Anglican half is consecrated land. In 1912 the clock was installed by A Webb Ltd of Lye to celebrate the Coronation of King George V.

We set down our **specific interpretive proposals** as follows:

I1 is the commissioning of a community artist to work with a local primary school to develop a mural on the hoardings to be erected during the building contract

I2 is the creation of a World War I 32 page A5 illustrated booklet telling the story of 24 soldiers 15no. of whom are buried in Commonwealth War Graves plus 9no. others killed in action and are buried, or commemorated, abroad but whose names appear on family graves in the cemetery. The booklet will tell the story of each fallen soldier with photographs, inscriptions, where they are located, their regiment, rank and where they fought. The booklet will be uploaded on to the website

I3 is the creation of a World War I exhibition to complement the I2 publication to be located in Lye Library or potentially the foyer of the chapels. The demountable exhibition can be easily transported to schools, community centres, care homes etc

I4 is the creation of a history trail using selected gravestones which tell the story of the growth of industry in the townships of Lye and Wollescote in the late 19th Century including local mining and other disasters and historical links eg. Titanic connection and the Hardwick family. The publication will be A3 folded to A5 leaflet distributed widely to libraries and schools and available in the chapels once restored. The trail will be waymarked. The publication will be downloadable off the website

I5 is 4no. on-site interpretive panels located adjacent to chapel and at strategic locations in the cemetery which celebrate the story of the chapels, the Anglican and Non Conformist delineation in the chapels and in the cemetery, the architecture (and why it is significant) and the story of the decline of the chapels and their restoration for long term sustainable use. QR codes embedded to provide additional layers of web content

I6 is the enhancement and upgrading of the existing website to become an easily accessible, and navigable, multi layered website which includes basic visitor information and orientation plus historical information, architectural design scheme, a video diary of the process of restoration, trail leaflets, publications, educational resources, events and activities programme, how to volunteer and how to donate

I7 is a Lye and Wollescote Heritage Trail (A3 folded to A5) which links people buried in the cemetery to the key sites/industrial buildings in the community they were responsible for. This to enable schools and visitors to take a wider perspective of the development of Lye and Wollescote through the people buried in the cemetery. The trail produced as a leaflet and downloadable from the website

I8 is the creation of an outreach programme to take the story of the cemetery and its famous (and not so famous) internees out into the community through talks, handling sessions, 'meet the experts' and reminiscence sessions. In order to facilitate this to produce a digital slide show, laminated photobooks and handling boxes

I9 is the creation of a travelling exhibition on the story of the cemetery which can be displayed in libraries, community centres, day centres, care homes, schools and shopping centres

I10 is the collation and presentation of a photographic project that brings together photographs of each headstone in the cemetery, with its relevant details into a digital archive. The data to be put onto CD and deposited with Dudley Archives and Local History Service, the Lye and Wollescote Historical Society and the proposed Friends group

I11 is the collation of all the research undertaken by Jean Weston and Marlene Price into an easily accessible database so that others who want to research the cemetery can use and develop the material. Involve a specialist archivist to bring the material together in a structured way.

I12 is for an annual programme of guided walks, talks and activities to be planned and run by a Friends of Lye and Wollescote Cemetery (see C4)

306 Education and Life Long Learning

Perceptions and motivations for a visit to the chapels and cemetery can be for various informal learning activities. In the Coffin Fitting Works (Birmingham Jewellery Quarter) HLF development phase, discussions took place informally with consultees over the motivation for visiting sites like the Coffin Fitting Works or witnessing events or relics associated with tragedy⁴.

The report notes:

'people gave a number of different reasons. It would seem that people have always had a fascination with death, whether it be our own or that of others. It may be a combination of reverence, respect, voyeurism, the opportunity to reflect, morbid curiosity, superstition, the wish to educate the next generation and possibly even the thrill of coming into close proximity with death. Certainly many people commented that in the Christian tradition we are too divorced from the process and ritual of preparation for funerals. These routinely used to be dealt with in our own homes and that separation makes it harder for current and future generations to cope with death.'

The chapels and cemetery allow National Curriculum links with virtually every subject in the curriculum (at both junior and senior schools KS2-KS4). The feedback from the primary headteachers was that the opportunities were more likely to be of value to local primary, rather than secondary schools, due to the specific nature of the site and the limited time available for secondary school field trips. In September 2014 the new National Curriculum will take a more chronological approach through British history but will still include the impact of the Victorian era and aspects of local history and geography.

There are five Primary Schools, one mixed age Special School and three Secondary Schools or Colleges within 1.5 miles of the chapels site. Two of the Primary Schools are within walking distance (Wollescote and Rufford).

School	No. pupils
Wollescote Primary School	450
Thorns Primary School	190
Rufford Primary School	250
Hob Green Primary School	250
Pedmore CE Primary School	220

⁴ Newman Coffin Fitting Works HLF Activity Plan, for Birmingham Conservation Trust, Marion Blockley, 2010

School	No. pupils
The Old Park School (Special)	100
Pedmore Technology College	640
Thorns Community College	1250
Redhill School & Specialist Language College	1170

The Primary Schools have almost 1,400 local pupils whilst the Secondary Schools and Colleges educate 3,100 students. There is no reason why the site cannot be used by these schools and others across the Borough and beyond.

In addition, there are seven University courses offering death studies as an option⁵. These include:

- * Lampeter which looks at death from an anthropological perspective
- * Bath which examines the sociology of death and dying
- * York which has a centre for research into cemetery studies
- * University of Central Lancashire which looks at '*dark tourism*' as a business.

It may be possible for any of these centres of learning to use the Lye and Wollescote Chapels and Cemetery as a case study for student research and volunteering if any Black Country based students are looking to use a local site for their courses. In addition, there are numerous UK wide undergraduate and postgraduate heritage and conservation courses that could use the site as a case study.

There are existing online resources linked to the cemetery and broader Black Country cemeteries, with local groups having recorded and photographed large volumes of gravestones. Some examples that could be woven into learning resources include: <http://blackcountryimages.com/57023.html> and www.blackcountrycemeteries.co.uk/7601.html. These have links to the Lye and Wollescote cemetery relating to some of the studies and photographs undertaken by Jean Weston, Marlene Price and others (see photosheet overleaf)

The key will be to develop educational resources which are relevant, easily accessible off the website and well publicised. We believe schools could obtain support through the project identifying, and training, freelance sessional workers who can deliver the activity based educational programmes on-site, or in schools, for a charge. Schools would be able to book the session online or by direct contact with a sessional worker.

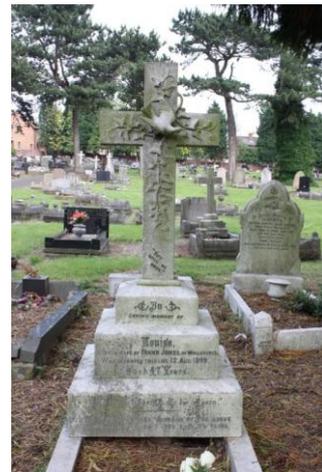
Our specific **educational initiatives** are set out below:

E1 is to develop comprehensive downloadable activity based cross-curricular resources which can be self guided (by the teacher) or sessional worker led. The resources to be commissioned from a specialist education consultant who is advised, and supported, by an advisory group of up to 5no. local practicing teachers (with budget included for teacher cover). The resources to be trialled by local schools (and amended as necessary) as part of the commission and to be downloadable free of charge from the project website (see I6). The resources to include:

- * material on the process of conserving and restoring the chapels (with photographs and video)

⁵ Newman Coffin Fitting Works HLF Activity Plan, for Birmingham Conservation Trust, Marion Blockley, 2010

RANGE OF GRAVESTONES



* web based interactive maps and aerial photographs using existing DMBC GISMO and GIS map overlays and photographs showing changes to the cemetery and surrounding community over time

* material on local history, Victorians and their attitude to death, geology, engineering, maths, creative writing, citizenship etc

E2 is establishing, and training, a team of up to 6no. sessional workers who can provide support to schools using the site for a variety of activity based programmes

E3 is the production of a video diary and photographic record involving media and photography students from Stourbridge College working closely with pupils from a local primary school charting the process of restoration. The regular updates to be posted on the website with links to others

E4 is for a group of secondary school art students, students from the Ruskin Centre and members of the local community to work with local glass artists to prepare contemporary designs for sections of the coloured glass windows embellishing the existing plain glass windows in the chapels : students (and artists) then produce the glass, under supervision, for use in the chapels. There is an opportunity to seek an Arts Council grant to enhance and extend the project and to link it to the International Festival of Glass which will be taking place in Stourbridge August Bank Holiday 2014. Our initial assessment suggests that up to 5no. local glass artists would be interested to be involved

E5 is to promote and market the educational resources by running two twilight sessions for primary heads and secondary heads of department (including site visit) to raise awareness and understanding of the resources and how they can be used

E6 is to develop online links with other cemeteries (and their educational programmes) thereby providing opportunities to share resources, experiences and best practice

E7 is to develop links with universities offering 'death studies' to raise awareness and understanding of the Lye and Wollescote Cemetery case study and to upload our case study onto the '*Engaging Places*' website

E8 is to involve the media department of a local secondary school to record and produce a video of a guided tour of the cemetery by Jean Weston and Marlene Price so their knowledge, and the way they present the story, is on permanent record and can be used to train volunteers within the Friends of Lye and Wollescote Cemetery (see C1) to give tours as part of an annual events programme (see I12).

307 Community Engagement, Participation, Involvement and Audience Development

There are a number of examples of community projects in the West Midlands that involve cemeteries and heritage groups. It will be valuable for those involved at Lye and Wollescote Chapels and Cemetery to make contact and consider how these local experiences can inform the development of a Friends of Lye and Wollescote Cemetery.

The Friends of Key Hill and Warstone Lane Cemeteries www.fkwc.org/, in the Jewellery Quarter Birmingham, is a charitable group of volunteers working to preserve, research, inform and promote these important historic and interesting cemeteries. The Friends are dedicated to raising money for their restoration and future upkeep of the cemeteries. Both cemeteries are owned and maintained by Birmingham City Bereavement Services and administered from Handsworth Cemetery.

The non-conformist Key Hill was open to all denominations. There are catacombs and a fine collection of monuments to be seen. Many key figures in Birmingham's industrial past are buried in the two sites.

Guided tours of each cemetery take place on the second Sunday of the month January to November. Tours of Warstone Lane Cemetery start at noon and meet in the cemetery near the Pitsford Street entrance. Tours of Key Hill Cemetery start at 2pm and meet by the island inside the cemetery near the Icknield Street entrance. A clean up is held beforehand from 11am.

Tipton Cemetery, administered by Sandwell Council's Bereavement Services, has created a self guided heritage trail leaflet and interpretive points at key sites in association with Tipton Civic Society. This guides visitors around some of the more interesting and poignant graves and monuments in the cemetery. Memorials on the trail include that of the Fisher family, who were aboard the Lusitania when it sank, the Zeppelin raid victims of the First World War, factory workers killed in an explosion and one to a Dr Hamilton's family whose lives were lost in the Second World War bombing. Occasional guided walks of the Heritage Trail are advertised throughout the year.

Dudley Bereavement Service provides an online virtual tour of Gornal Wood Crematorium www2.dudley.gov.uk/virtual_tours/gornal_wood_crematorium/gornal_wood_crematorium.html.

The Friends of Brandwood End Cemetery Birmingham www.fbec.org.uk came into being from a desire within the local community to maintain the landscaped Victorian cemetery which, as well as being a place of rest, is also a valued green open space in an urban setting. The Friends are a charity set up to promote, for the benefit of the local community and others, the restoration, conservation and respectful enjoyment of Brandwood End Cemetery and Chapels. That includes the monuments, buildings, records, green spaces, adjacent pool and allotments and overall environment. The Friends carry out four litter picks each year (quarterly) and have held children's arts events to paint a picture of what they most like about the site.



The Chapels were closed in the 1980s and have been the subject of vandalism and arson. The Friends' main aim has always been the repair and restoration of the Chapels. In conjunction with Birmingham City Council they are considering a bid to the Heritage Lottery Fund. Birmingham City Council Bereavement Services have previously (around a decade ago) worked to obtain funds to restore the twin Mortuary Chapels having submitted a Heritage Lottery Fund Bid for £1.2m and sought funding from the Onyx Environmental Trust to the value of £1.7m. These bids were unsuccessful. However, following the formation of the Friends of Brandwood End Cemetery in 2005, and their success in sourcing and obtaining funding streams for the restoration of the chapels, officers worked with the 'Friends' to commission a Condition Survey and Options Appraisal. It is anticipated that a further HLF application will be made.

The campaign has gained pace with the appointment of Alistair MacGowan (impressionist, stand-up comic, actor) as Patron. Alistair has more than thirty family members interned in Brandwood End Cemetery. The Friends are fortunate, indeed, to have patronage that also includes Professor Carl Chinn (leading Birmingham historian), Professor John Hunter OBE and Elizabeth Perkins (until recently Director of Birmingham Conservation Trust) amongst others.

The Friends constantly strive to improve the appearance of the cemetery and achievements include various site repairs, restoration, hosting of an annual Remembrance Day Service, identification of the war graves, placement of boulders marking two of the public grave sites, identification of a Tree Walk with printed guide, organisation and management of regular litter picks and significant fund raising for various projects.

Arnos Vale Cemetery is an outstanding 45 acre site one mile east of Bristol City Centre. It was set up in 1837 through private Act of Parliament establishing Bristol General Cemetery Company. It was, from 1835-1871, the only place of burial in the city. It was designed to be visually attractive in the style of a Greek Necropolis with two entrance lodges, two mortuary chapels (Anglican and Non-Conformist) which are all Grade II* Listed and in 1929 Bristol Crematorium was opened (using part of the Non-Conformist chapel). From 1855-1871 it was the only place of burial in the city and the names of many prominent families which were instrumental in the evolution of the city appear on the elaborate memorials together with social references and ordinary citizens including survivors of the Charge of the Light Brigade (1855).

When the cemetery became full it was largely abandoned and the owner sought to redevelop it. Local people established the Association for the Preservation of Arnos Vale Cemetery later to become the Friends of Arnos Vale Cemetery. The owner closed the cemetery in 1998 but allowed volunteers to take responsibility for opening and closing the gates and undertaking a basic level of site maintenance.

In 2001 Bristol City Council made a Compulsory Purchase Order and, after a prolonged legal battle, the cemetery passed into the hands of the City Council in August 2003. In the meantime the Arnos Vale Trust was established and the City Council licensed the Trust to manage the cemetery. The Trust applied to the Heritage Lottery Fund for a grant to restore the cemetery buildings and the grounds and obtained £4.8m in December 2005. The Trust raised £600,000 towards the costs.

The restoration took place between 2005 – 2009:

- * the West Lodge provides interpretation and the books of remembrance
- * the East Lodge provides visitor reception and shop with the basement used as a place for volunteers
- * the Anglican chapel is used for a multitude of income generating purposes
- * the former Non-Conformist chapel is an education centre with an exhibition of artefacts from the crematorium.

The Friends undertake a range of tasks including fundraising (upwards of £65,000) and grounds maintenance and the value of their volunteer time (£250,000) was crucial as match funding in the HLF application. The Trust operate the site with 9no. staff answerable to a Board of Directors.

Lye & Wollescote Historical Society came into being in March 2003, instigated by local author Pat Dunn, following the success of her third book of *'Lye and Wollescote in Old Photographs'* and the interest shown following the book launch. The Society meets on the third Thursday of every month at Wollescote Community Centre. It has a membership of 65 – 75 and an average attendance at its meetings of around 50. Ideally, they should be a key member of any Friends organisation.

The Black Country Bugle www.blackcountrybugle.co.uk is unique in the UK being a weekly, sub-regional 32page paid for nostalgia publication and online site about local Black Country history. Founded in 1972 it has a loyal and growing readership. It was published monthly until 1998 but is now published each Thursday. Part of Staffordshire Newspapers Limited, the Bugle's average weekly circulation is 11,536 (independently audited January - June 2012), with around 600,000 copies per annum. This indicates the scale of interest in local history. Several articles have been printed relating to Lye and Wollescote Cemetery and the WWI graves.

The Victorian Society has a very active local branch in Birmingham with a supportive Case Officer. The group are interested in all aspects of Victorian art and architecture. Nationally the group is very active and would have a particular interest in the Chapels as a rare surviving dual faith Victorian funerary chapel.

National Federation of Friends of Cemeteries Group www.cemeteryfriends.org.uk/ represents groups of volunteers interested in conserving cemeteries large and small. The associate members include Trusts, Councils etc who manage cemeteries and burials and individual members who are not part of a Friends group but share in the group's values. The cemetery Friends give of their time in clearing and maintaining areas often working with local ecology groups to maintain a balance between wildlife and heritage. Some groups have restored memorials and chapels.

In many cemeteries the Friends provide guided walks and other events and work with English Heritage and other organisations to provide Open Days and special events. The Federation firmly supports safety in cemeteries both for the volunteers working within and members of the public visiting.

English Heritage has produced an excellent publication '*Paradise Restored : An introduction to the assessment, evolution, conservation and management of historic cemeteries*' (2007). This considers the history of the English Cemetery, protection through statutory designations, the value of Conservation Management Plans, inspection, care, maintenance and repair of memorials and practical conservation considerations.

Lye and Wollescote cemetery, although created in 1879, does not appear to be especially significant or special (with the exception of the chapels), and it is managed by Dudley MBC Bereavement Services within the financial and staffing resources at its disposal. To date the Service does not involve volunteers on the site and, indeed, it found it difficult to establish a Friends organisation at Gornal Cemetery. The Council, however, are supportive of the principle of establishing Friends organisations. The publication highlights the potential for the use of volunteers in:

- * wildlife and historic research and recording projects
- * practical conservation work which is a good way of involving local communities in understanding the landscape and its upkeep
- * producing leaflets and publications
- * raising funds.

What comes over strongly from our research is that there is potential to establish a 'triangle of Victorian Funerary' with links between the Birmingham Jewellery Quarter, Newman Brothers Coffin Works, Brandwood End Cemetery, Key Hill and Warstone Cemetery's and Lye and Wollescote Cemetery.

Establishing a Friends of Lye and Wollescote Cemetery would create a group of interested local people who could care for, and ensure the health and well being of, the cemetery in perpetuity. It would provide a fitting legacy for the investment in the restoration of the chapels. Dudley MBC are very supportive of the establishment of such groups and have provided model constitutions and technical advice whilst Dudley Council for Voluntary Service are also supportive and eager to assist (particularly in relation to volunteering).

Our specific proposals for **community engagement** include:

C1 is the appointment of a Community Facilitator working one day a week for 12 months, building on best practice elsewhere, and working closely with the Friends of Stevens Park Wollescote and the Lye and Wollescote Historical Society to create a Friends of Lye and Wollescote Cemetery which is a constituted group (potentially a company limited by guarantee with charitable status). This would give them the opportunity to apply for grants from a wide range of funding organisations

C2 is the Friends building cross faith and community representation between the Anglican and Non-Conformist communities and with the Muslim community which has a burial site with 32

plots within the cemetery. This linkage can contribute to the educational resources (see E1) and to walks, talks and activities within the cemetery

C3 is the Friends having the opportunity to visit other successful Friends of Cemeteries to learn from best practice and decide what the group want to focus on

C4 is the Friends organising an annual programme of walks, talks, open days and outreach work (talks to local civic societies, local history societies etc, attending fetes and shows etc) and publicising this on the website, Council and other community websites and through Lye Library, community centres etc (see I12)

C5 is for the Friends to work with Dudley MBC Bereavement Services towards getting Lye and Wollescote Cemetery to be the first cemetery in Dudley MBC to have a Green Flag Award for excellence in green space management. This requires the preparation of a 10 Year Maintenance and Management Plan by appropriately qualified Landscape Architects. It is proposed this is done as an extension of the plan already prepared for Stevens Park Wollescote which is being inspected imminently for its Green Flag Award.

C6 is to establish a Facebook page and Twitter account so that the project can engage more widely in the local community (and particularly with younger people).

308 Volunteering

At present the only volunteers involved in the chapels and cemetery are members of the West Midlands Historic Buildings Trust who have developed this project to conserve and regenerate Lye and Wollescote Chapels and Jean Weston and Marlene Price who have undertaken an enormous amount of research into the cemetery and its residents over the past 15 years. In establishing a Friends of Lye and Wollescote Cemetery we initially envisage recruiting around 20-25no. volunteers who will help establish and develop the organisation. It will be important to attract a contingent of younger people who can stay with the project for some time.

Our **volunteering initiatives** include:

V1 is the role of the Community Facilitator to work for 12 months to establish the Friends of Lye and Wollescote Cemetery and to recruit up to 25no. members who can become the core membership to take the chapels project forward (see C1)

V2 is for the Community Facilitator to work with Dudley MBC officers and Dudley Council for Voluntary Services to ensure the volunteers have effective support including a Volunteer Policy, volunteer agreements and appropriate induction and training

V3 is for the volunteers to obtain training in the history, heritage and significance of the site, leading cemetery tours, giving talks, undertaking research and in planning and managing events. Training to be provided by local specialists, Council officers and by lecturers at Stourbridge College

V4 is to develop links with Secondary Schools and Stourbridge and Dudley Colleges to attract pupil and student volunteers to contribute to the work of the Friends as appropriate.

309 Heritage Skills Training

We are anxious to embrace the philosophy of heritage skills training through the delivery phase and, ideally, beyond so the project retains a legacy of heritage skills embedded within the local community. It is envisaged that the contract will only last 6-7 months (April 2014 – October/November 2014) but our positive discussions with Stourbridge College, Dave Griffin Programme Area Manager Construction (who is an Ambassador for STEM), have identified how we can integrate the restoration contract with the various training programmes (Diploma

and NVQ) in the College. There is a dearth of practical live heritage projects for students to visit and engage with and the College would like to become fully engaged with the restoration.

The other opportunities for heritage skills training relate to our volunteers and, in particular, the Friends who can be supported by training in a variety of subjects from Health and Safety, First Aid, access and equality, the history and heritage of the site, genealogy, tour guiding and events planning.

At the moment our **training opportunities** include:

T1 is to establish a heritage skills training programme involving Stourbridge College and the main contractor providing opportunities for students to learn from, and experience, the restoration contract as well as training related to the work of the Friends of Lye and Wollescote Cemetery

T2 is to work closely with the Project Co-ordinator, Architect and Quantity Surveyor to ensure that heritage skills training is built into the ethos and framework of the restoration contract and for the contractor to be encouraged to take on an apprentice for 12 months funded through the Construction Industries Training Board and Stourbridge College

T3 is for the contractor to build in one day a month for the duration of the contract for a structured day visit by up to 20no. students from Stourbridge College (both NVQ and HND Professional) undertaking building skills, electrical and plumbing and up to 20no. pupils from local secondary schools (who operate a consortium link with the College) to visit the site, see the work being undertaken, the heritage skills being employed and to interact with the contractor and architect (and ideally to try their hand at specific aspects). The apprentice could undertake an NVQ Level 3 in heritage skills as a work based learning package. The College would like the architect to link with them to support students undertaking project design

T4 is to organise a taster weekend, in association with Stourbridge College and the contractor, to give the general public an opportunity to see the building conservation project in progress (including guided visits) and to see a range of heritage skills being used (with demonstrations by students and craftsmen), and to test their skills, in order to appreciate why they are important. Invite SPAB to become involved

T5 is to train volunteers in core skills including Health and Safety, access and equality, first aid and tour guiding.

310 Marketing

Whilst we recognise the chapels are essentially a local heritage asset nevertheless we need to promote and market the facility to ensure we maximise the investment in the refurbishment. This will primarily be done within the project through the website which will become the principle platform by which to engage the general public. However, once the Friends are established they will, as a charity, be able to seek pockets of funding from a variety of sources.

The legacy we want the project to leave is as a case study in the sustainable conservation and regeneration of the chapels building. To assist this we want to prepare the case study report and supporting documentation to aid the work of the Friends and as a case study for others to learn from.

Our **marketing initiatives** are therefore:

M1 is to commission a case study on the building conservation and regeneration project and the Activity Plan which is uploaded onto the website, circulated to Universities (see E7), deposited with Dudley Archives and Local History Service, Black Country Living Museum, Lye

and Wollescote Historical Society and used by WMHBT as a basis for articles in technical journals and specialist publications, for talks and papers at conferences etc

M2 is to use the project to market and raise awareness, understanding and appreciation of the work of the West Midlands Historic Buildings Trust and to encourage new members and supporters and donations to support the ongoing work of the Trust.

311 Measuring success

We recognise that measuring the success of the various initiatives (both quantitative and qualitative) is essential. We have set out in the Action Plan how this will be done for each initiative. We have identified targets and specific measures of success and then set out the most appropriate method of evaluation to ensure the targets or indicators have been met. We envisage using a range of techniques (some of which will be maintained over a number of years by the Friends of Lye and Wollescote Cemetery) including:

- * the satisfactory completion of the building conservation and regeneration project
- * visitor surveys (and face to face surveys)
- * measurement of annual footfall including purchase of books, downloads etc
- * measuring increasing levels of awareness, motivation to visit and levels of visitor satisfaction
- * self-complete feedback evaluation forms (for instance, on the quality of cemetery tours, education sessions etc)
- * record of events and attendees, volunteers attending, hits on website etc
- * accurate record of donations
- * measurement of education visits, number of pupils, record of achievement, comparison with other sites
- * record of number of volunteers, their training accreditation etc
- * record of number of students who undertake heritage skills training, levels of accreditation etc
- * maintain records, compare and contrast.

The evaluation will be managed by the Activity Plan Coordinator on a monthly basis. This will be integrated into an Annual Report and be used in the Evaluation Report to HLF at the end of the project.

312 Meetings HLF's Aims

We have no doubt that our wide ranging package of activities addresses the HLF 'learning' and 'participation' aims and will give people of all ages an opportunity to understand the history and heritage of the chapels and cemetery, and why they are so special, and to encourage participation and involvement through the Friends organisation.

313 Longer Term Benefits

Our primary objectives are to ensure:

- * that visitors will come to experience and enjoy Lye and Wollescote Chapels and Cemetery and appreciate why they are so special
- * that visitors will be inspired to go out, explore and learn and thereby bring economic benefit to the businesses nearby and the wider local community
- * that visitors will feel moved to participate and volunteer in a variety of ways on the site
- * that visitors will be motivated to make a donation to ensure the chapels and cemetery can be sustained for generations to come
- * that visitors will gain visitor satisfaction from a visit, will want to come again and to tell their friends
- * that the range of initiatives, events and activities contained in the Action Plan can become self sustaining ensuring long term sustainability for future generations to enjoy.

The Activity Plan seeks to provide:

- * a high quality website which becomes the overarching platform for information and interpretation about the project
- * moving and inspirational interpretation
- * a range of innovative education resources which are available on-line and can be delivered by class teachers or specialist sessional workers by booking through the website
- * a proactive partnership between WMHBT, the Friends of Lye and Wollescote Cemetery and Dudley MBC Bereavement Services to ensure the vision is sustained and continues to develop beyond the life of the project
- * excellent opportunities for volunteering through the Friends
- * training opportunities which will develop the skills of individuals and help them to be more employable.

We believe this will enable us to create a high quality sustainable facility.

Our professional team is experienced in heritage projects of this kind across the UK and we have sought to learn from others in the process of developing our proposals. We will be delighted to share the experiences of this project with others through:

- * writing articles and giving papers
- * mentoring other projects
- * inviting others to visit Lye and Wollescote Chapels and Cemetery
- * providing the proposed case study, and a range of other informative documents, on the website

* providing advice through email.

314 Costs

We have costed each item of the Activity Plan and this has been integrated into the Round 2 application.

315 Conclusion

In this section we have described where we want to be at the end of the project. We cannot over-emphasise how important the Activity Plan is in bringing the various components of the building conservation and regeneration project to life.

We now move on to describe the **Action Plan**.

GENERAL SETTING OF CHAPELS



Chapels view



Main drive

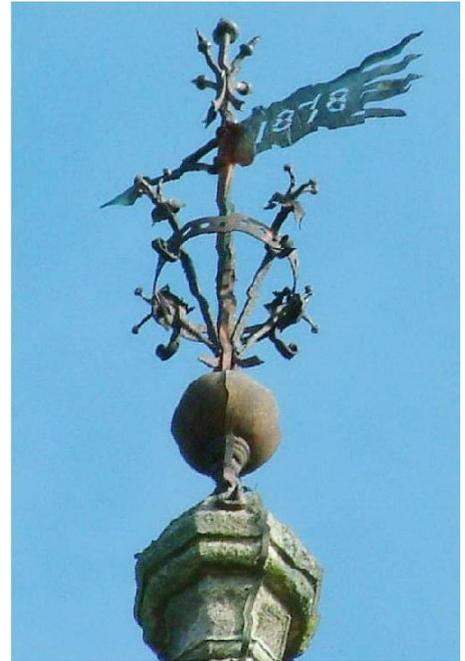


General view across cemetery



South facing elevation of the chapels looking north west

KEY FEATURES



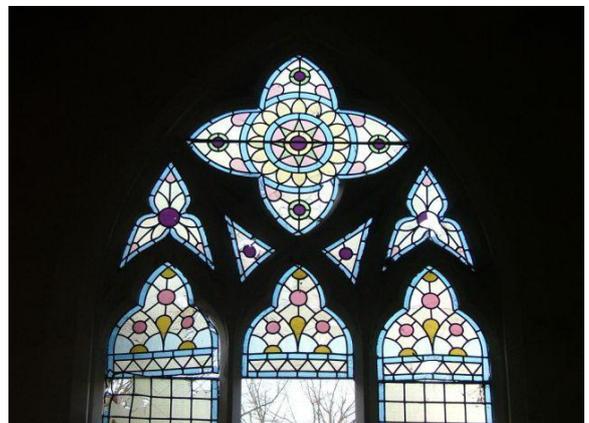
Weather vane



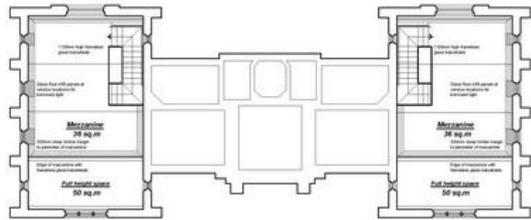
General view inside the church tower



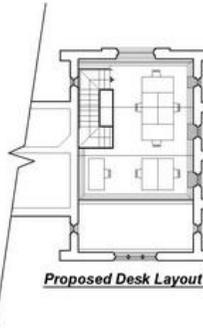
Superintendents Lodge



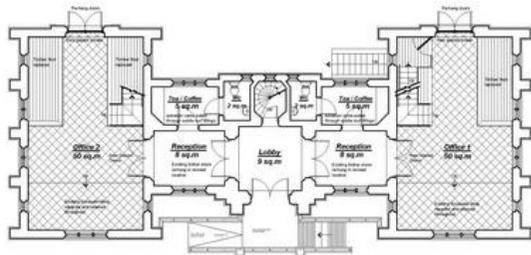
Detail of the coloured glass in a typical window



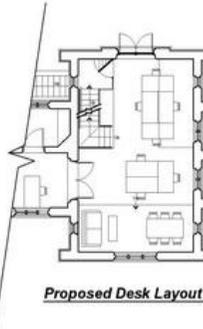
Proposed Mezzanine Floor Plans



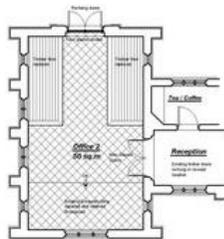
Proposed Desk Layout



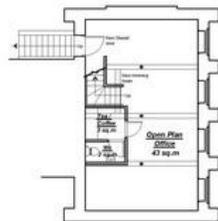
Proposed Ground Floor Plan



Proposed Desk Layout



Proposed Ground Floor Plan - Alternative



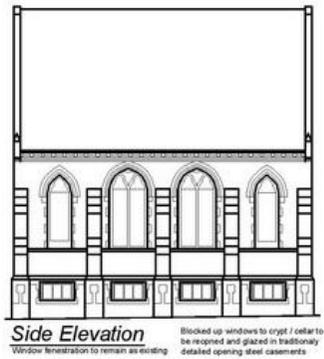
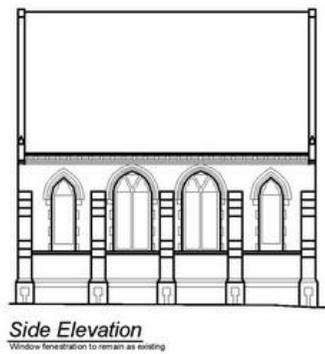
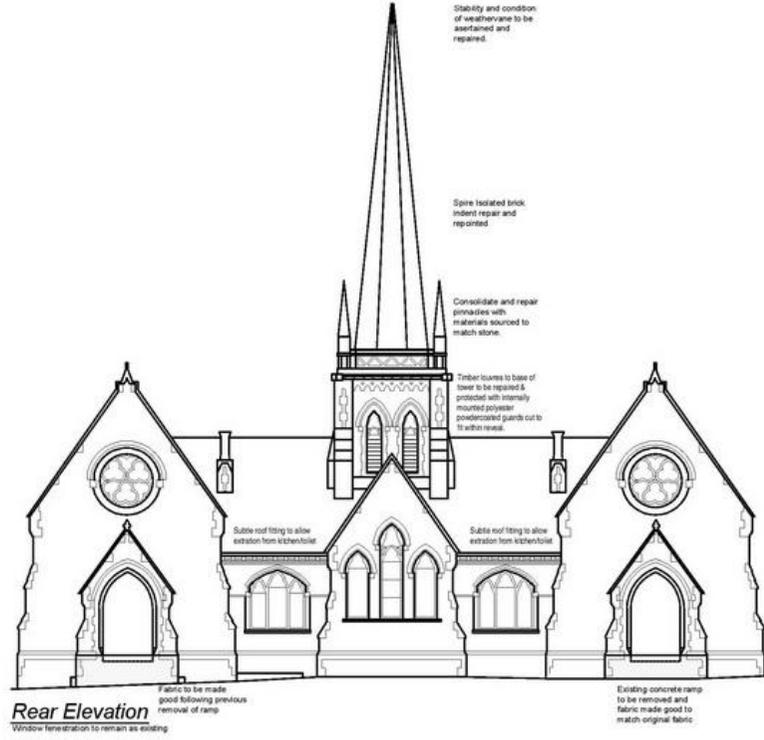
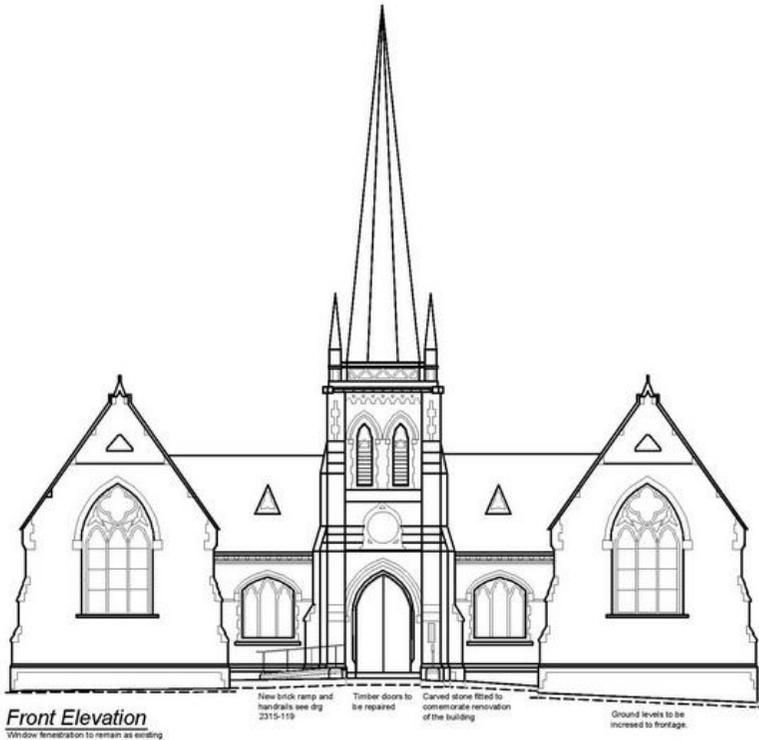
Proposed Basement Plan



Proposed Desk Layout

C	Created access table	10/10/08
B	Revised access table	10/10/08
A	Revised access table	10/10/08
10/10/08		
PLANNING		
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TEL: 0121 633 3300 FAX: 0121 633 3301 WWW: WWW.BHBB.CO.UK		
Client	West Midlands Historic Building Trust	
Project	Lye & Wollescote Chapel	
Title	Proposed Plans & layouts	
Scale	1:100	
Drawn	JLB	10/10/08
Checked	JLB	10/10/08
Approved	JLB	10/10/08

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NOTES

Defective rain water goods to be removed and replaced in cast iron sections to suitable size.

Roofs to be stripped completely tiling recorded and sound tiles set aside for reuse. New battens and felt installed throughout. Retile using original augmented with new tiles sourced to match.

Tend to original decorative banding. Defective stone dressings to be cut out and replaced with new stone sourced to match.

Isolated frost damaged defective bricks to be cut out and new reclaimed bricks sourced to match.

All coloured glass leaded lights to be repaired and rilled to restore original patterns.

All existing windows to be protected with polyester powdercoated window guards (see details) fitted within & scribed to existing stonework.

D	Notes updated	20/08/08
C	Notes updated and drawing re-numbered	30/07/08
B	Added notes	04/07/08
A	Added disabled access ramp and proposed new ground level	24/04/08

Rev: Details State Check

PLANNING

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TEL: 01521 250207 FAX: 01521 620000 e-mail: info@brownhillhayward.co.uk

Client: West Midlands Historic Building Trust

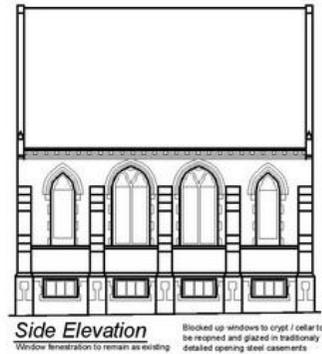
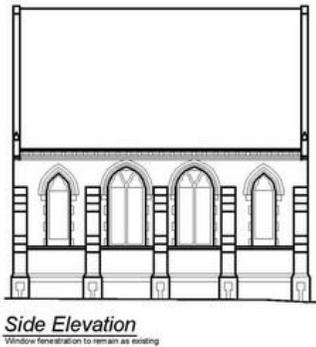
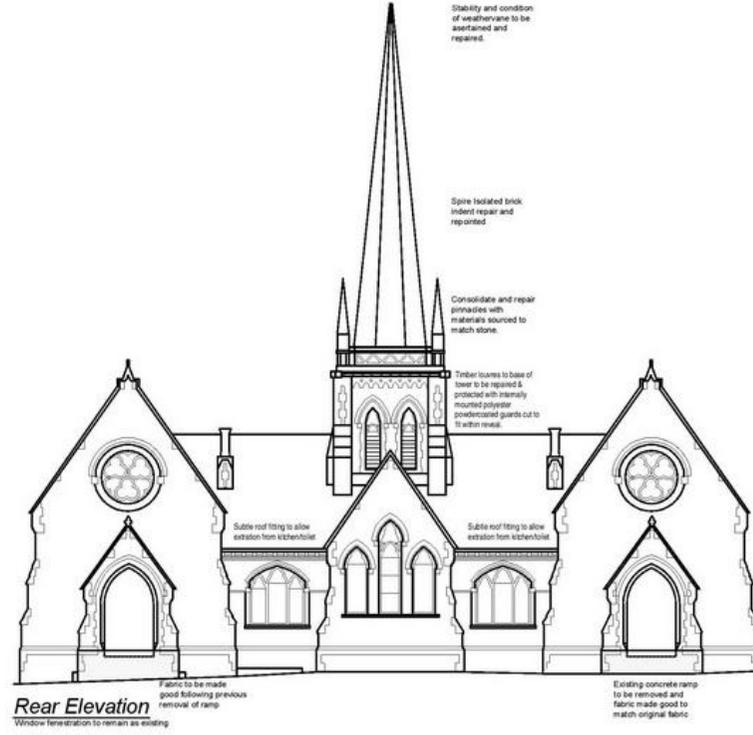
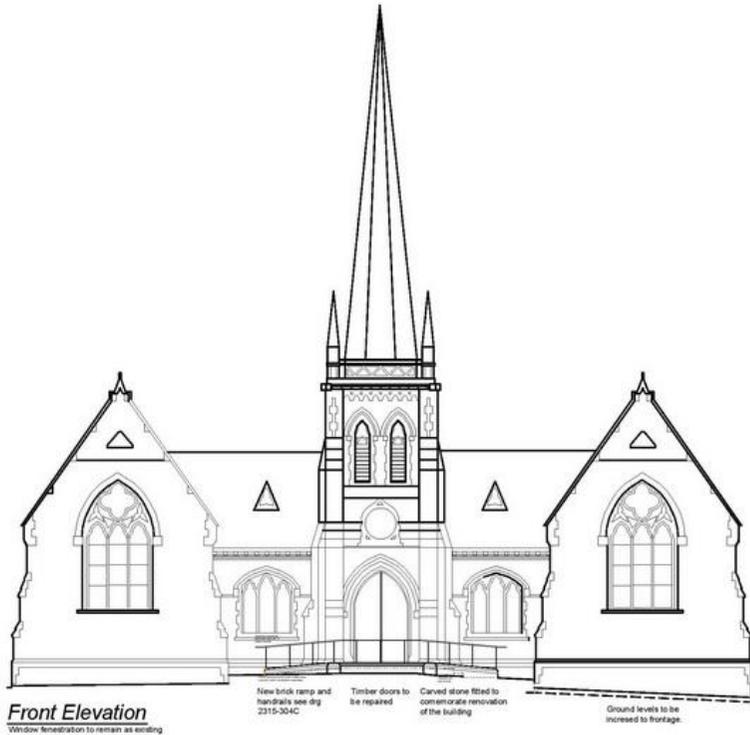
Project: Lye and Wollescote Cemetery Chapel

Title: Proposed Elevations

Scale	Date	Drawn By	Checked By	Drawing Number	Rev.
1:100 (GRA)	Apr/08	CJD	AM	2315-202	1

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NOTES

Defective rain water goods to be removed and replaced in cast iron sections to suitable size.

Roofs to be stripped completely filling recorded and sound tiles set aside for reuse. New battens and felt installed throughout. Retile using original augmented with new tiles sourced to match.

Tend to original decorative banding. Defective stone dressings to be cut out and replaced with new stone sourced to match.

Isolated frost damaged defective bricks to be cut out and new reclaimed bricks sourced to match.

All coloured glass leaded lights to be repaired and rereaded to restore original patterns.

All existing windows to be protected with polyester powdercoated window guards (see details) fitted within & scribed to existing stonework.

Rev	Details	Date	Check
E	Disabled access ramp amended and additional steps added	11/10/08	
D	Notes updated	20/08/08	
C	Notes updated and drawing re-numbered	30/07/08	
B	Added notes	04/07/08	
A	Added disabled access ramp and proposed new ground level	24/04/08	

PLANNING

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 TEL: 01583 25077 FAX: 01583 03060 EMAIL: chb@brownhill.co.uk

Client: **West Midlands Historic Building Trust**

Project: **Lye and Wollescote Cemetery Chapel**

Title: **Proposed Elevations**

Scale	Date	Drawn By	Checked By	Drawing Number	Rev.
1/100@A2	Aug/08	CJD	AM	2315-202	1

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4. ACTION PLAN

401 Introduction

In this section we set out our Action Plan for the delivery of the Activity Plan over the next 3 years which has used the template from the HLF Guidance Notes '*Heritage Activities in Heritage Projects*'. This:

- * describes the activity
- * identifies the key audiences
- * draws out the benefits for people
- * identifies the resources required to deliver the activity
- * identifies the cost involved (and where, in certain cases, we intend to seek additional funding)
- * the timetable for the activity over the 18 months of the programme (ie. October 2013 – April 2015)
- * the targets and measures of success for each activity
- * how we intend to evaluate whether or not they have been achieved
- * which HLF aim (conservation, learning or participation) we seek to achieve.

We have broken down the activities into six categories:

- * interpretation (including events)
- * education
- * community engagement, participation, involvement and audience development
- * volunteering
- * heritage skills training
- * marketing.

These are set out in the following sheets. We recognise we may need to provide greater clarity on outputs and investigate additional opportunities for accreditation. We will do this during the delivery stage when we hold detailed discussions with training providers.

402 Funding

As we have previously explained we recognise that some of the initiatives built into the Activity Plan either rely on funding from other sources or are things that we will tackle as the project is evolving.

The Activity Plan costs are built into the Round 2 application and are summarised in the Cost Plan Table 4.1 overleaf.

ACTIVITY PLAN : COST PLAN (AS AT JUNE 2013)

Cost Plan	Ref		Description	Y1	Y2	Total
	HLF2					
APC1	C22		Activity Plan Coordinator	£20,000	£10,000	£30,000
SUB TOTAL				£20,000	£10,000	£30,000
INTERPRETATION						
I1	C22		Community Artist to create montage of images on hoardings	£1,000	£0	£1,000
I2	C20		World War I booklet			
			Research/scriptwriting	£1,000	£0	£1,000
			Design/print 1000no. copies	£6,000	£0	£6,000
I3	C20		World War I exhibition			
			Research/scriptwriting	£500	£0	£500
			Design/print	£2,500	£0	£2,500
I4	C20		History Trail around cemetery			
			Research/scriptwriting	£500	£0	£500
			Design/print 2500no. copies	£3,000	£0	£3,000
			Waymarkers	£1,000	£0	£1,000
I5	C19		4no. interpretive panels around the chapels			
			Interpretive planner/scriptwriter	£1,000	£0	£1,000
			Interpretive designer/manufacture	£3,000	£0	£3,000
I6	C20		Upgrade/extend website			
			Specialist web designer	£3,000	£0	£3,000
			Management £1,000pa x 2 years	£1,000	£1,000	£2,000
I7	C20		Lye and Wollescote History Trail			
			Research/scriptwriting	£0	£500	£500
			Designer/printer 2500no. copies	£0	£3,000	£3,000
I8	C19		Develop outreach programme			
			Digital slide show	£100	£0	£100
			Laminated photobooks	£200	£0	£200
			Handling boxes (2no.)	£500	£0	£500
I9	C19		Travelling exhibition			
			Research/scriptwriting	£500	£0	£500
			Designer/manufacture	£2,000	£0	£2,000
I10	C20		Collation of photographic project capturing every grave in cemetery to create digital archive. Archivist and digital specialist	£2,000	£0	£2,000
I11	C22		Collation of research by Jean Weston and Marlene Price to create database			
			Archivist	£0	£2,500	£2,500
I12	-		Annual programme of guided cemetery walks, talks and activities	£0	£0	£0
SUB TOTAL				£28,800	£7,000	£35,800

Cost Plan	Ref		Description	Y1	Y2	Total
	HLF2					
EDUCATION						
E1	C22		Commission activity based cross curricula educational resources downloadable off website			
			Specialist education consultant	£7,000	£0	£7,000
			Advisory Teacher Group (classroom cover)	£2,000	£0	£2,000
			Designer/digital specialist	£2,000	£0	£2,000
E2	-		Recruit and train 6no. sessional workers (cost charged to school)	£0	£0	£0
E3	-		Production of video diary and photograph record of the restoration using media students and primary school	£0	£0	£0
E4	C22		Students from secondary school and Ruskin Centre design/produce coloured glass for chapel windows			
			Materials (£12,000 included in building cost plan)	£0	£0	£0
			Architect	£400	£0	£400
			Glass artists 20no. days @ £200/day	£4,000	£0	£4,000
E5	C21		Twilight sessions (2no.) to promote the educational resources			
			Refreshments/room hire	£150	£150	£300
E6	-		Develop online links with other cemeteries	£0	£0	£0
E7	-		Develop links with universities offering 'death studies' providing cemetery as a case study	£0	£0	£0
E8	-		Use media department of secondary school to produce video of guided cemetery tour and upload onto website	£0	£0	£0
SUB TOTAL				£15,550	£150	£15,700
COMMUNITY ENGAGEMENT, PARTICIPATION, INVOLVEMENT, AUDIENCE DEVELOPMENT						
C1	C22		Appointment of Community Facilitator on fixed price contract. 52 days @ £150/day (Assume January 2014 - December 2014)	£5,850	£1,950	£7,800
C2	-		Friends establish multicultural representation	£0	£0	£0
C3	C17		Friends to arrange visits to best practice examples of Friends of cemeteries			
			Travel and subsistence	£1,000	£0	£1,000
C4	-		Programme of cemetery walks, talks, open days and outreach work (see I12)	£0	£0	£0
C5	C22		Commission 10 Year Management and Maintenance Plan for the cemetery as first step to being the first cemetery in Dudley to obtain Green Flag Award	£5,000	£0	£5,000
C6	-		Establish Facebook page and Twitter account	£0	£0	£0
SUB TOTAL				£11,850	£1,950	£13,800

Cost Plan	Ref		Description	Y1	Y2	Total
	HLF2					
VOLUNTEERING						
V1	-		Community Facilitator to recruit 25no. Volunteers NB. Not included out of pocket expenses	£0	£0	£0
V2	-		Community Facilitator to establish support systems for volunteers	£0	£0	£0
V3	C15		Volunteer obtain specialist training to reflect needs Training providers	£1,000	£1,000	£2,000
V4	C18		Develop links with secondary schools and Stourbridge College to attract volunteering Out of pocket expenses	£500	£500	£1,000
SUB TOTAL				£1,500	£1,500	£3,000
HERITAGE SKILLS TRAINING						
T1	-		Establish programme of heritage skills training	£0	£0	£0
T2	C21		Build training into ethos of contract Apprentice accreditation	£350	£0	£350
T3	C22		One day a month structured visit for students and pupils during restoration contract Architect	£800	£0	£800
T4	C22		Organise 'taster weekend' in association with main contractor and Stourbridge College Architect	£400	£0	£400
T5	C15		Train volunteers in core skills (in house) DCVS (specialist support)	£1,000	£0	£1,000
SUB TOTAL				£2,550	£0	£2,550
MARKETING						
M1	C20		Commission case study on the restoration project and Activity Plan Specialist heritage consultant	£0	£1,500	£1,500
M2	C25		Use project to market and raise image and profile of WMHBT	£500	£500	£1,000
SUB TOTAL				£500	£2,000	£2,500
GRAND TOTAL				£80,750	£22,600	£103,350

403 Conclusion

In this section we have developed the Action Plan. We now move on to the **Conclusions and Next Steps.**

ACTIVITY PLAN ACTION PLAN (SHEET 1)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
DELIVERY OF ACTION PLAN									
APC1	Specialist consultant appointed to deliver the components of the Activity Plan as set out in the Action Plan below	Local people Visitors Education Special Interest Groups	Lye and Wollescote Chapels restored and put to sustainable use The chapels and cemetery brought alive by innovative Activity Plan proposals High quality visitor experience Friends of Lye and Wollescote Chapels and Cemetery established to ensure the sustainability of the Activity Plan activities	Activity Plan Coordinator Friends and volunteers	Y1: 20,000 Y2: 10,000 Nil	From 'permission to start' until the end of the project period Envisage two years : October 2013 – October 2015	Activity Plan successfully delivered Individual activities achieve their targets Overall project considered a success Quality of overall visitor experience	Evidence of successful delivery Evidence of achievement Views of Trustees, funders and DMBC through survey Visitor surveys	L and P
INTERPRETATION									
I1	Commission a community artist to work with local school to develop a montage of images to whet the public appetite on the hoardings to be erected as part of the building contract	Primary school pupils Casual users of the cemetery	Involving young people from beginning of project Cemetery users see something is happening at last and get an initial insight into the imagery and heritage of the chapels	Activity Plan Coordinator Community Artist Primary school pupils	See APC1 £1,000	Immediately 'permission to start' is obtained Completed within 3 weeks	Successful completion of hoarding display Enjoyable experience for pupils Educational value to school	Maintain record Feedback survey Feedback survey	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 2)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
I2	<p>Creation of 32 page A5 World War I illustrated booklet telling the story of 26 soldiers, 15no. of whom are buried in the Commonwealth War Graves plus 11no. others killed in action whose names appear on family graves.</p> <p>The booklet to be published 1,000no. copies and uploaded onto website (see I6)</p>	<p>Local residents</p> <p>Visitors</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Lye and Wollescote Local Historical Society</p>	<p>Local schools benefit whilst undertaking World War I project</p> <p>Local residents and visitors appreciate the sacrifice local people made on behalf of their country</p> <p>Potential links with other commemorative events and local war memorials as part of national WW1 centenary commemorations</p>	<p>Activity Plan Coordinator</p> <p>Research/ scriptwriting</p> <p>Designer/printer 1,000no. copies</p>	<p>See APC1</p> <p>£1,000</p> <p>£6,000</p>	<p>Commissioned after Activity Plan Coordinator commissioned</p> <p>Complete by April 2014</p>	<p>Successful completion of publication</p> <p>Number of copies sold</p> <p>Reader satisfaction</p> <p>Contribute to major WWI exhibitions being prepared by Dudley Museum</p> <p>6no. schools use publication, visit graves and chapels</p> <p>Value of project</p> <p>Amount of local press coverage</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Reader survey Feedback survey</p> <p>Maintain record</p> <p>Maintain record</p> <p>Teacher and pupil feedback</p> <p>Evidence of press coverage</p>	L
I3	<p>Creation of World War I exhibition to complement the I2 publication to be displayed in Lye Library and other venues including Lye and Wollescote Chapels.</p> <p>Upload graphics onto website (I6)</p>	<p>Local residents</p> <p>Visitors</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Lye and Wollescote Historical Society</p>	<p>Local schools benefit whilst undertaking World War I project</p> <p>Local residents and visitors appreciate the sacrifice local people made on behalf of their country</p> <p>Possible links with other commemorative</p>	<p>Activity Plan Coordinator</p> <p>Research/ scriptwriting</p> <p>Designer/Printer</p>	<p>See APC1</p> <p>£500</p> <p>£2,500</p>	<p>Commission after Activity Plan Coordinator commissioned</p> <p>Complete by April 2014</p>	<p>Successful completion of the project</p> <p>Number of attendees</p> <p>Satisfaction with the exhibitions</p> <p>Value to schools</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Feedback survey</p> <p>Feedback survey</p>	L

ACTIVITY PLAN ACTION PLAN (SHEET 3)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
			events and local war memorials						
I4	<p>Research and create history trail around the cemetery using selected gravestones which tell the story of the growth of industry in the townships of Lye and Wollescote in the late 19th century</p> <p>A3 folded to A5. Full colour 2,500no. copies</p> <p>Upload onto website</p> <p>Trail to be waymarked</p>	<p>Local residents</p> <p>Visitors</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Lye and Wollescote Historical Society</p>	<p>Valuable resource for local schools</p> <p>Local residents learn more about the local history of the area</p> <p>Local residents have an enjoyable experience following the trail</p>	<p>Activity Plan Coordinator</p> <p>Research and scriptwriting</p> <p>Designer/printer 2,500no. copies</p> <p>Waymarkers around the cemetery</p>	<p>See APC1</p> <p>£500</p> <p>£3,000</p> <p>£1,000</p>	<p>Commission Spring 2014</p> <p>Publish September 2014</p>	<p>Successful completion of the project</p> <p>Number of leaflets distributed</p> <p>Number of website hits</p> <p>Level of user satisfaction</p> <p>Amount of press coverage</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Maintain record</p> <p>User feedback survey</p> <p>Evidence of press coverage</p>	L and P
I5	<p>4no. interpretive panels around the chapel which celebrate the story of the chapels, the Anglican and Non-Conformist delineation in the chapels and in the cemetery, the architecture (and why it is significant) and the story of the chapels and their restoration</p>	<p>Local residents</p> <p>Visitors</p> <p>Primary and Secondary schools</p>	<p>Visitors and local people become aware of the history and significance of the chapels and the stories around them</p> <p>Visitors have a good experience and want to come again and tell their friends</p>	<p>Activity Plan Coordinator</p> <p>Interpretive Planner/ scriptwriter</p> <p>Designer/ manufacturer</p>	<p>See APC1</p> <p>£1,000</p> <p>£3,000</p>	<p>Commission Autumn 2014</p> <p>Complete/erect October 2014</p>	<p>Successful completion of project</p> <p>Level of awareness and understanding of the history of the chapels and the wider community</p> <p>Visitor satisfaction</p> <p>Visitors have a good experience</p>	<p>Maintain record</p> <p>User survey</p> <p>User survey</p> <p>User survey</p>	L

ACTIVITY PLAN ACTION PLAN (SHEET 4)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	for sustainable use. QR Codes embedded to give additional layers of web content Upload onto website						and want to come again and tell their friends		
I6	Upgrade existing Lye and Wollescote Chapels website to become easily accessible, and navigable, multi-layered website which includes basic visitor information and orientation plus historical information, trail leaflets, publications, architectural design, a video diary of the process of restoration, trail leaflets, publications, educational resources, events and activities programme, how to volunteer and how to donate	Local people Visitors Special interest visitors Primary schools Secondary schools Higher education`	To enable visitors and local people become aware of the history and significance of the chapels and the stories around them All visitors have a good experience and want to come again and tell their friends To provide access to online researchers of local family history	Activity Plan Coordinator Webmaster Specialist web designer Management @ £1,000pa x 2 years	See APC1 Nil £3,000 £2,000	Immediately following permission to start Autumn 2013 Complete Autumn 2014 Maintain and update website daily	Successful completion of the project Website proves successful platform through which to inform and enable the public to appreciate the full value of the project	Maintain record User feedback and online postings	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 5)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
17	<p>Research, write and produce Lye and Wollescote History Trail (A3 folded to A5) which goes off site and links people buried in the cemetery to the key sites/industrial buildings in the community they were responsible for</p> <p>Trail developed full colour on A3 folded to A5 1,000no. print run and uploaded onto website</p>	<p>Local people</p> <p>Visitors</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Specialist interest visitors</p> <p>U3A</p>	<p>To enable visitors and local people to appreciate the linkage between the graves of the people in the cemetery and the role they played in the development of Lye and Wollescote</p> <p>To stimulate people to research their local history and have a sense of satisfaction</p>	<p>Activity Plan Coordinator</p> <p>Black Country Society</p> <p>Lye and Wollescote History Society</p> <p>Voluntary researchers</p> <p>Research/ scriptwriting</p> <p>Designer/printer 2,500no. copies</p>	<p>See APC1</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>£500</p> <p>£3,000</p>	<p>Commission Spring 2014</p> <p>Publish Spring 2015</p>	<p>Successful completion of the publication</p> <p>Number of leaflets distributed</p> <p>Number of downloads</p> <p>Level of user satisfaction</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Maintain record</p> <p>Feedback survey</p>	L and P
18	<p>Develop outreach programme to take the story of the cemetery and its famous (and not so famous) internees out into the community through talks, handling sessions, 'meet the expert' and reminiscence sessions</p> <p>Produce</p>	<p>Local residents</p> <p>Visitors</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Affinity groups</p> <p>Community centres</p> <p>Day centres</p> <p>Residential homes</p>	<p>To raise awareness and understanding of the cemetery, what it represents and why it is special</p> <p>To help people appreciate the history and evolution of the community through the cemetery</p> <p>To encourage people to explore the community</p>	<p>Activity Plan Coordinator</p> <p>Volunteer researchers</p> <p>Digital slideshow</p> <p>Laminated photobooks</p> <p>Handling boxes</p>	<p>See APC1</p> <p>Nil</p> <p>£100</p> <p>£200</p> <p>£500</p>	<p>Commission as soon as Activity Plan Coordinator commissioned</p> <p>Complete April 2014</p>	<p>Devise annual programme</p> <p>Successful creation of resources</p> <p>Number of outreach initiatives per annum</p> <p>Feedback from sessions</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Maintain record</p> <p>Feedback survey after every event</p>	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 6)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	materials and upload onto website		and understand how it evolved						
I9	Creation of travelling exhibition on the story of the cemetery which can be displayed in libraries, community centres, day centres, care homes, schools and shopping centres	Local people Visitors Primary schools Secondary schools Attendees of community centres, day centres, care homes, schools and shopping centres	To raise awareness and understanding of the cemetery, what it represents and why it is so special To help people appreciate the history and evolution of the community through the cemetery To encourage people to explore the community and understand how it evolved	Activity Plan Coordinator Research/ scriptwriting Designer/ manufacturer	See APC1 £500 £2,000	Commission Spring 2014 Complete Autumn 2014	Successful completion of exhibition Number of venues in which it is displayed Number of people who see the exhibition Level of participant satisfaction	Maintain record Maintain record Maintain record Feedback survey	L and P
I10	Collation and presentation of photographic project which brings together photographs of every headstone in the cemetery with its relevant details to create a digital archive Put on CD and deposit with Dudley Archives and Local History Service, Lye and Wollescote	Local people Visitors Primary schools Secondary schools Lye and Wollescote Historical Society Dudley Archives Special interest groups Researchers	Photograph project completed and accessible to all Adds to knowledge and understanding about the cemetery	Activity Plan Coordinator Volunteer researchers Archivist and digital specialist	See APC1 Nil £2,000	Commission Spring 2014 Complete Autumn 2014	Successful completion of photographic project deposited and uploaded onto website Number of website hits Number of CDs distributed	Maintain record Maintain record Maintain record	L

ACTIVITY PLAN ACTION PLAN (SHEET 7)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	Historical Society and the proposed Friends group								
I11	<p>Collation of research undertaken by Jean Weston and Marlene Price over the last 15 years into an easily accessible database</p> <p>Involve a specialist archivist to bring material together in a structured way</p> <p>Upload onto website and deposit on Dudley Archives and Local History Centre and with Lye and Wollescote Historical Society</p>	<p>Local people</p> <p>Primary schools</p> <p>Secondary schools</p> <p>Lye and Wollescote Historical Society</p> <p>Dudley Archives</p> <p>Researchers</p>	<p>Extensive historical research collated and accessible in usable form by historians, researchers etc</p> <p>Valuable addition of research in the public realm</p>	<p>Activity Plan Coordinator</p> <p>Volunteer researchers</p> <p>Archivist and digital specialist</p>	<p>See APC1</p> <p>Nil</p> <p>£2,500</p>	<p>Commission Spring 2014</p> <p>Complete Autumn 2014</p>	<p>Successful completion of digital database of research material</p> <p>Material deposited with Archives and Lye and Wollescote Historical Society and Dudley Archives and Local History Centre</p>	<p>Maintain record</p> <p>Maintain record</p>	L
I12	<p>Annual programme of guided cemetery walks, talks and activities to be planned and run by Friends of Lye and Wollescote Cemetery (see C1)</p>	<p>Local residents</p> <p>Visitors</p> <p>Special interest groups</p>	<p>Raise awareness and understanding of the cemetery chapels, their history, architecture, role and function and the cemetery and what can be learnt from the graves, the people buried and their</p>	<p>Activity Plan Coordinator</p> <p>Community Facilitator</p> <p>Volunteer historians</p> <p>Friends of Lye and Wollescote Cemetery</p>	<p>See APC1</p> <p>See C1</p> <p>Nil</p> <p>Nil</p>	<p>Establish once the Friends are established and operational during 2014</p>	<p>Establish annual programme of guided cemetery walks, talks and activities</p> <p>Number of people attending</p> <p>Level of visitor satisfaction</p>	<p>Maintain record</p> <p>Maintain record of every event</p> <p>Participant feedback survey</p>	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 8)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
			contribution				Number of repeat visitors	Participant feedback survey	
EDUCATION									
E1	To develop comprehensive activity based cross-curricula resources which can be self guided (by a teacher (or sessional worker led Commission specialist education consultant who will be advised, and supported, by an Advisory Group of up to 5no. practicing teachers. Resources to be trialled To be downloadable from website (see I6)	Primary schools Secondary schools Special schools/Pupil Referral Units Further/higher education groups Lifelong learning groups ie. WEA, U3A etc	Raise awareness and understanding of the cemetery, the chapels, the religious connotations of death and burial To make the connection between the people buried in the cemetery and their role in the evolution of the community of Lye and Wollescote To provide resources which help schools meet National Curriculum targets and requirements	Activity Plan Coordinator Specialist educational consultant Advisory teacher group Classroom cover Designer/digital specialist	See APC1 £7,000 Nil £2,000 £2,000	Activity Plan Coordinator to commission as soon as appointed Trial Summer 2014 Complete to use September 2014	Take up of educational resources Number of downloads and CDs Number of pupils benefiting from educational resources Number of pupils returning with parents Quality of resources	Maintain records Maintain record Maintain records Maintain records Teacher feedback	L and P
E2	Recruit and train a team of 6no. sessional workers who can provide support to schools using the cemetery Sessional workers contracted direct	Primary schools Secondary schools Special schools and Pupil Referral Units	Schools and pupils have benefit of experienced sessional worker who knows the cemetery, and the activities, and can offer a high quality experience for teachers and pupils	Activity Plan Coordinator Specialist education consultant to train sessional workers 6no. sessional workers	See APC1 1 day @ £300/day £300 Cost charged to school per booking	Service operational from September 2014	6no. sessional workers recruited and trained Take up of sessional worker bookings per year Quality of	Maintain record Maintain record Feedback	L

ACTIVITY PLAN ACTION PLAN (SHEET 9)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	by schools		Children on school visit inspired to return with their parents				learning experience	survey	
E3	Production of a video diary and photographic record of the restoration involving media and photographs students from Stourbridge College working closely with pupils for a local primary school Regular updates posted on the website with links to others	Primary school Secondary school Stourbridge College Local people Special interest visitors	Raise awareness and understanding of the history and heritage of the chapels Raise awareness and understanding of the process of restoration and the heritage skills and techniques used in restoration	Activity Plan Coordinator Media students (and tutors) Primary school pupils Filming equipment	See APC1 Nil Nil Nil (assume use college equipment)	Plan Winter 2013/14 Undertake project fortnightly April – October 2014 Upload regularly onto website	Video diary successfully concluded Feedback from participants as to quality of learning experience Value to teachers and pupils who were not directly involved	Maintain record Feedback survey Feedback survey	L and P
E4	To engage local glass artists to work with group of secondary school art students, students from Ruskin Glass Centre and members of the local community to prepare contemporary designs for sections of coloured glass windows, augmenting existing plain glass windows in the chapels	Secondary school art students Ruskin College students Local people Visitors Special interest visitors	Use the skills of young people and members of the local community, working with experienced glass artists to contribute to the restoration of the chapels by creating contemporary coloured glass designs for use in the chapels Raise awareness and understanding of all the skills involved in the restoration of an	Activity Plan Coordinator Architect Secondary school and Ruskin students Materials Glass artists 20 days @ £200 Local community	See APC1 £400 Nil £12,000 (inc. in building cost plan) £4,000 Nil	Plan Winter 2013/14 Implement Summer Term 2014 Installation September 2014	Design and implementation project successfully completed Number of students directly involved Quality of the learning experience	Maintain record Maintain record Participant feedback	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 10)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
			historic building						
E5	To promote and market the educational resources by running two twilight sessions for primary heads and secondary heads of department (including a site visit) to raise awareness and understanding of the resources and how they can be used	Primary schools Secondary schools Special schools/Pupil Referral Units	To raise awareness and understanding of the range of educational resources available to study the chapels and the cemetery and how to 'access them'	Activity Plan Coordinator Refreshments/ room hire Teacher Advisory Group	See APC1 £150pa x 2 for refreshments/ room hire	Spring 2014 and Autumn 2014	Number attending twilight sessions Build up of usage of the resources and sessional workers Quality of the sessions	Maintain records Maintain records Feedback survey	L and P
E6	Develop online links with other cemeteries (and their educational programmes) providing opportunities to share resources, experiences and best practice	Teachers Sessional workers	Quality of educational resources and teaching benefit from exchange of best practice Quality of educational visits to the cemetery improves	Activity Plan Coordinator Friends of Lye and Wollescote Cemetery Interested teachers	See APC1 Nil Nil	Ongoing from 'permission to start' and subsequently completion of educational resources with details of links to other sites	Provision of links to other cemeteries Number of contacts made Value of such contacts	Maintain record Surveys of educational visits made Survey of educational visits made	L and P
E7	Develop links with universities offering 'death studies' to raise awareness and understanding of the Lye and Wollescote Cemetery case study and upload our case study onto the 'Engaging Places' website	Primary schools Secondary schools University Departments offering 'death studies'	Raising awareness and understanding of the restoration project and the educational potential it offers Raise the image and profile of Lye and Wollescote Chapels and Cemetery nationally	Activity Plan Coordinator Friends of Lye and Wollescote Cemetery Interested teachers Sessional workers	See APC1 Nil Nil Nil	Start to establish links Autumn 2014 when restoration completed	Develop link with the 7no. universities offering 'death studies' Take up of the case study Case study uploaded onto the 'Engaging Places' website	Links established Maintain records Case study uploaded	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 11)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	which will offer a national profile						Feedback from initiative	Maintain records	
E8	Use media department of local secondary school to produce a video of a guided cemetery tour led by Jean Weston and Marlene Price so their approach and storyline is captured digitally as a permanent record and can be used to train volunteers within the Friends of the Lye and Wollescote Cemetery	Historians Friends of the Lye and Wollescote Cemetery Lye and Wollescote Historical Society	The guided cemetery tour led by Jean Weston and Marlene Price is recorded Others can be trained to give guided cemetery tours The quality and reputation of guided cemetery tours can be sustained The video can be uploaded onto the website and viewed by virtual visitors globally	Activity Plan Coordinator Jean Weston and Marlene Price Pupils from secondary school Equipment	See APC1 Nil Nil Supplied by college	At an appropriate time after 'permission to start' (either Autumn 2013 or early Summer 2014)	Complete video of tour Upload onto website Feedback from virtual visitors Value of video tour for training purposes	Maintain record Maintain record Feedback survey Feedback survey	L and P
COMMUNITY ENGAGEMENT, PARTICIPATION, INVOLVEMENT AND AUDIENCE DEVELOPMENT									
C1	Appointment of Community Facilitator one day a week for 12 months to establish the Friends of Lye and Wollescote Cemetery (potentially a company limited by guarantee with charitable status)	Local people Visitors Formal education and life long learning Special interest groups	Sustainability of the activities within the Activity Plan Local people have the opportunity to volunteer to enhance the benefits of the restoration of the chapels	Activity Plan Coordinator Community Facilitator Volunteers forming a committee DMBC Green Spaces Team Leader	See APC1 52 days @ £150/day = £7,800 Nil Nil	Recruit as soon as Activity Plan Coordinator confirmed	Successful recruitment of Community Facilitator Successful establishment of Friends organisation as a constituted body with charitable status Committee of willing volunteers keen	Maintain record Maintain record Maintain record	P

ACTIVITY PLAN ACTION PLAN (SHEET 12)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
							to become involved		
C2	The Friends to build cross faith and community representation including Anglican, Non-Conformist and Muslim... to contribute to the educational resources and walks, talks and activities programme within the cemetery	Local people Visitors Educational users Special interest groups	To establish diverse representation in the planning of the Friends activities Enhance the overall philosophy and approach for the Friends To create a more exciting programme of events and activities for visitors	Activity Plan Coordinator Community Facilitator Friends of Lye and Wollescote Cemetery DMBC Greenspaces Team Leader	See APC1 See C1 Nil Nil	Community Facilitator to set out to establish wide ranging representation	Successful balance to the composition of the Friends	Maintain record	P
C3	Friends to establish visits to successful Friends of Cemeteries to learn from best practice	Friends of Lye and Wollescote Cemetery	Friends to learn from best practice and develop role and function from position of knowledge and understanding Friends able to tailor their role to reflect what is possible at the cemetery	Activity Plan Coordinator Community Facilitator Travel and subsistence	See APC1 See C1 £1,000	Following the recruitment of the Community Facilitator and the establishment of a core group of potential Friends	Successful visits planned and undertaken Key lessons learnt from visits influence the approach to be adopted by the Friends	Maintain record Maintain record	L and P
C4	Friends establish an annual programme of cemetery walks (including pushchair walks), talks, open days and outreach work publicising this on the website,	Local people Visitors Education and life long learning groups Special interest groups	Local people and visitors can learn about the cemetery, the chapels and the stories of the people buried in the cemetery Visitors have an enjoyable experience, want	Activity Plan Coordinator Community Facilitator Friends of Lye and Wollescote Cemetery	See APC1 See C1 Nil	Following successful establishment of the Friends organisation	Establish an annual programme of cemetery walks, talks, open days and outreach work Number of attendees Quality of the	Evidence of programme Maintain record Visitor survey	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 13)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	Council and other community websites, Lye Library etc (see I12)		to return and tell their friends				visitor experience Level of visitor satisfaction	Visitor survey	
C5	Commissioning a 10 Year Management and Maintenance Plan for the cemetery as a first step to the cemetery obtaining a Green Flag Award (the first cemetery to do so in Dudley MBC)	All existing and potential visitors	Working with DMBC to secure a Green Flag Award Volunteers contribute to landscape and conservation management which enhances the overall visitor experience Visitors have an enjoyable experience, want to return and to tell their friends	Activity Plan Coordinator Community Facilitator Landscape Architect	See APC1 See C1 £5,000 to prepare Management and Maintenance Plan	Spring 2014	Completion of Management and Maintenance Plan Clear recommendations as to how the cemetery landscape and conservation management should be improved	Evidence of report Evidence of recommendations	L
C6	Establish a Facebook page and Twitter account for Lye and Wollescote Chapels and Cemetery project (linked to website I6) to widen awareness and appreciation of the project and to reach out to a younger audience	Local people Young people Visitors Educational visitors Special interest visitors	To raise awareness and understanding of Lye and Wollescote Chapels and Cemetery and why they are so special To publicise the restoration and the initiatives to make more of the heritage and educational value To widen the potential audience and involve	Activity Plan Coordinator Community Facilitator Friends of Lye and Wollescote Cemetery Volunteers	See APC1 See C1 See C1 Nil	Plan Winter 2014 Implement as soon as possible so the restoration process can be followed	To stimulate up to 1,000no. friends on Facebook To raise awareness and understanding of what is happening at the cemetery To increase level of visitation	Measure usage Visitor feedback Measure usage	P

ACTIVITY PLAN ACTION PLAN (SHEET 14)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
			younger people						
VOLUNTEERING									
V1	Community Facilitator to recruit up to 25no. volunteers to become the core membership of the Friends organisation to take the project forward	All visitors All potential volunteers including local people and particularly younger people	To provide opportunities for people to use their time and expertise to assist Lye and Wollescote Chapels and Cemetery To enable people to learn new heritage skills and develop social networks whilst supporting a good cause Enhance the quality of the overall visitor experience for all visitors	Activity Plan Coordinator Community Facilitator Dudley Council for Voluntary Services Recruitment	See APC1 See C1 Nil Nil	Recruit after the establishment of Friends organisations	Up to 25no. volunteers recruited Identify and train a Volunteer Coordinator to take a supporting management role	Evidence of umbers recruited Maintain record	P
V2	Community Facilitator to work with Dudley Council for Voluntary Services and Dudley MBC Officers to ensure volunteers have effective support including a Volunteer Policy, Volunteer Agreement and appropriate induction and training	All potential volunteers including local people and younger people	To provide opportunities for people from all walks of life to use their time and expertise to assist Lye and Wollescote Chapels and Cemetery To enable people to learn new heritage skills and develop social networks whilst supporting a good cause	Activity Plan Coordinator Community Facilitator DCVS Induction training	See APC1 See C1 Nil Undertaken by Community Facilitator and Chairman of Friends	Recruit after the establishment of the Friends organisation	Preparation of Volunteer Policy and Volunteer Agreements Completion of induction and initial training Quality of induction and initial training	Evidence of policy and agreement Maintain record Feedback survey	P

ACTIVITY PLAN ACTION PLAN (SHEET 15)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
V3	<p>Volunteers to obtain training in the history, heritage and significance of the cemetery, leading tours, giving talks, undertaking research and in planning and managing events</p> <p>Training to be provided by local specialists, Council Officers and lecturers at Stourbridge College</p>	All volunteers	<p>To provide opportunities for people from all walks of life to use their time and expertise to assist Lye and Wollescote Chapels and Cemetery</p> <p>To enable people to learn new heritage skills and develop social networks whilst supporting a good cause</p>	<p>Activity Plan Coordinator</p> <p>Community Facilitator</p> <p>DCVS</p> <p>Training providers</p>	<p>See APC1</p> <p>See C1</p> <p>Nil</p> <p>£2,000</p>	<p>Introduce training following establishment of Friends organisation and recruitment of volunteers Autumn 2014</p>	<p>Up to 25no. volunteers receive training reflecting their skills and experience</p> <p>Quality of the training</p> <p>At least 1no. volunteer decides to undertake further training leading to accreditation</p>	<p>Maintain record</p> <p>Participant feedback survey</p> <p>Maintain record</p>	P and L
V4	<p>Develop links with secondary schools and Stourbridge and Dudley Colleges to attract pupil and student volunteers to contribute to the work of the Friends as appropriate</p>	Pupils and students volunteering	<p>To provide opportunities for young people to use their time and expertise to assist Lye and Wollescote Chapels and Cemetery</p> <p>To enable young people to learn new heritage skills, develop social networks and have an enjoyable experience whilst supporting a good cause</p> <p>Enhance the</p>	<p>Activity Plan Coordinator</p> <p>Community Facilitator</p> <p>Volunteer team</p> <p>Out of pocket expenses</p>	<p>See APC1</p> <p>See C1</p> <p>See V1</p> <p>£500pa x 2 years</p>	<p>Establish links Summer 2014</p> <p>Operate programme once Friends is up and running</p>	<p>Up to 6no. pupils and students undertake volunteering per annum on the site</p> <p>Quality of the volunteering experience</p>	<p>Maintain record</p> <p>Participant feedback survey</p>	P

ACTIVITY PLAN ACTION PLAN (SHEET 16)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
			quality of the overall visitor experience for all visitors						
HERITAGE SKILLS TRAINING									
T1	Establish heritage skills training programme involving Stourbridge College and the main contractor providing opportunities for students to learn from, and experience, the restoration contract as well as training related to the work of the Friends of Lye and Wollescote Cemetery	Students Pupils Trustees General public	To raise awareness and understanding of the importance of the skills required to restore and maintain historic buildings like the chapels To provide an opportunity for people to learn heritage skills of all kinds relative to their abilities and aspirations To leave a legacy of heritage skills in the local community at the end of the project	Activity Plan Coordinator Architect Main Contractor Stourbridge College	See APC1 In contract In contract Nil	Plan programme following 'permission to start' and appointment of Activity Plan Coordinator Undertake during the contract period April 2014 – October 2014	Up to 20no. students receive training as part of project Up to 20no. students obtain accredited qualifications Up to 50no. people benefit from an element of heritage skills training	Maintain record Maintain record Maintain record	C, L and P
T2	Work closely with the Project Coordinator, Architect and Quantity Surveyor to ensure that heritage skills training is built into the ethos and framework of the restoration contract and for the contractor to	Student Pupils	To raise awareness and understanding of the importance of the skills required to restore and maintain historic buildings like the chapels To leave a legacy of heritage skills in the local community at the end of the project	Activity Plan Coordinator Architect Main contractor Stourbridge College Apprentice	See APC1 In contract In contract Nil Accreditation £350 (to be paid by contractor)	Autumn 2013 – Autumn 2014	Up to 20no. students receive training as part of project Up to 20no. students obtain accredited qualifications Contractor employs apprentice to work on the project	Maintain record Maintain record Evidence of apprenticeship provided	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 17)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	take on an apprentice for 12 months funded through the Construction Industries Training Board and Stourbridge College to undertake an NVQ Level 3 in heritage skills as a work based learning package								
T3	<p>Main contractor to build into contract one day a month for a structured day visit by up to 20no. students from Stourbridge College and up to 20no. pupils from local secondary schools to visit the site, see the work being undertaken, the heritage skills employed and to interact with the contractor and Architect</p> <p>Architect to support College and work with project design students</p>	<p>Students</p> <p>Pupils</p> <p>Apprentice</p>	To learn from structured visits to Lye and Wollescote Chapels and appreciate the process of restoration of a sensitive and constrained historic building	<p>Activity Plan Coordinator</p> <p>Architect 2 days @ £400</p> <p>Main Contractor</p> <p>Stourbridge College</p> <p>Apprentice</p>	<p>See APC1</p> <p>£800</p> <p>In contract</p> <p>Nil</p> <p>In contract</p>	<p>April – October 2014</p>	<p>Up to 20no. students receive training as part of the project</p> <p>Up to 20no. students obtain accredited qualifications</p> <p>Up to 20no. pupils take part in the programme</p> <p>2no. pupils go into full time construction course and go on to obtained NVQ qualifications</p> <p>Quality of the on site experience</p>	<p>Maintain record</p> <p>Maintain record</p> <p>Maintain record</p> <p>Maintain record</p> <p>Participant feedback</p>	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 18)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
T4	Organise one taster weekend event, in association with Stourbridge College and the contractor, to give the general public an opportunity to see the restoration project in progress (including guided visits) to see a range of heritage skills being demonstrated (and to try their hand) and to appreciate why they are important Invite SPAB to become involved	Local people Visitors Special interest groups	To raise awareness and understanding of the importance of the skills required to restore and maintain historic structures To create an opportunity for people to learn about, and participate in, heritage skills of all kinds relative to their interests, abilities and aspirations To stimulate people to use the skills learnt at Lye and Wollescote Chapels on their own property (and also become involved in the chapels and cemetery project)	Activity Plan Coordinator Community Facilitator Architect Contractor Stourbridge College	See APC1 See C1 £400 In contract Nil	June/July 2014	Taster weekend successfully completed Up to 100no. people attending the event each day Up to 40no. people participating in heritage skills activities Up to 4no. people influenced to undertake some aspect of heritage skills training as a result of the event Quality of the experience gained	Evidence of the event Record of attendees Maintain record Maintain record Participant feedback survey	L and P
T5	Train volunteers who have joined the Friends in core skills including Health and Safety, access and equality, first aid and tour guiding	Volunteers	Volunteers develop skills in meeting the public Overall visitor experience is improved Participants learn and develop new skills in pleasant environment	Activity Plan Coordinator Community Facilitator Chair of Friends Dudley MBC staff DCVS	See APC1 See C1 Nil Nil £1,000	Summer/Autumn 2014 as the restoration is completed	Up to 25no. volunteers complete training in core skills Quality of the training received	Evidence of completion of training Participant feedback	L and P

ACTIVITY PLAN ACTION PLAN (SHEET 19)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
MARKETING									
M1	Commission case study on the restoration project and the Activity Plan which is uploaded onto the website, circulated to universities, deposited in Dudley Archives and Local History Service, Lye and Wollescote Historical Society and used by WMHBT as a basis for articles in technical journals and specialist publications, for talks and papers at conferences	WMHBT Dudley MBC Heritage Lottery Fund Association of Building Preservation Trusts Professionals	People can understand the process that the project has gone through, the lessons that have been learnt and can benefit from the experience of WMHBT Other projects can benefit from the experience The credibility of WMHBT is enhanced	Project Coordinator Activity Plan Coordinator Specialist Heritage Consultant	Nil See APC1 £1,500	Early 2015 following completion of the restoration	Report completed Report uploaded onto website Report circulated widely	Evidence of report Evidence of uploading onto website Maintain record of how used	L
M2	Use project to market thereby raising awareness, understanding and appreciation of the work of West Midlands Historic Buildings Trust and to encourage new members, supporters and donations to	Funders Local authorities Individuals with an interest in historic buildings	The profile of the Trust enhanced leading to other opportunities coming forward to restore historic buildings 'at risk' Trust continues to achieve its mission	Trustees Project Coordinator Marketing budget	Nil Nil £500 pa x 2 years	Ongoing	Successful completion of project Trust receive awards for quality of work	Evidence of completion Maintain record	P and C

ACTIVITY PLAN ACTION PLAN (SHEET 20)

Ref no.	Activity: detailed description	Audience(s)	Benefits for people	Resources	Costs in project budget	Timetable	Targets and measures of success	Method(s) of evaluation	Meeting HLF aims
	support the ongoing work of the Trust								

5. CONCLUSIONS AND NEXT STEPS

501 Introduction

This Activity Plan has been prepared through a creative dialogue with Trustees, Project Steering Group and a wide range of organisations with an interest in Lye and Wollescote Chapels and Cemetery. It has been endorsed by the Trust at its meeting on 5 June 2013.

502 Procurement

The delivery of the Activity Plan will be overseen by **Trustees** and the **Project Co-ordinator** and the delivery will be managed by the **Activity Plan Co-ordinator** (the consultant commissioned to prepare the Activity Plan). They will:

- * work closely with Trustees, Project Co-ordinator, Architect and Quantity Surveyor particularly in relation to training
- * work closely with the partners identified in relation to each activity
- * ensure that each element is managed, designed and delivered on time and on budget
- * commission specialist consultants as appropriate eg. preparation of educational resources, the design of publications and interpretive panels
- * recruit the Community Facilitator who will be responsible for the establishment of the Friends of Lye and Wollescote Cemetery
- * ensure that each activity is delivered and sustainable at the end of the project period.

We will monitor the progress of the Activity Plan at regular meetings of the Trustees and Project Steering Group. We will establish evaluation and monitoring systems from the outset, maintain records and monitor and review expenditure and performance reporting monthly through the Project Co-ordinator to Trustees.

503 Next Steps

This report is a key component of the Round 2 application to the Heritage Lottery Fund. Assuming the application is successful the Trustees and the Project Co-ordinator will confirm the appointment of the Activity Plan Co-ordinator who will start immediately on the process of delivery of the Activity Plan

We attach the job description for the Community Facilitator (Appendix C)

We are excited by the role the Activity Plan can play to bringing Lye and Wollescote Chapels and Cemetery alive and thereby maximising the value of the investment in the restoration of the chapels.

We commend this Activity Plan to you.

**APPENDIX A
LIST OF CONSULTEES**

David Trevis-Smith	Project Coordinator West Midlands Historic Buildings Trust
Bob Tolley	Chairman West Midlands Historic Buildings Trust
John Woodall	Vice Chairman West Midlands Historic Buildings Trust
David Mills MBE	Trustee West Midlands Historic Buildings Trust
Nigel Brown	Trustee West Midlands Historic Buildings Trust
Stuart Connelly	Bereavement Services Manager Dudley Metropolitan Borough Council
Duncan Lowndes	Assistant Director Culture and Leisure Dudley Metropolitan Borough Council
Jayne Pilkington	Senior Conservation Officer Dudley Metropolitan Borough Council
Fred Richings	Principal Arts Officer Dudley Metropolitan Borough Council
Steve Lockwood	Education Improvement Adviser Dudley Metropolitan Borough Council
Graham Wharton	Curator Dudley Metropolitan Borough Council
Penny Fulford	Registrar of Births, Deaths and Marriages Dudley Metropolitan Borough Council
Jane Catley	Head of Service Registration and Corporate Services Dudley Metropolitan Borough Council
Liz Stuffins	Green Spaces Team Leader Dudley Metropolitan Borough Council
Caroline Webb	Senior Development Officer Dudley Council for Voluntary Services
Jean Weston	Historian/Author
Marlene Price	Historian/Author
Adrian Mathias	Architect Brownhill Hayward Brown
Lex Allen	Agent Lex Allen

Ian Appleby	Agent Lex Allen
Emma Pardew	Townscape Heritage Officer Dudley Metropolitan Borough Council
Councillor Mohammed Hanif	Councillor for Lye and Stourbridge North Dudley Metropolitan Borough Council
Councillor Gaye Partridge	Councillor for Cradley and Wollescote Dudley Metropolitan Borough Council
Jill Berry	Pastor Bethel Chapel
Val Woodhouse	Projects Coordinator Bethel Chapel
Tim Bridges	Case Officer The Victorian Society
Tina Dalzell	Jobs and Skills Shop Manager Stourbridge College
Dave Griffin	Programme Area Manager Construction Stourbridge College

APPENDIX B BIBLIOGRAPHY

Lye and Wollescote Chapels Round 1 Heritage Lottery Fund application
West Midlands Historic Buildings Trust

Lye and Wollescote Chapels Building Conservation Project website
West Midlands Historic Buildings Trust

Lye and Wollescote Cemetery Chapel : Feasibility Study (June 2006)
Brownhill Hayward Brown

Lye and Wollescote Cemetery Chapels : Project Summary
West Midlands Historic Buildings Trust

Lye and Wollescote Cemetery Chapel : Options Appraisal (Public Consultation 9th and 29th September 2006)
Dudley Metropolitan Borough Council

Lye and Wollescote Cemetery Chapels : Business Plan
West Midlands Historic Buildings Trust

Volunteer Policy
Dudley Council for Voluntary Service

'The Lye and Wollescote Cemetery and Chapels : A Victorian Cemetery and its notable burials'
Jean Weston and Marlene Price

'Paradise Preserved : An introduction to the assessment, evaluation, conservation and management of historic cemeteries'
English Heritage and English Nature

The Friends of Key Hill and Warstone Lane Cemeteries Birmingham website www.fkwc.org

Online virtual tour of Gornall Wood Crematorium Dudley

The Friends of Brandwood End Cemetery Birmingham www.fbec.org.uk

The Friends of Arnos Vale Cemetery www.arnosvalefriends.org.uk

The National Federation of Friends of Cemeteries Group www.cemeteryfriends.org.uk

APPENDIX C
JOB DESCRIPTION OF COMMUNITY FACILITATOR

Lye and Wollescote Cemetery
Community Facilitator

Job Title: Community Facilitator (1 day/week x 52 weeks)

Location of Job: To be decided

Post holder reports to: Activity Plan Co-ordinator

Purpose of job:

To undertake extensive consultation with groups and individuals within the Lye and Wollescote community, and investigate best practice elsewhere, with the objective of establishing a Friends of Lye and Wollescote Cemetery with a Chairman, Committee and upto 20 members which has the potential to be a sustainable organisation.

Primary duties:

To establish a sustainable Friends of Lye and Wollescote Cemetery within the 12 month contract

To review and understand the background and context to the concept of a Friends of the Cemetery organisation

To undertake web searches to become aware of, and review, successful Friends of cemeteries elsewhere in the West Midlands and across the UK and the factors which influenced their establishment and success (or otherwise)

To consult widely in the Lye and Wollescote community with groups and organisations with an interest in the cemetery including representatives of the Muslim community, Lye and Wollescote History Society and the Friends of Wollescote Park

To hold meetings, workshops and focus groups to bring people together to discuss the concept, the potential role and function of a group and to establish a body of support

To encourage interested people to visit other Friends organisations (with the benefit of out of pocket expenses) and find out first hand the benefits and disadvantages of a group

To identify options for the nature of the organisation and review potential constitutions

To form the Friends group with at least 20 members and seek Officers following elections

To organise basic training and support to members

To plan and organise an annual programme of regular cemetery walks, talks and activities

To establish links with other Friends of cemetery groups

To use the time available in the contract prudently

To identify potential 'leaders' within the membership to act as voluntary Community Facilitator at the end of the post

To develop a social programme for members including talks, visits and practical training.

Person specification:

Essential

Degree level education standard

Articulate and personable

Proven record of working with voluntary groups in heritage and/or conservation management sector

ICT skills

Desirable

Practical experience of membership of a Friends or working with one

Interest in history, genealogy and environmental issues.

**APPENDIX D
MODEL CONSTITUTION FOR FRIENDS GROUP**

Constitution

Adopted on the.....day of20

A. Name

The name of the Association is
(hence referred to as The Friends).

B. Administration

Subject to the matters set out below the Charity and its property shall be administered and managed in accordance with this constitution by the members of the Executive Committee, constituted by clause G of this constitution ('the Executive Committee')

C. Objects

The Friends' objects ('the objects') are:

- (1) Improve facilities in the cemetery for all, regardless of age, gender, sexual orientation, race, politics or religion and to promote wider use of the cemetery in general, for the benefit of the local community
- (2) Promote safety in the cemetery for all concerned
- (3) Promote such other charitable purposes as may from time to time be determined
- (4) Promote activity for young people and children in the cemetery
- (5) To promote and develop liaison between the group and the local community and other organisations
- (6) To promote education and provide facilities in the interest of social welfare with the object of improving the conditions of life in the local community.

D. Powers

In furtherance of the objects but not otherwise the Executive Committee may exercise the following powers:

- (i) Power to raise funds and to invite and receive contributions provided that in raising funds the Executive Committee shall not undertake any substantial permanent trading activities and shall conform to any relevant requirements of the law
- (ii) Power to co-operate with other charities, voluntary bodies and statutory authorities operating in furtherance of the objects or of similar charitable purposes and to exchange information and advice with them
- (iii) Power to establish or support any charitable trusts, associations or institutions formed for all or any of the objects
- (iv) Power to appoint and constitute such advisory committees as the Executive Committee may think fit

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- (v) Powers to do all such other lawful things as are necessary for the achievement of the objects
 - (vi) Power to hold public meetings, exhibitions or lectures etc.

E. Membership

- (1) Membership of the Friends shall be open to any person over the age of 16years interested in furthering the objects.
- (2) Members can only vote if they are over the age of 18 years.
- (3) Every member shall have one vote.
- (4) Annual re-election of all executive members.
- (5) The Executive Committee may by a two-thirds majority vote and for good reason terminate the membership of any individual provided that the individual concerned shall have the right to be heard by the Executive Committee, accompanied by a friend, before a final decision is made.
- (6) The Friends reserve the right to set a membership fee if deemed necessary in the future.

F. Honorary Officers

At the Annual General Meeting of the Friends the members shall elect from amongst themselves a Chair Person, a Secretary and a Treasurer who shall hold office from the conclusion of that meeting.

G. Executive Committee

- (1) The Executive Committee shall consist of not less than 3 members no more than 10 members being:
 - (a) The honorary officers specified in the preceding clause
 - (b) Not more than 7 members elected at the annual general meeting who shall hold office from the conclusion of the meeting
- (2) The Executive Committee may, in addition, appoint not more than 4 co-opted members but so that no-one may be appointed as a co-opted member if, as a result more than one third of the members of the Executive Committee would be co-opted members. Each appointment of a co-opted member shall be made at a special meeting of the Executive Committee called under clause J and shall take effect from the end of that meeting unless the appointment is to fill a place which has not then been vacated in which case the appointment shall run from the date when the post becomes vacant.
- (3) All members of the Executive Committee shall retire from office together at the end of the annual general meeting next after the date on which they came into office but they may be re-elected or re-appointed
- (4) The proceedings of the Executive Committee shall not be invalidated by any vacancy among their number nor by any failure to appoint or any defect in the appointment or qualification of a member so long as there is a quorum present.
- (5) Nobody shall be appointed as a member of the Executive Committee who is aged under 18 or who would if appointed be disqualified under the provisions of the following clause.

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- (6) No person shall be entitled to act as a member of the Executive Committee whether on a first or on any subsequent entry into office until after signing in the minute book of the Executive Committee a declaration of acceptance and of willingness to act in the trusts of the Charity.

H. Determination of Membership of the Executive Committee

A member of the Executive Committee shall cease to hold office if he or she:

- (1) is disqualified from acting as a member of the Executive Committee by virtue of section 72 of the Charities Act 1993(or any statutory re-enactment or modification of that provision)
- (2) becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs
- (3) is absent without the permission of the Executive Committee from all their meetings held within a period of six months and the Executive Committee that his or her office be vacated.

I. Executive Committee Members not to be personally interested

No member of the Executive Committee shall acquire any interest in property belonging to the Charity (otherwise than as a Trustee for the Charity) or receive remuneration or be interested (otherwise than as a member of the Executive Committee) in any contract entered into by the Executive Committee.

J. Meetings and proceedings of the Executive Committee

- (1) The Executive Committee shall hold at least two general meetings each year. A special meeting may be called at any time by the Chairperson or by any two members of the Executive Committee, upon not less than 4 days notice being given to the other members of the Executive Committee of the matters to be discussed but if the matters include an appointment of a co-opted member then not less than 21 days' notice must be given.
- (2) The Chairperson shall act as Chairperson at meetings of the Executive Committee. If the Chairperson is absent from any meeting the members of the Executive Committee present shall choose one of their number to be Chairperson of the meeting before any other business is transacted.
- (3) There shall be a quorum when at least one half of the number of members of the Executive Committee for the time being, or three members of the Executive Committee, whichever is the greater is present at a meeting.
- (4) Every matter shall be determined by a majority of votes of the members of the Executive Committee present and voting on the question but in the case of equality of votes the Chairperson of the meeting shall have a second or casting vote.
- (5) The Executive Committee shall keep minutes, in books kept for the purpose, of the proceedings at meetings of the Executive Committee and any sub-committee.
- (6) The Executive Committee may from time to time make and alter rules for the conduct of their business, the summoning and conduct of their meetings and the custody of documents. No rule may be made which is inconsistent with this constitution.
- (7) The Executive Committee may appoint one or more sub-committees consisting of three or more members of the Executive Committee for the purpose of making any enquiry, or supervising or performing any function or duty, which in the opinion of the Executive Committee would be more conveniently undertaken or carried out by a sub-

committee provided that all acts and proceedings of any such sub-committee shall be fully and promptly reported to the Executive Committee.

K. Receipts and Expenditure

- (1) The funds of the Charity, including all donations and contributions and bequests, shall be paid into an account operated by the Executive Committee in the name of the Charity at such bank as the Executive Committee shall from time to time decide. All cheques drawn on the account must be signed by at least two members of the Executive Committee.
- (2) The funds belonging to the Charity shall be applied only in furthering the objects.

L. Accounts

The Executive Committee shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that Act) with regard to:

- (1) The keeping of accounting records for the Charity
- (2) The preparation of annual statements of account for the Charity
- (3) The auditing or independent examination of the statements of account of the Charity
- (4) The transmission of the statements of account of the Charity to the Commission.

M. Annual Report

The Executive Committee shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of the Act) with regard to the preparation of an Annual Report and its transmission to the Charity Commission.

N. Annual Return

The Executive Committee shall comply with their obligations under the Charities Act 1993 (or any statutory re-enactment or modification of that Act) with regard to the preparation of an annual return and its transmission to the Charity Commission.

O. Annual General Meeting

- (1) There shall be an Annual General Meeting of the Friends which shall be held in the month of in each year or as soon as practical thereafter.
- (2) Every Annual General Meeting shall be called by the Executive Committee. The secretary shall give at least 21 days' notice of the Annual General Meeting to all the members of the Charity. All the members of the Charity shall be entitled to attend and vote at the meeting.
- (3) Before any other business is transacted at the first Annual General Meeting the persons present shall appoint a Chairperson of the meeting. The Chairperson shall be the Chairperson of subsequent Annual General Meetings, but if he or she is not present, before any other business is transacted, the persons present shall appoint a Chairperson of the meeting.

-
- (4) The Executive Committee shall present to each Annual General Meeting the report and accounts of the Charity for the previous year.
 - (5) Nominations for election to the Executive Committee must be made by members of the Charity in writing and must be in the hands of the Secretary of the Executive Committee at least 14 days before the Annual General Meeting. Should nominations exceed vacancies, election shall be by ballot. In the event that insufficient nominations are received by the Secretary nominations for the vacancies may be received and appointments approved at the Annual General Meeting.
 - (6) Minutes of the Annual General Meeting to be copied and forwarded to Dudley M B C.

P. Special General Meetings

The Executive Committee may call a Special General Meeting of the Charity at any time. If at least ten members request such a meeting in writing stating the business to be considered the Secretary shall call such a meeting. At least 21 days' notice must be given. The notice must state the business to be discussed.

Q. Procedure at General Meetings

- (1) The Secretary, or other person specially appointed by the Executive Committee, shall keep a full record of the proceedings at every general meeting of the Charity.
- (2) There shall be a quorum when at least one tenth of the number of members of the Charity for the time being or ten members of the charity, whichever is the greater, are at present at any general meeting.

R. Notices

Any notice required to be served on any member of the Charity shall be in writing and shall be served by the Secretary or the Executive Committee on any member either personally or by sending it through the post in a prepaid letter addressed to such member at his or her last known address in the United Kingdom, and any letter so sent shall be deemed to have been received within 5 days of posting.

S. Alterations to Constitution

- (1) Subject to the following provisions of this clause the Constitution may be altered by a resolution passed by not less than two thirds of the members present and voting at a general meeting. The notice of the general meeting must include notice of the resolution setting out the terms of the alteration proposed.
- (2) No amendment may be made to clause A (the name of the Charity clause), clause C (the objects clause), clause I (Executive Committee members not to be personally interested clause), clause T (the dissolution clause) or this clause without the prior consent in writing of the Charity Commission.
- (3) No amendment may be made which would have the effect of making the Charity cease to be a charity at law.

T. Dissolution

If the Executive Committee decides that it is necessary, or advisable, to dissolve the Charity it shall call a meeting of all members of the Charity of which not less than 21 days' notice (stating the terms of the resolution to be proposed) shall be given. If the proposal is confirmed by a two thirds majority of those present, and voting, the Executive Committee shall have power to realise any assets held by or on behalf of the Charity. Any assets remaining after the satisfaction of any proper debts and liabilities shall be given, or transferred, to such other charitable institution or institutions having objects similar to the objects of the Charity as the

members of the Charity may determine or failing that shall be applied for some other charitable purpose. A copy of the statement of accounts, or account and statement, for the final accounting period of the Charity must be sent to the Commission.

U. Arrangements until First Annual General Meeting

Until the first Annual General Meeting takes place this Constitution shall take effect as if references in it to the Executive Committee were references to the persons whose signatures appear at the bottom of this document.

V. Alterations to the Constitution

This Constitution may be amended only at an Annual General Meeting, or an Extraordinary General Meeting, of The Friends, duly convened and held. Notice of the meeting shall specify the alterations to be proposed. The assent of not less than seventy five percent of the members present and voting shall be required to give effect to any alteration.

W. Indemnity

Every member of the Committee shall be entitled to be indemnified out of the assets of The Friends against all losses and liabilities incurred by other members of the Committee, or in relation to the execution of their respective office, provided that nothing in this clause shall entitle them to any indemnity against liability arising through negligence or fraud or similar actions on their part.

This Constitution was adopted on the date mentioned above by the persons whose signatures appear at the bottom of this document.

Signed

.....

APPENDIX E
INFORMATION PACK AND GUIDE TO SETTING UP A FRIENDS OF A PARK GROUP



Directorate of the Urban Environment
Culture & Leisure
Parks Development

**Information Pack
and Guide to setting up a
'Friends of a Park' Group**

Draft February 2012

CONTENTS

- 1. Introduction**
- 2. Setting up a Friends Group**
- 3. Friends : we all need them**
- 4. Getting members and keeping them**
- 5. Useful Contacts**
- 6. Frequently Asked Questions**

1. Introduction

This Information Pack is intended to provide guidelines for those intending to set up a 'Friends' group as well as for existing groups and Council staff who work alongside these voluntary groups.

The need for such a pack was identified by the existing network of Friends groups, and at the Green Spaces Forum, which is a quarterly event held for Friends groups to network and share ideas with one another organised by the Parks Development Team.

This document has been put together by members of the Parks Development Team with the important input from the Friends groups.

How to use this pack

This pack is designed as a quick and easy point of reference on the basic guidelines for the successful running of a group. It aims to answer a number of questions that you may have, whether you are a member of an existing Friends group or someone thinking about setting one up.

The document is split up into four sections which cover the frequently asked questions. These can range from questions like '*Do we need to have a constitution?*', '*Where can we get some money from?*' or '*What's all this Agenda 21 business about then?*'.

2. Setting up a Friends Group

What is a Friends Group?

A Friends Group is a number of interested local people coming together with the aim of improving the appearance, facilities, conservation value and safety of their local park or green space. Usually people will become involved at the beginning who already care about this. You will inevitably attract new members as you go and start to achieve things.

Why form a group?

The reasons why individuals decide to set up a Friends group vary enormously. However, they always share the same objective which is to achieve something positive in their local park or open space. A Friends group can be an effective and recognised method of achieving these positive outcomes and to access resources which are specifically made available to such not-for-profit groups.

3. Friends, we all need them

This section covers the following items:

(a) *Friends : we all need them*

This section covers the basics about Friends groups and the ways that Parks Development work alongside the groups to support them in their progress and ongoing development.

(b) *The Bare Necessities*

Things you need to know when starting up a new group (or have been running a group for a while). Includes getting started, meetings, setting your aims, policies, health and safety issues, carrying out activities and looking after volunteers.

(c) *Putting your group on a more formal footing*

The boring but essential information about committees, constitutions and the necessary insurances to legitimatise the group.

(d) **Getting your message across** Publicity, how to get it and ensuring it's what you want.

(a) **Friends : we all need them**

One of main aims of the Parks Development Team is to support the establishment of a self sustaining network of community groups working in partnership with the Council to help toward the ongoing regeneration of the Borough parks and open spaces.

The establishment of 'Friends' or 'action' groups is a relatively new movement within the Borough and is rapidly gaining momentum within the community. These groups work in partnership with the Council and Parks Development staff in not only addressing current issues but also in looking to the long term regeneration and development of their park or open space.

Part of our philosophy is to encourage communities to have a sense for ownership of their parks and open spaces. It is essential that we look to develop self sustaining groups to ensure longevity and move toward sustainable futures for local green and open spaces with a large community input.

A sustainable Friends group means the individuals involved in that group have the confidence and skills base to be self sufficient. In the early stages of development / establishment support mechanisms are available. The aim being that, in time, the Friends groups will be able to continue with reduced support from Parks Development thus enabling staff to aid development in new areas of the Borough.

The existing Friends Groups have established a formal network called the Green Spaces Forum which meets four times a year. Linking groups in this way, enables local people to share experiences, discuss common issues and exchange ideas about projects, events etc. It is links such as this that help to establish a further support network at a grass roots level again enabling limited resources to be maximised.

Getting members and keeping them

As a Friends group you will never get the whole of the community turning up to your event let alone your meetings, so you must value the ones that do. Here are some ideas on how to achieve this:

- * arrange for each member to invite a friend or neighbour to a meeting
- * ensure that the atmosphere is friendly and that new members are warmly welcomed
- * give praise and thanks where due and plan activities that encourage wide involvement such as fun/family days.

People will come forward if they feel they have something to offer such as contacts and information, social skills such as resolving conflicts and knowledge of different cultures, practical skills such as producing leaflets and taking minutes, organisational skills such as planning and running meetings, new ideas and a sense of humour for new perspectives and having fun!

Reviewing progress

Many groups achieve an enormous amount without anyone realising it. This should be celebrated and one way to do this is to have an Annual Review, which could be compiled with the help of the Parks Development Team and then be distributed

around your local area, letting the local population know what you have done and hopefully winning their appreciation and possibly some new members.

Getting out of a slump

Sometimes things will go wrong. Key members will leave for a variety of reasons and you may lose your initial enthusiasm. The first thing to do is to recognise this fact and that these problems will not solve themselves. You need to raise this with other members of the group and try to find out why people have left, as well as whether the existing members are happy with how the group is being run (people can often stay on out of a sense of duty).

How the Parks Development Team can help

It is the role of the staff in the Parks Development is to provide parks and public open spaces suitable for people of all ages, backgrounds and abilities. Their aim is to ensure that the Borough's parks and green spaces are safe local environments in which people can play, learn and socialise or just escape from the pressure of everyday life.

There Useful Council Contacts list at the end of the pack.

The Greenspaces Forum

The Friends Forum now formally known as the Greenspaces Forum meets four times a year and aims to promote good practice, share information, co-ordinate activities and form a lobby group. The Forum is run by the Friends Groups with support from the Council.

b) *The Bare Necessities*

The Beginning

An initial meeting is usually called after some form of public consultation (Neighbourhood Survey or Planning for Real) which will have established what the local issues are and if there is a need, or demand for, setting up a friends group.

Getting started, your first meeting

It is a good idea to have a public launch in order to attract as many potential friends as possible. Support will be provided by the Parks Development Team in establishing your group. They can provide details of other Friends groups in the Borough. You will then need to decide on 'who does what' and 'what you want to achieve'. It is often a good idea to invite the chair from an existing group to attend your initial meeting. They have been through this stage already and will be happy to share experiences and give you advice.

Setting your aims

By now you may be aware of the issues in your area and you need to decide what your initial priorities will be. Do you want to improve the play area or solve the dog mess problem? Do you want to run an event or organise a litter blitz?

Once this is agreed you will need to think about how you are going to do it, how much it will cost, where the money is going to come from and who you can get to help. It is also a good idea to decide what you would like to achieve in the first year and set a timetable. It is also important to be realistic. Having established the group, running an event and starting a petition to make improvements would be a perfectly satisfactory outcome for the first year.

If you are not sure what your members, and the other park users want to happen in your park, you need to find out. There are a number of ways of doing this: you could distribute a questionnaire or you could organise a 'Planning for Real' event. The Parks Development Team has experience in this area and can provide advice and suggestions. They may already have some information based upon previous surveys.

Meetings

After the initial meeting you will need to decide on further meetings, how often, what time and where to have them and most importantly what to talk about.

The venue

Is it comfortable, accessible, warm in winter and quiet? Can people get to the meetings easily and do they feel they can get home safely afterwards?

Letting people know

If they don't know it's happening they won't come. Publicise the dates well in advance, produce a list of dates, put flyers and posters up locally, send new members a map and put a poster at the venue to indicate where the meeting is.

Timing

Consult all of your membership as to the best time for meetings and vary times if necessary. Inform people of start times. It is the Chair's responsibility to ensure the meeting keeps to time, that everyone present is involved and that people keep to the point.

People

One of the biggest obstacles can be people's different perceptions of meetings. Few people ever think they speak too long, or are boring, others or that the way they run a meeting is poor. Others may see things differently however. Your members will be coming to the meeting to learn what is going on and to contribute to decision making. It is important that they feel valued. It is sometimes a good idea to rotate the chairing of meetings.

Agenda

It is important to have a written agenda for your meetings as this keeps people to the point, they know what you will be talking about and can suggest topics to be discussed. A suggested format for meetings is as follows:

(Title: date, start and finish time and place of meeting).

1. Welcome and introductions
2. Apologies
3. Minutes of the last meeting – are they accurate?
4. Matters arising from last meeting
5. Reports on the decisions about group activities - list them, so people know specifically what activities you are referring to.
6. Treasurer's report
7. Any other business
8. Date and time of next meeting

Minutes

Make sure that you write down all decisions and action points, agree and record who is going to carry them out, and send copies to all relevant people.

Equal opportunities

The Council has a policy on this subject which you should adopt and follow. You can get a copy by contacting the Parks Development Team.

Working with the community

When planning and carrying out any activity advertise the fact as widely as possible. There may be people who do not wish to get involved with the group on a full time basis but would be willing to help out on a particular project or issue.

Planning projects/work

If something is not planned properly it may go wrong or probably not even get off the ground. It is essential to plan things thoroughly in advance. Try to think of all the problems that may occur and find ways to get round these if they happen. You can never be too thorough. A well planned and well run event can be great fun and very satisfying. The Events Team, based at Himley Hall, organise and run all the Council's events and if you are proposing to hold an event in your park you should contact them for help and advice. All events must be registered with the Events Team, this is to avoid double bookings!!

c) *Putting your group on a more formal footing*

In some cases the first thing a group does is to set up a committee, and in others it is something they get round to eventually. Neither of these approaches is right or wrong, but as soon as the group starts to make applications for money and needs to open a bank account, it will have to form a committee.

Setting up a Committee

It is important that the right people are elected to the following roles:

Chairperson

The Chair's role first and foremost is responsibility for the group. They need to know what is going on and to plan ahead. A key role is leadership, setting a positive example, being the person who turns up on a cold wet evening. The most important role, however, is coordination. This means encouraging others who have taken on responsibilities within the group to carry them out. Also insuring that Committee meetings run smoothly and to order and that everyone gets a say and that they are listened to. The Chair should also be the main link with the Council.

Vice chairperson

Has the role of deputising and chairing meetings in the absence of the Chair. They can also share some of the responsibilities with the Chair.

Secretary

This is a vital role. You need someone who is organised, good at taking minutes or action points of meetings and accurately producing them on time for the next meeting. Preferably someone who has access to a personal computer as they will also be responsible for any correspondence that the group has.

Treasurer

This is also a vital role. All Friends groups need to keep accounts which are annually audited and made available to members at the Annual General Meeting.

Information Officer

This is a vital role. You need someone who is organised and preferably with access to email and a computer. This role is vital for communication between the Parks Development Team and the Friend's group. It will be this person's responsibility to pass on information from the Council to the other members of the group. In some cases the Secretary may take on this role.

Other committee members

There are a number of other positions that a group can establish such as Publicity Officer, Fundraiser and Social Secretary. Although these are not strictly necessary other Friends groups have found them useful and if you have a number of keen members it is always a good idea to get them involved in the running of the group.

Constitution

The next thing to do is to adopt a Constitution. The reason for doing this is to ensure the groups aims are clear to all members, to provide a means for making decisions and resolving disputes, to gain credibility with Bank Managers and funders, to clarify liability and lines of responsibility, to ensure accountability and to enable the group to affiliate to other similar bodies such as the Friends Network. The easiest way to do this is to adopt one similar to that being used by existing Friends groups. The Parks Development Team can provide sample constitutions.

You need to have an Annual General Meeting once a year in order to elect, or reelect, Committee members and present an Annual Report and accounts to the rest of the group's members. It is a good idea to combine this with a talk or social event. Groups should also set out their aims and objectives so that everyone can understand what they are joining.

Charitable status

Although as a Friends group you do not have to become a registered charity it could be helpful in marketing and fundraising. Also the public are immediately reassured if you are a registered charity : in other words you are official. The word charity still evokes a positive response. To be able to write to potential funders as a registered charity puts you to cut above the rest. Some funders, especially charitable grant giving trusts, prefer to give their money to registered charities and you may put your group at a disadvantage by not being registered.

Business Plan

If you want to be really professional you could draw up a business plan for the group. This will impress potential funders no end. If you do, it should be used in planning your fundraising and accounting procedures.

Insurance

It is vitally important that whatever your group decides to do, you are covered by some form of insurance : normally public liability. If you plan to do practical work you can get a good deal by affiliating to the British Trust for Conservation Volunteers. If your activity is being run by a member of Parks Development Team you will be covered by the Council's insurance. If you plan to run your own separate event, consult an insurance broker or Adrian Butcher, the Council's Senior Events Officer on 01384 817835, for further information.

d) *Getting your message across*

All groups need publicity and it needs to be positive. Good publicity can benefit your group by raising awareness of your existence, getting your message across and gaining new members. You need to have a clear and understandable

message. The main aims of publicity are to attract new members and money. Therefore, it is worth spending time and money on making sure it is effective.

There are a number of ways of publicising your group and you may find some of the following useful.

Newsletters

These are a good idea for keeping your members, and the rest of the public, informed of what you are doing. They are also a great way to attract new members. They should ideally contain short informative articles, forthcoming events and a way for the readers to comment on issues. It is also useful to keep a record of who it goes to. Many of the existing Friends groups produce newsletters either creating them on their own or with help from the Parks Development Team. Other groups have set up web sites which provide information about the group and objectives.

Posters/leaflets

People cannot come to events/meetings if they don't know they exist. A simple A5 and A4 poster can be very effective. They can be displayed in your local library, schools, local shops, sports centres, pubs, community centres, clinics, places of worship, neighbourhood offices and distributed to houses (possibly with free newspapers). Important things to remember with posters and leaflets are make them colourful, include where, when, who and a contact as well as any sponsors you may have for the activity.

Local Newspapers

The press can normally be relied upon to come out to an event if you make it interesting enough. Hints about writing a successful press release:

- * get it typed (double spaced if possible)
- * keep it short and to the point : no more than one side
- * the first sentence should include who, what, where, when and why
- * summarise your main points in your first paragraph
- * use your following paragraphs to expand on the main points
- * give a daytime contact number and make sure they are available
- * suggest a photo opportunity
- * try to get to know local journalists.

Radio and television interviews

It is always a good idea to send your press release to Central TV and BBC Midlands.

If they do come out try to relax and remember what you want to say especially if it is live. There is a lot more chance of BRMB, Radio WM or Beacon Radio coming out. The things to remember when being interviewed on radio are to prepare what you are going to say, speak clearly, make it sound exciting and don't let them to get you off the point.

Effective partnerships and networking

As the old saying goes 'a problem shared is a problem halved'. There are obvious advantages in groups sharing information, advice, skills and expertise to allow your activities to be effective, efficient, economical and sustainable. If you as a Friends group have a success or a failure with an event, it is useful to share this experience with the other friends groups. This may be expressed through the Friends Forum.

Campaigning/petitioning

A number of groups have already collected petitions. These can then be presented to your local Councillors who present your case to either your area committee or to the Council.

5. Useful Contacts List

Parks Development Team		
Name	Title	Contact
Liz Stuffins	Green Spaces Team Leader.	01384 81 6991 liz.stuffins@dudley.gov.uk
Daniel Fildes	Parks Development Manager	01384 81 5589 daniel.fildes@dudley.gov.uk
Ishrat Karim	Parks Development Officer (South of the Borough)	01384 81 6994 : ishrat.karim@dudley.gov.uk
Jenny Barlow	Parks Development Officer (North of the Borough)	01384 81 6993 jenny.barlow@dudley.gov.uk
Kim Braznell	Physical Activities Manager	01384 81 6992 kim.braznell@dudley.gov.uk
Admin Assistant	Parks Development General Enquiries	01384 81 5675 parks.development@dudley.gov.uk
Countryside & Nature Reserves		
David Keeley	Countryside Manager	01384 81 4189 david.keeley@dudley.gov.uk
Events Team		
Adrian Butcher	Senior Events Officer	01384 81 7835 adrian.butcher@dudley.gov.uk
Dawn Smith	Assistant Events Officer	01384 81 7834 dawn.smith@dudley.gov.uk
Council's Youth Team Leaders (Working with the youth across Dudley Borough)		

Lisa Atkinson	Dudley Central Area Team Leader	01384 81 3941 lisa.atkinson@dudley.gov.uk
Vacant	Dudley North Area Team Leader	01384 81 5182
Jean Garwood	Central Area Team Leader	01384 81 3942 jean.garwood@dudley.gov.uk
Dominic Tipping	Halesowen & Stourbridge Area Team Leader	01384 81 6284 dominic.tipping@dudley.gov.uk
Emergency Contacts		
West Midlands Police Telephone	0300 113 5000	
Dudley Council Plus (Main switchboard)	0300 555 2345	
Dudley Council Emergency Maintenance	01384 81 2345	

6. Frequently Asked Questions

This section aims to provide answers to some frequently asked questions.

<p>Land Ownership</p> <p><i>Who owns this piece of land?</i> <i>Who is responsible for this boundary?</i> <i>I want to buy a piece of land who do I contact?</i></p> <p>In order to answer these questions, the council needs to refer to its extensive land ownership database. The Land Team within the Directorate of Law & Property are responsible for this information. Therefore you should direct your enquiries to:</p> <p>Linda Clift, Property Assistant Tel No: 01384 815323 Email: Linda.Clift@dudley.gov.uk</p>
<p>Grounds Maintenance</p> <p><i>Who is responsible for the day to day grounds maintenance - grass cutting, shrub pruning, tree works?</i></p> <p>All day to day grounds maintenance is carried out by the council's own team who are called Greencare. If you are unhappy with the standard of maintenance, or have a query about what maintenance should be carried out in your area you should direct your enquiries to:</p> <p>Dudley Council Plus. Tel: 0300 555 2345</p>

Rubbish and Litter

*Someone has tipped rubbish on Parks/Public Open Space, how do I get it removed?
Someone has tipped rubbish on other council land, how do I get it removed?*

They will look through to see if they can find any identification, they will contact and challenge.

Contact: Dudley Council Plus. Tel: 0300 555 2345

Once you have contacted Dudley council Plus, they then contact a Greencare grounds maintenance operative to remove.

Dog Fouling

I know someone who is allowing their dog to persistently foul public land. Can the council do about it?

It is an offence under the Dogs (Fouling of Land) Act 1996, not to remove dog faeces from public open land and contravention of this carries a maximum fine, on conviction, of £1000 or a fixed penalty of £25.

The council employs a number of enforcement officers who can investigate this matter.

You should direct your enquiries to:

Dudley Council Plus. Tel: 0300 555 2345

Friends of Parks

I would like to join my local Friends Group who do I contact? I would like to set up a friends Group can you help?

There are currently about 26 Friends groups in the borough which are run by local people who care about their park. We can give you the contact details for your local group. We can also provide advice and support to people who wish to set up new group.

For further information please contact:

The Parks Development Officers Jenny Barlow – North of the Borough
Ishrat Karim – South of the Borough

Contact details as above.

Events in Parks

Can I use my local park/ greenspace to hold a fete or community event?

We encourage the public to use their local park or greenspace for community events. However it is essential that we know when and where the event is being held and that all necessary steps are being taken to ensure public health and safety. Therefore you **MUST** register your activity at least 3 months in advance with the council's Events Team, based at Himley Hall, who will provide information and advice about organising your event.

You should contact Adrian Butcher, Senior Events Officer contacts as above.

<p><i>Can I take my wedding photos in the park?</i></p> <p>We are happy to accommodate such requests but it is important that the Park Keeper Service knows about them. You should formally request permission by writing to:</p> <p>The Parks Development Team, Claughton House, Blowers Green Road. Dudley. West Midlands. DY2 8UZ.</p>
<p>Memorial benches/ trees</p> <p><i>I'd like to put a bench/tree in the park to commemorate my loved one.</i></p> <p>Benches are difficult to protect from vandals/require maintenance. Trees are a better alternative, they can be planted within our arboretum at Wollescote Park.</p> <p>Requests should be put in writing to:</p> <p>Ann Delahay, System Support Clerk Green Care Lister Road Depot Netherton, Dudley West Midlands DY2 8JT</p>
<p>Anti-social behaviour</p> <p><i>I'm worried about anti-social behaviour on car parks or parks in the evening.</i></p> <p>It is not our overall policy to fence off parks. We are working closely with the police; we do not have the resources to secure any more additional sites.</p>
<p>General</p> <p><i>I have to do a school project about parks design, who can give me some information?</i></p> <p>Contact:</p> <p>Landscape Design Team, Mary Stevens Park 01384 81 5581</p>
<p>Injured wildlife in parks</p> <p>Public should inform/contact RSPCA helpline.</p>
<p>Complaints re flower beds/planting</p> <p>Contact: Dudley Council Plus. Tel: 0300 555 2345</p>
<p>Problems in Parks</p> <p>Serious criminal acts. The complainant should report to the police on: Telephone no: 0345 11350000</p>
<p>Fly tipping in Parks</p> <p>Contact: Dudley Council Plus. Tel: 0300 555 2345</p>
<p>Graffiti in parks</p> <p>Contact: Dudley Council Plus. Tel: 0300 555 2345</p>

Note: On contacting Dudley Council Plus with an enquiry/ complaint, this team take the relevant information from you and pass it onto the appropriate department/ officer to deal with.

APPENDIX F

MODEL VOLUNTEER POLICY (provided by Dudley Council for Voluntary Services)

Introduction

AnyOrg exists to ...*(mission statement or aims and objectives)*

In line with this mission AnyOrg seeks to involve volunteers to:

- * ensure our services meet the needs of our clients
- * provide new skills and perspectives
- * increase our contact with the local community we serve

(state the reasons relevant to your organisation)

Principles

This Volunteering Policy is underpinned by the following principles:

- * AnyOrg will ensure that volunteers are properly integrated into the organisational structure and that mechanisms are in place for them to contribute to AnyOrg's work
- * AnyOrg does not aim to introduce volunteers to replace paid staff
- * AnyOrg expects that staff at all levels will work positively with volunteers and, where appropriate, will actively seek to involve them in their work
- * AnyOrg recognises that volunteers require satisfying work and personal development and will seek to help volunteers meet these needs, as well as providing the training for them to do their work effectively.

(state the principles relevant to your organisation)

Practice guidelines

The following guidelines deal with practical aspects of the involvement of volunteers. More detailed information, including copies of the various documents referred to, is provided in AnyOrg's Volunteers Handbook.

(do you have a Volunteers Handbook?)

Recruitment

All prospective volunteers will be interviewed to find out what they would like to do, their skills, suitability and how best their potential might be realised.

Volunteer agreements and voluntary work outlines

Each volunteer will have a volunteer agreement establishing what AnyOrg undertakes to provide them. In addition they will agree to a written outline of the specific work they will be undertaking. Neither of these documents is a contract : AnyOrg has no intention of creating a contract with any volunteers. Each volunteer will also receive a Volunteers Handbook.

(see this Section for sample volunteer agreement and voluntary work outline)

Expenses

All volunteers will have their travel and other expenses reimbursed. Volunteers working a minimum of five hours per day will be able to claim expenses for lunch (for details see the Volunteer Handbook)

(what is your policy on expenses?)

Induction and training

All volunteers will receive an induction into AnyOrg and their own area of work. Training will be provided as appropriate. Where possible volunteers will be entitled to receive additional training on the same basis as paid staff.

Support

All volunteers will have a named person as their main point of contact. They will be provided with regular supervision to feed back on progress, discuss future development and air any problems.

(if you have a volunteering manager you could outline their role here)

The volunteer's voice

Volunteers are encouraged to express their views about matters concerning AnyOrg and its work.

(what mechanism can help bring this about? See Section 7, Supporting and supervising your volunteers)

Insurance

All volunteers are covered by AnyOrg's insurance policy whilst they are on the premises or engaged in any work on AnyOrg's behalf.

(does your insurance policy cover volunteers for accidents they cause or suffer? – see Section 3)

Health and safety

Volunteers are covered by AnyOrg's Health and Safety Policy, a copy of which is in the Volunteers Handbook.

(are volunteers covered by your health and safety provisions? – see Section 3)

Equal opportunities

AnyOrg operates an equal opportunities policy in respect of both paid staff and volunteers. A copy is in the Volunteers Handbook. Volunteers will be expected to have an understanding of and commitment to our equal opportunities policy.

(see pages 5 and 6 in this Section)

Problem solving

We aim to identify and solve problems at the earliest possible stage. A procedure has been drawn up for dealing with complaints either by or about volunteers. A copy of the procedure is included in the Volunteers Handbook.

(do you have discipline and grievance procedures for volunteers? – see the sample policies provided in this Section)

Confidentiality

Volunteers will be bound by the same requirements for confidentiality as paid staff.

(set out more detail if necessary)

**APPENDIX G
MODEL VOLUNTEER AGREEMENT**

This volunteer agreement describes the arrangement between _____

And: _____

Your volunteer role is: _____

Based with: _____

And starts on: _____

Your Mentor is: _____

The Volunteer Co-ordinator is: _____

PART A:
***** is committed to the following:

Induction and training - To provide you with induction on the work of *****, its staff, your volunteering role and appropriate training to meet the responsibilities of your role. The Volunteer Handbook provides full details of the organisation.

Supervision, support and flexibility

- * To explain the standards we expect for our services and to encourage and support you to achieve and maintain them.
- * To provide a named person who will meet with you regularly to discuss your volunteering and any successes and problems.
- * To do our best to help you develop your volunteering role with us.

Health and Safety - To provide adequate training and feedback in support of our health and safety policies, details of which can be found in the Volunteers Handbook. Copies of the ***** Health and Safety Policy are available from the Volunteer Co-ordinator.

Insurance - To provide adequate insurance cover for volunteers whilst undertaking voluntary work approved and authorised by us.

Equal Opportunities - To ensure that all volunteers are dealt with in accordance with our equal opportunities policy, details of which are set out in the Volunteers Handbook. Copies of ***** Equal Opportunity Policy are available from the Volunteer Co-ordinator.

Problems - To try to resolve fairly any problems, grievances or difficulties you may have while you volunteer with us. In the event of an unresolved problem, to offer an opportunity to discuss the issues in accordance with the procedures set out in the Volunteer Handbook.

**PART B:
The Volunteer**

I, _____ **agree:**

- * To help ***** fulfill its services
- * To perform my volunteering role to the best of my ability
- * To follow the organisation's policies, procedures and standards, including those relating to health and safety and equal opportunities, in relation to its staff, volunteers and the public.
- * To meet time commitments and standards agreed to and to give reasonable notice so that other arrangements can be made.
- * To provide referees, as agreed, who may be contacted and to agree to a police check being carried out where necessary.

My agreed voluntary commitment is:

This agreement is binding in honour only, is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intends any employment relationship to be created either now or at any time in the future.

Volunteer signature:

Please print name:

Date:

Volunteer Co-ordinator:

Please print name:

Date:

APPENDIX H

BRIEF FOR THE PREPARATION OF A 10 YEAR MANAGEMENT AND MAINTENANCE PLAN FOR LYE AND WOLLESCOTE CHAPELS

Introduction and Context

1. West Midlands Historic Buildings Trust have applied for a Heritage Grant from the Heritage Lottery Fund to conserve and regenerate the rare and redundant Victorian Lye and Wollescote Chapels, built 1879, which are Grade II Listed and registered as '*buildings at risk*', and to bring them back into sustainable use as offices, or for community use, without detriment to the historic and architectural integrity of the building.
2. Dudley Metropolitan Borough Council are transferring the freehold of the chapels plus the area of land between the chapels and Cemetery Road Lye, together with the former Superintendents House to the Trust, under the terms of Community Asset Transfer.
3. Lye and Wollescote Cemetery is 9.45 acres (3.82ha) in extent. It is owned by Dudley Metropolitan Borough Council and managed and maintained by the Council's Bereavement Services. It was opened in 1879 by the Lye and Wollescote Burial Board and taken over by the Council in 1933. It contains 25 Commonwealth service personnel buried in the cemetery whose graves are registered and maintained by the Commonwealth War Graves Commission. There are 15no. from World War I and 10no. from World War II.
4. The Heritage Lottery Fund grant process requires the preparation of an Activity Plan which covers all aspects of the conservation and regeneration project that are not building works including interpreting the heritage, education and life long learning, community engagement and audience development, volunteering and heritage skills training. In the course of this work the concept of a Friends of Lye and Wollescote Cemetery has emerged as an important aspect of the project (potentially linked to the Friends of Wollescote Park). In addition, it has been suggested that a 10 Year Management and Maintenance Plan be prepared for the cemetery leading to applying for Green Flag status which would be the first such award for a cemetery in Dudley.
5. The preparation of the 10 Year Management and Maintenance Plan has been included in the HLF application with the full support and agreement of Dudley MBC Bereavement Services. The Council's Green Care Team undertakes the maintenance of the cemetery including grass cutting, shrub and tree maintenance and litter clearance based on a modest specification.

Strategic Context

6. Dudley Metropolitan Borough Council is located on the edge of the West Midlands conurbation. The Borough lies in the heart of the Black Country, an area made up of the Metropolitan Boroughs of Dudley, Sandwell and Walsall and the City of Wolverhampton. The Black Country today is very much the product of its unique heritage and as a cradle of the Industrial Revolution. The Borough is home to Dudley Castle (first mentioned in the Domesday Book), one of the best preserved Glass Cones in the UK and a 'Living' Museum celebrating the best of the Black Country.

It has a population of around 300,000 people. Approximately 30% of the Borough is made up of greenspace of which 800 hectares is land with national, regional or local protection due to its nature conservation value.

Dudley MBC adopted a Green Space Strategy (PP17 Audit) in June 2009, having completed a quantitative audit of public accessible sites of 0.2 hectares and above in the Borough.

The strategy can be downloaded from:<http://www.dudley.gov.uk/environment--planning/planning/local-development-framework/adopted-parks-and-green-space-strategy>

The Green Space Strategy has enabled the Council to identify robustly based and defensible local open space standards, assess the quantity, quality and accessibility of publicly accessible green space sites throughout the Borough and assess the community need and demand for current opportunities, and future needs, for recreation facilities. The Strategy enables the Council to set priorities for future physical improvements within parks, and other publicly accessible green spaces, to build on its very successful Liveability Project run with the Department for Communities and Local Government.

Location

7. The cemetery is south east of Sturbridge Town Centre. Postcode DY9 2AN.

Ownership

8. The cemetery is owned by Dudley Metropolitan Borough Council.

Opening Hours

9. The cemetery is open 9:00am to 5:00pm seven days a week.

Client Requirements

10. West Midlands Historic Buildings Trust, in partnership with Dudley MBC Bereavement Services and the Green Spaces Team, are seeking an appropriately qualified landscape architecture practice to prepare a 10 Year Management and Maintenance Plan for Lye and Wollescote Cemetery.

It is a requirement, although not mandatory, that the plan should follow either the Green Flag Award national standard or the structure of the HLF 10 Year Management and Maintenance Plan Guidance as required in HLF *'Parks for People'* applications at:

http://www.hlf.org.uk/HowToApply/furtherresources/Documents/Management_and_maintenance_planning.pdf

The Management Plan needs to be a site-specific, working document that provides a clear vision of the site's development and should identify how the Green Flag criteria are to be managed and maintained' – *Green Flag Guidelines*.

The plan should also take due consideration of the good practice guidelines published by CABE and the Design Council's *'A Guide to Producing Park and Green Space Management Plans.'* If the tenderer wishes to recommend an alternative format which they believe to be more appropriate then the Trust will consider this as an alternative.

The mission statement for Dudley's Parks and Green Spaces is:

'To protect, manage, enhance and promote Dudley's natural and historical environmental for the benefit of biodiversity, geodiversity, health improvements, historic heritage and community development.

The generic headings within 10 Year Management and Maintenance Plan should be:

- * comprehensive site description

-
- * policy, organisational and community content
 - * site analysis using green flag criteria
 - * vision
 - * aims and objectives.

Objectives

11. The Management and Maintenance Plan is to achieve the following objectives:

Consultation, involvement and consensus

- * to identify and resolve conflicts of interest
- * to promote interest and support and encourage community, stakeholder, officer and elected member involvement
- * to consult with local people and the emerging Friends of Lye and Wollescote Cemetery
- * to ensure that all interested parties agree to standards.

Continuity and capacity

- * to guide the Green Care Management team to ensure continuity
- * to define the nature, responsibilities and performance of the Green Care Management Team and the involvement of the Friends
- * to identify and describe the management required to achieve the objectives.

Preparing for change

- * to identify future requirements for the long term maintenance and management of the cemetery.

Information and recording

- * to ensure the open space is properly described
- * to achieve comparability of data collection and recording
- * to identify areas of responsibility within a local authority for managing the green space and the potential role of the Friends.

Framework for decisions

- * to identify the aims for the cemetery
- * to help the Lye and Wollescote Cemetery Management team react positively to changes
- * to ensure clear objectives for management are laid down.

Setting standards

- * to assess the cemeterys' importance relative to recognised Green Flag standards
- * to ensure that all interested parties agree to standards
- * to set benchmarks against which delivery and performance can be measured.

Strategic Planning

- * to enable communication within and between sites and organisations
- * to achieve comparability of approach to different open spaces in the region
- * to ensure a balance of provision within a catchment area.

Action Plan

- * to cost work, to bid for funds or to assess grant aid
- * to programme and schedule work enabling performance of Lye and Wollescote Cemetery Management Team to be measured against delivery
- * to develop and cost a way of managing and maintaining the cemetery to safeguard its values
- * to provide long-term costs for ongoing maintenance and for future requirement, which will assist with assessing resources and funds, and assist with bids for future funding
- * to establish resources to achieve and sustain quality and value
- * to identify the most appropriate use of future resources
- * to identify and secure the skills required
- * to identify and attract additional resources where necessary.

Other

- * to promote positive use of the cemetery by reducing anti-social behaviour
- * to establish the management plan as a controlled or maintained document within an overall management system.

Stakeholders

12. The project stakeholders should be consulted:

- * local Councillors
- * West Midlands Historic Buildings Trust
- * Dudley MBC Bereavement Services
- * Friends of Wollescote Park

-
- * Dudley MBC Open Spaces Team
 - * Friends of Lye and Wollescote Cemetery
 - * local residents associations
 - * DMBC Countryside Officer
 - * DMBC Nature Conservation Officer
 - * Lye and Wollescote History Society
 - * tenants of the cemetery chapels.

Software Compatibility

13. Information is to be supplied in the following forms:

Text documents	<i>Microsoft Word</i>
Spreadsheets	<i>Microsoft Excel</i>
Presentation Files	<i>PDF files</i>

Plans must include:

- * a comprehensive site description
- * policy, organisational and community content
- * clear figures and plates including location plans, site plans and surrounding context
- * a clear rationale behind the analysis section
- * a clear action plan with timescales
- * a framework for monitoring and evaluation.

Draft plans will be submitted electronically to the client team in both Microsoft Word (text only) and Adobe Acrobat PDF (including text and all figures and plates).

Final plans will be submitted as follows:

- * 3 No. full colour hard copies, bound
- * 1 No. full colour hard copy loose leaf bound.

Consultants should also set out:

- * a resource allocation chart showing clearly the number of days the team will spend on each aspect of the project
- * what areas of innovation or added value they will bring to the process
- * details of all key personnel including qualifications, experience in the field of management planning and green space regeneration and the roles they will play

-
- * contact details of three referees
 - * details of similar commissions undertaken in the past three years.

Data Transfer and Backup

14. All reports and information prepared by the Consultant are to be sent to the client in both traditional paper hard copy format and in digital form as email or CD ROM. CD Rom containing high resolution and low-resolution Adobe Acrobat PDF files, Microsoft word text and full advice of all resources used in the production of the plan. It is particularly important to ensure the appendices are available in Microsoft word to enable annual updating to occur.

Meetings

15. The consultant will be required to attend two internal working group meetings to discuss the work in progress. It is also a requirement to hold a stakeholder meeting with community members. As part of the tender proposals tenderers are required to specify the structure of meetings and identify costs accordingly.

Insurances

16. Consultants shall provide evidence of £2,000,000 Public Liability Insurance and not less than £2,000,000 Professional Indemnity Insurance to the Employer and maintain the same insurance for the duration of the contract

VAT Receipts

17. The Consultant is to provide the necessary VAT receipts following each interim payment. Subsequent payments cannot be released until the previous VAT receipt has been received.

Budget

18. The budget for the preparation of the 10 Year Management and Maintenance Plan is £5,000 (excluding VAT).

Quotation

19. Consultants are invited to submit a quotation to undertake this brief providing:

- * a description of their approach and methodology
- * evidence of their experience in undertaking this kind of work
- * curriculum vitae, company profile and track record
- * fee proposal broken down into days and day rates.

Quotations to be submitted to:

Project Coordinator
West Midlands Historic Buildings Trust
Company Offices
Canal Street
Stourbridge
West Midlands DY8 4LU

on or before _____