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Part 26: Next Steps

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26 Next Steps

26.1 Introduction

- 26.1.1 The proposals presented in this report are the initial project designs. They require much additional work before they can be considered final and delivered on the ground.
- 26.1.2 The purpose of this chapter is to set out the next set of actions to be taken to deliver the restoration of the Chesterfield Canal from Killamarsh to Kiveton Park. It builds upon the actions already underway for the Western Division from Staveley to Killamarsh.
- 26.1.3 The actions proposed will progress the Eastern Division of the Chesterfield Canal restoration to the point where all preparatory work has been completed and it will be possible to acquire land, seek planning permission, gain major funding and commence physical works.
- 26.1.4 The key next steps are:-
- Stakeholder and Community Consultation
 - Stakeholder and Community Engagement
 - Creation of an Appropriate Delivery Vehicle
 - Funding Policy Development and Strategic Engagement
 - Detailed Ecological Investigation of Route
 - Detailed Archaeological Investigation of Route
 - Planning and Design
- 26.1.5 These are expanded upon below. The key “next step” actions are discussed and specific recommendations made (box highlighted). The desired outputs or outcomes from each next-step are identified.
- 26.1.6 It should be noted that many of these next steps will operate in parallel and that they should not be thought of as necessarily sequential.

26.2 Stakeholder and Community Consultation

- 26.2.1 The community has created and shaped the vision for the restored canal through participation in formal consultation exercises, making their views known informally during events and by becoming directly involved in the project through membership of the Canal Trust. Going forward we wish to build upon that involvement through increased consultation. It is intended to: -
- 26.2.2 Undertake stakeholder consultation on draft plans – most especially with Highways Agency, English Heritage, Environment Agency and Natural England.
- 26.2.3 Undertake community consultation on draft plans through public exhibitions, events and questionnaires.

26.2.4 Seek constructive resolution of arising issues and feed this into the Planning and Design Stage.

26.2.5 **Outcome:** An improved plan for the waterway and its surroundings in which the stakeholders and communities feel they have a significant voice and which is consequently supported by both.

26.3 Stakeholder and Community Engagement

26.3.1 The Canal Partnership will continue to work with the projects stakeholders and local communities to deliver the project.

Engagement Events and Activities

26.3.2 The Canal Trust will continue to play the pivotal role in community engagement by organising and leading key community events such as the Chesterfield Canal Festival.

26.3.3 The Partnership will:-

26.3.4 Work with the Canal Trust and other partners to continue to run engagement events in order to promote the canal and its development.

26.3.5 Work with the Canal Trust to continue to run the “James Brindley” promotion and publicity trailer and ensure it is seen as widely as possible across the area.

26.3.6 Ensure that key engagement “hub” projects such as Hollingwood Lock House are developed to their full potential.

26.3.7 **Outcome:** Stakeholders and communities who are full engaged with the project, who support its aims and who are prepared to become involved in the process of its delivery either directly through volunteering or indirectly by attending/supporting events and activities.

The Learning Canal

26.3.8 The Partnership will also work to develop the means of using the canal for education and training. This will (a) grow community capacity and skills, (b) provide pathways to further training and/or employment and (c) deliver key elements of the work through training activities. The Partnership will:-

26.3.9 Support the development of the Inland Waterways Initiative for Skills (IWIS) framework (to be accredited by City and Guilds under QCF).

26.3.10 Adopt the IWIS framework and develop a suite of foundation, Level 1 & Level 2 training courses to meet the local needs of volunteers, the unemployed and young people not in employment, education or training (NEETS)

26.3.11 Work with Chesterfield College (and other learning partners) to develop a construction-skills training-project for Level 3 and above based on the delivery of canal side buildings including cottages and offices.

26.3.12 Develop Hollingwood Lock House as the central hub for training and learning.

26.3.13 Develop the Learning Boat as a mobile hub for training and learning.

26.3.14 **Outcome:** Third sector volunteers and communities who are better trained and have a wider range of skills which are recognised by nationally accepted qualifications.

26.3.15 **Outcome:** Increased access to employment and training by local people.

26.3.16 **Output:** Heritage skills training courses with nationally recognised qualifications.

26.4 Creation of an Appropriate Delivery Vehicle

26.4.1 The management mechanisms which have delivered the work to date have worked very well and, for the projects currently in hand, continue to work well.

26.4.2 Notwithstanding past success, it is now apparent to the lead participants that as the project as a whole becomes more complex and the scale of the works increases it will be necessary to consider alternative management and finance structures for delivering the restoration which are both flexible and accountable and meet the requirements of potential major external funders.

26.4.3 Some potential models were presented in Part 24. These are not final and there is a need for further work on the future management and finance structure (the delivery structure or vehicle). To that end the Partnership will:-

26.4.4 Explore the range of management and finance mechanisms available to delivery the project and gather evidence from other heritage led regeneration projects on their effectiveness.

26.4.5 Examine and assess the governance and representation afforded by different models and ascertain which would be compatible with the aims and objectives of the Partnership and its stakeholders.

26.4.6 Determine the potential financial risks and liabilities to project partners associated the different delivery mechanisms.

26.4.7 Use the above data to work with all Partners to create an appropriate delivery structure for the restoration which is both fit for purpose and meets the requirements of major external funding bodies.

26.4.8 **Outcome:** A recommended project delivery vehicle which is fit for purpose.

26.4.9 **Output:** A model constitution and articles for the proposed delivery vehicle.

26.5 Funding Policy Development and Strategic Engagement

26.5.1 The Partnership acknowledges that funding of a major project is no simple matter.

26.5.2 The delivery of further restoration work will follow the twin tracks of (a) incremental improvement, the creation of local facilities and increasing links to the communities

and (b) the pursuit of the major resources required to deliver the major structural elements of the canal.

- 26.5.3 In the short term incremental improvement can be achieved with combination of volunteer labour and relatively small-scale funding. This can maintain the impetus of restoration and ensure the engagement of local communities and third sector volunteers.
- 26.5.4 In the medium term the use of the waterway as a major training resource for the development of building construction, heritage restoration, and countryside management skills will play an important role in providing the driver for further incremental action.
- 26.5.5 The principle restriction on incremental progress will be a lack of detailed structural designs for the Eastern Division. This will be addressed by the next steps proposed in the Planning and Design section below.
- 26.5.6 In the medium and longer term major-funding will be required to deliver key structural elements which cannot be delivered using volunteers or trainees and which will require professional contractors. To that end the Partnership should:-
- 26.5.7 Examine the funding models used by major heritage regeneration projects (not restricted to waterway projects).
- 26.5.8 Use the above data to prepare a detailed funding strategy.
- 26.5.9 Ensure potential major funders are aware of and informed about the project at an early stage.
- 26.5.10 Seek development funding from major funders for the completion of the design work and to enable planning permission to be sought.
- 26.5.11 **Outcome:** A detailed long term funding strategy.
- 26.5.12 **Outcome:** Funding in place to undertake the detailed final design studies and to seek planning permission.
- 26.5.13 **Outcome:** Funding in place to enable first elements of incremental work to be commenced prior to obtaining major funding (maintaining momentum).

26.6 Detailed Ecological Investigation of Route (see part 7)

- 26.6.1 Sufficient is now known to be able to identify those locations where there is a potential for damage to habitats or where there are likely to be protected species. Sufficient is also now known of the habitats along the route to identify where enhancement of biodiversity may be undertaken.

Further Ecological Study Before Commencement of Works

- 26.6.2 Further work is required on the extent and condition of those habitats and species which have been identified as being at risk from the restoration works. This is in order to quantify the risks and to design appropriate avoidance, protection, mitigation and compensation measures.

26.6.3 In order, therefore, to formulate a satisfactory ecological management plan for the canal track, it will be necessary to gather more information. This will include:-

26.6.4 Detailed ecological survey of the Nethermoor Lake, Norwood Industrial Estate, Norwood Bottom, Norwood Flight & Ponds, Nor Wood and Pennyholme (Tunnel Top) Lengths (those congruent with known wildlife sites) to establish current condition and distribution of key and protected taxa.

26.6.5 Further survey of protected species in the new build canal corridor. Including, for example, elements of “unlikely” or “blank spot” testing for Great Crested Newt, etc.

26.6.6 Any additional Surveys identified as required by the projects consulting ecologist.

26.6.7 **Outcome:** Better understanding of the ecology and natural heritage of the canal track to enable the final revision of the engineering design to incorporate ecological constraints.

Final Revision of Design to Incorporate Ecological Constraints

26.6.8 The engineering designs incorporate current understanding of the habitats along the canal track and makes proposals for avoidance, mitigation, compensation and enhancement measures. These are based on best practice from British Waterways work on the Thorpe Salvin and Turnerwood Lock Flights. The Partnership will:-

26.6.9 Review the design proposals in the light of the new ecological surveys and carry out revisions as necessary in line with the ecological principles set out in part Nine.

26.6.10 Agree programme of works to be undertaken to moderate the impact of restoration prior, during and after construction works. These may include avoidance, protection, voucher/seed-bank retention, exclusion and migration, design of structures (incorporation of features of benefit to wildlife), choice of materials and working methods, etc.

26.6.11 Preparation of a site Habitat management handbook to guide restoration work.

26.6.12 **Outcome:** A revised design which incorporates the latest information about the natural heritage and which treats it sympathetically and sustainably.

26.6.13 **Outcome:** A clear plan of actions which must be undertaken during the restoration process to protect and conserve the natural heritage.

26.6.14 **Output:** A site management handbook to guide restoration work (guidance on works required, guidance to workers on site - what to look out for, what to do if, etc.).

Formulation of Long Term Habitat Management Plan

26.6.15 Canals are artificial waterways and require long term management to maintain them in water and to maintain the quasi-natural habitats such as hedgerows and reedswamp with which they associated. To that end a long term conservation management plan is required. The Partnership will:-

26.6.16 Formulate a long term habitat management plan for the canal track and wider canal corridor based on the Conservation Management Strategy ecological principles set out in part nine.

26.6.17 Integrate the habitat management plan with the conservation management plan for the built heritage.

26.6.18 Set out an appropriate long term management strategy for the ecology of the canal track and the ways in which it should be monitored to assess the effectiveness of the protection, mitigation and enhancement measures. This data should feed into the five yearly review of the management plan.

26.6.19 **Output:** An Ecological Management Plan for the Canal.

26.7 Detailed Archaeological Investigation of Route (see part 8)

26.7.1 Sufficient is now known to make a realistic estimate of the potential impact of the canal project upon the archaeological resource of the canal corridor.

Further Archaeological Investigation Before Commencement of Works

26.7.2 Further work is required on the extent and condition of those sites and monuments which have been identified as being at risk from the restoration works. This is in order to quantify the risks and to design appropriate avoidance, protection and mitigation measures.

26.7.3 In order, therefore, to formulate a satisfactory heritage management plan for the canal track, it will be necessary to gather more information. To that end the Partnership will commission:-

26.7.4 Detailed topographic survey of the Norwood Flight group (including the Woodall and Killamarsh Ponds and canal feeder), the areas around the Tunnel Portals and the Tunnel Top features (especially the eastern spoil tips). This will provide the baseline for the detailed investigations below.

26.7.5 Excavation and recording of a stratified random sample of test pits in the "archeologically blank" areas along the proposed new route (the tunnel top locations outside the reclamation area of the former Kiveton Park Colliery).

26.7.6 Survey of the proposed new build canal corridor employing appropriate combinations of magnetometry, resistivity and ground penetrating radar to ascertain presence of buried features (notably mine shafts).

26.7.7 Surface clearance and vegetation removal from standing structures to permit detailed recording in situ. Where necessary this may lead to:

26.7.8 Excavation and archaeological recording of features that will be directly affected by restoration works. The key structures identified to date are the four lock groups of the Norwood Flight and the areas around the Tunnel Portals.

26.7.9 **Outcome:** Better understanding of the archaeology and heritage of the canal track to enable the final revision of the engineering design to incorporate heritage constraints.

Final Revision of Design to Incorporate Heritage Constraints

26.6.8 The engineering designs incorporate current understanding of the archaeology and built heritage of the canal and canal track and makes proposals for avoidance, mitigation, compensation and enhancement measures. These are based on best practice from British Waterways work on the Thorpe Salvin and Turnerwood Lock Flights. The partnership will:-

26.7.9 Feed the survey and trial excavation data into the final engineering design.

26.7.10 Agree programme of works to be undertaken to moderate the impact of restoration prior, during and after construction works through the choice of working methods, choice of appropriate matching materials and the design of structures.

26.6.11 Preparation of a site heritage management handbook to guide restoration work.

26.7.10 **Outcome:** A revised design which incorporates the latest information about the built heritage and which treats it sympathetically and sustainably.

26.7.11 **Outcome:** A clear plan of actions which must be undertaken during the restoration process to protect and conserve the built heritage.

26.7.12 **Output:** A site management handbook to guide restoration work (guidance on works required, guidance to workers on site - what to look out for, what to do if, etc.).

Formulation of Long Term Heritage Management Plan

26.7.13 Canals are large heritage structures, and while of simple construction, are unforgiving of structural failure and require constant maintenance. To that end a long term conservation management plan is required. The Partnership will:-

26.7.14 Formulate a long term heritage management plan for the canal track and wider canal corridor based on the Conservation Management Strategy heritage principles set out in part nine.

26.7.15 Integrate the built heritage management plan with the conservation management plan for the natural heritage.

26.7.14 Set out an appropriate long term management strategy for the structures and the ways in which they should be monitored to assess the effectiveness of repair techniques used and to monitor the effects of weathering and use upon the fabric and integrity of the monuments. This data should feed into the five yearly review of the management plan.

26.7.15 **Output:** A Heritage Management Plan for the Canal.

26.8 Planning and Design

- 26.8.1 The proposals presented in this report are a summary of work to date. It demonstrates the feasibility and deliverability of the project. It has broken the work into smaller deliverable sections and identified those areas where costs may be reduced and savings made. The next steps include:-
- 26.8.2 Undertake detailed geotechnical study of the new sections of the route to determine ground conditions. This to include detailed desk based study of existing bore hole data and commissioning of new bore holes in poorly served locations.
- 26.8.3 Undertake the geotechnical and geochemical analysis of ground in areas of new cut and where the fill of the existing channel is undetermined.
- 26.8.4 Commence detailed design work on the key structures to explore design parameters and to ensure that the solutions proposed are the most suitable and cost effective.
- 26.8.5 Commence detailed design work on water supply system and back-pumping systems.
- 26.8.6 Commission detailed study of potential for alternative energy generation to off-set back pumping costs
- 26.8.7 Undertake more detailed costing of key structures to further reduce risk and refine cost estimates.
- 26.8.8 **Outcome:** Fully established design parameters (sufficient information available to apply for planning permission and commission the final build drawings).
- 26.8.9 **Outcome:** Fully established costing for projects. In so far is possible all risks to be eliminated or reduced to acceptable levels.

26.9 Conclusions

- 26.9.1 **We believe that this report builds upon our existing “20:20 Vision – a Strategy for the Restoration and Development of the Chesterfield Canal” to outline a**

coherent vision of how the restoration from Killamarsh to Kiveton Park will be achieved.

- 26.9.2 **This report sets out in very clear terms the design of the physical restoration. It provides an indication of the amount and detail of the work undertaken to date. Within the limitations of the work still to undertake, and acknowledging the potential impact of future discoveries or policy changes, this is a definitive statement.**
- 26.9.3 **This report sets out the benefits of restoration to the regeneration of the local community and to the wider area and region. It sets out how the canal can become a focus for learning and training in skills which are nationally in short supply. It also sets how we will engage with stakeholders and the wider community to build “A Waterway for All linking Derbyshire, South Yorkshire and Nottinghamshire”.**
- 26.9.4 **This report also begins the process of creating a management structure to ensure that the restored waterway is sustainable and continues to play its part in the economic and social life of the region.**

