



Second Round Application

Summary

Name of your organisation

Stroud District Council

Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.

Cotswold Canals Connected-exemplar canal, heritage, biodiversity project, creating post-COVID regeneration, Health and Wellbeing.

Reference number

HG-17-05550

Date received

29/05/2020

Project summary

In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.

Cotswold Canals Connected is an ambitious, nationally significant, canal, archives and biodiversity project. Restoring vital sections of derelict canal will reconnect Stroudwater Navigation with the UK's waterways, creating one of the largest biodiversity corridors.

The project will re-connect local communities in the Stroud Valleys, Stonehouse, Gloucester and Severn Vale with one of England's important industrial mill areas. It will create important social, economic and cultural regeneration for all communities.

Restoration of 6km of historic canal paves the way for the only East-West inland national waterways connection in Southern England.

Following previous NLHF investment, will catalyse regional economic regeneration, improve well-being for thousands, engage new audiences, provide creative learning, supporting vital recovery from COVID-19 impacts.

This partnership has overwhelming support, over a hundred collaborative partners and an ambitious, creative Activity Plan, CCC is a heritage project primed to improve lives, change attitudes and regenerate communities.

Section one: Your organisation**1a Address of your organisation:**

Address line 1	Council Offices
Address line 2	Ebley Mill
Address line 3	Westward Road
Town / city	Stroud
County	Gloucestershire
Postcode	GL5 4UB

1b Is the address of your project the same as the address in 1a?

No

Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.

Address line 1	Cotswold Canals Visitor Centre
Address line 2	Canal Bank
Address line 3	Saul
Town / city	Gloucester
County	Gloucestershire
Postcode	GL2 7LA

Local Authority within which the project will take place

Stroud

Constituency within which the project will take place

Stroud

1c Details of main contact person**Name**

David Marshall

Position

Canal Manager

Is the address of the main contact person the same as the address in 1a?

Yes

Daytime phone number, including area code

01453 754646

Alternative phone number

07974 008540

Email address

david.marshall@stroud.gov.uk

1d Describe your organisation's main purpose and regular activities

Local Authority

How many people does your organisation employ?

343

1e The legal status of your organisation**Please select one of the following:**

Local authority

If your organisation is any of the following, please provide the information shown.

Company - give registration number

Registered Charity in England, Scotland or Wales - give registration number

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number

1f Has your organisation undertaken a similar project in size and scope in the last 5 years?

Yes

Please provide brief details

Phase 1A restoration of this Cotswold Canal between Bowbridge, Stroud and Stonehouse Ocean. Lottery ref HG-03-0008 1/2. This Phase 1B application is to complete the restoration and re-connect 1A to the national inland waterways network.

1g Will your project be delivered by a partnership?

Yes

Who are your partners? Please provide a named contact from each organisation

Our Strategic Partnership has five organisations, led by Stroud District Council. All have signed a Partnership Agreement. The other partners are: Cotswold Canals Trust (Co-lead): will also sign NLHF contract. Jim White (Chair); jim.white@cotswoldcanals.org; Stroud Valleys Canal Company: holds lease of remaining lengths of derelict canal; will also sign NLHF contract. John Twydell (Chair); twydell.john@neuf.fr Canal and River Trust: Peter Walker; peter.walker@canalrivertrust.org.uk; Gloucestershire County Council: Mark Darlow-Joy; mark.darlow-joy@gloucestershire.gov.uk

1h Are you VAT registered?

Yes

Please provide your VAT number

279 0920 51

Section two: The heritage

In this section, tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses on?

Our project focuses on two nationally significant cultural heritage assets and a regionally significant wildlife corridor.

The Stroudwater Navigation (SN) and the archives of the Company of Proprietors of the Stroudwater Navigation (CoPSN, dating from 1730) are both critical to understanding our national industrial heritage and the cultural identity of the Stroud Valleys. SN is the western end of the Cotswold Canals: from the end of the 18th century to the mid-20th century the two Cotswold Canals linked England's two greatest rivers – the Severn and Thames and were strategically important to the country's historic canal network.

Our project is the key to Stroud's large and unusual Industrial Heritage Conservation Area, that has the two Cotswold Canals as its core. The 6km of this project will join 10km of canal recently restored with NLHF funding (Phase 1A). Once complete in 2023/4 our project will connect all 16 km to the national inland waterways network to become navigable for the first time since the 1930s.

Our project is also pivotal for wildlife, as it runs through the River Frome Local Wildlife Site and joins the Cotswold Canals to the Gloucester & Sharpness Canal adjacent to the Severn Estuary. The Estuary's many international wildlife designations range from a Site of Special Scientific Interest, Special Area of Conservation, to a Ramsar Site and Special Protection Area.

We will create 21 hectares of new biodiversity areas by extending some of the wildlife-rich Severn Vale habitats into the canal and river corridor and creating new habitats for internationally, nationally and locally rare and protected species such as water vole, otter, horseshoe bats and European eel. This is an exemplar project which will inform and support Government policy.

An addition since our Development Stage Award is that we have been working with the Framilode community to extend the scope of the project West of Saul Junction. The SN historically ran to the River Severn and became disused before the rest of the canal. We intend to enhance the biodiversity of the remaining channel, install interpretation and improve access.

2b Is your heritage considered to be at risk?

Yes

Please provide information on why your heritage is considered to be at risk and in what way.

Stroud's Industrial Heritage Conservation Area (IHCA) is on Historic England's Heritage at Risk register, because of its poor condition, vulnerability and ongoing deterioration. One of the key issues in such a large and varied area is the gradual, incremental change that erodes the qualities of the IHCA. Our project aims to show how change can reinforce, not weaken, the characteristic qualities of the area.

Derelict stretches of canal will silt up and ultimately cease to exist. Much of the unrestored sections of the SN whilst still identifiable, continue to deteriorate. The section immediately east of Saul Junction is partly in water, very silted up and has one derelict lock. The central 'Missing Mile' section was filled in when the M5 was built in the 1960s. The section between Eastington and Stonehouse is in better condition, but locks and bridges have deteriorated, as have most of the pounds. Siltation will continue to worsen unless the canal is restored. Phase 1A of the Cotswold Canals is already restored but is landlocked and underused. Without Phase 1B income from navigable usage, Phase 1A will deteriorate and recent investment will be wasted.

Stroud District Council is currently investing in improving the infrastructure on the canal at historic Brimscombe Port, prior to redevelopment, including the reinstatement of a canal basin. The Port is the obvious eastern destination for the reopened canal; if this Project does not go ahead, the success of the planned redevelopment at Brimscombe will be at risk.

The cultural heritage and sense of identity of the Stroud Valleys is closely connected to the canal and the historic wool industry, but these links will weaken unless the SN is restored. The re-opening of Phase 1A was an important step; but unless extended to Saul Junction and the Gloucester-Sharpness Canal this recent NLHF investment and associated heritage will be at serious risk.

The archives of the CoPSN survive from 1730 and are securely housed at Gloucestershire Archives. However, some documents require conservation work to halt further deterioration. This project aims to widen access to the archives in several ways, including digitising key elements. This will make these historic archives accessible to a much wider audience, to benefit the community, deepen understanding of canal heritage and further inform its restoration and rebuilding.

Canals are defined as a priority habitat under the UK and Gloucestershire Habitat Action Plans. Canals are important for wildlife as they provide a wide variety of rare habitats including open water, fen, mire and reedbed. The habitats involved with this project provide refuge for some of our rarest species, many are listed on the UK Biodiversity Action Plan such as Otter, Water Vole, Horseshoe Bats, and over 200 plant species. The UK is one of the most nature-depleted countries in the world with one in seven native species facing extinction and half in decline. Without investment in this Project these species and habitats will become rarer or even lost to future generations in Gloucestershire and the opportunity to create a blue-green corridor for wildlife missed.

Restoring the canal is currently a priority within Stroud District's Local Plan (Delivery Policy ES11), but if the project does not go ahead now, we risk losing that support. Consultation for the next Local Plan has already started: the possibility of increased urbanisation along the canal corridor, which will not necessarily respect the character of the canal corridor, has been raised. To reduce this risk, commitment to further restoration is essential.

2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?

Yes

Tell us the name of the building(s), collections, landscape or habitat area

CoPSN Archives; Stroud Industrial Heritage Conservation Area; Grade II Listed structures:- Blunder Lock, Newtown Lock, Bonds Mill Gatehouse; other unlisted structures, such as Occupation Bridge; the River Frome Key Wildlife Site, Severn Vale Nature Improvement Area, Frome Valley Strategic Nature Area, Severn and Avon Vales National Character Area.

Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?

No

Does your organisation have a lease of the building or land that your project focuses on?

Yes

How many years are left to run on the lease?

985, held by SVCC

Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?

No

Has a condition survey been undertaken for the heritage asset in the last five years?

Yes

Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?

No

Does a project partner have, or are planning to take out, a mortgage or other loans secured on the building or land, or heritage items?

No

For landscape projects, please provide an Ordnance Survey grid reference for your landscape.

SO 756093 - 797051 (this relates just to the canal: the project will influence a wider corridor)

2d Does your project involve the acquisition of a building, land or heritage items?

Yes

Please tick any of the following that apply to your heritage:

Accredited Museum, Gallery or Archive

Designated or Significant (Scotland) Collection

DCMS funded Museum, Library, Gallery or Archive

World Heritage Site

Grade I or Grade A listed building

Grade II* or Grade B listed building

How many buildings of this type are included in your project?

3

Grade II, Grade C or Grade C(S) listed building

Local list

Scheduled Ancient Monument

Registered historic ship

Conservation Area

Registered Battlefield

Area of Outstanding Natural Beauty (AONB) or National Scenic Area (NSA)

National Park

National Nature Reserve

Ramsar site

Regionally Important Geological and Geomorphological Site (RIGS)

Special Area of Conservation (SAC) or e-SAC

Special Protection Areas (SPA)

Registered Park or Garden

Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

3a Describe what your project will do.

Cotswold Canals Connected has five strategic aims to:

- Create a sense of place through renovating and enhancing our heritage assets
- Build prosperous and connected communities
- Broaden opportunities to a wider audience and build resilient and cohesive communities
- Create and strengthen pathways for heritage learning
- Conserve, protect and enhance wildlife

To achieve these ambitious aims CCC will invest in some substantial engineering works to restore our lost canal infrastructure in a contemporary and creative way. Against this backdrop, we will also achieve a multitude of longer-term sustainable outcomes for our people and communities. Building on lessons learned during Phase 1A and the huge body of work carried out during the Development Stage, CCC now draws on all of our strengths, networks and partnerships, putting people and communities firmly at the heart of everything we do.

Restored to its former glory, this incredible resource will give rise to inclusive learning initiatives, flagship creative interpretation, accessible and unique archive and important wildlife habitat and biodiversity protection projects. Supported by a contemporary, far reaching communications and marketing strategy, CCC will spark national interest and attention, further enliven our heritage, social history and help to re-connect people with their natural environment.

Restoration & Engineering

Cotswold Canals Connected (CCC) will reopen 6 km of the SN, including restoration of derelict sections and the reconstruction of a 'Missing Mile' of former canal which was destroyed in the 1960s. This will result in 16km of restored canal and the reconnection of our canal to the rest of the UK's canal network.

Phase 1B canal restoration comprises major civil engineering works to: pass under and through the A38 roundabout (this is currently being constructed due to advanced £4 million funding by Highways England, due for completion Nov. 2020); under the M5 in a separate channel within an existing river culvert; raising/rebuilding a public road bridge; reconstruction of the navigation under an existing main line railway bridge; digging a new 1.5km section of canal to replace that destroyed when the M5 was built; restoring 6 heritage locks, installing 3 new lift bridges; extensive dredging of silted-up canal sections & building a new linear multi-use towpath and interpretation facilities adjacent to the canal.

We will construct 2 new innovative 21st century locks using precast engineered interlocking concrete elements and steel/recycled plastic lock gates and the new section of canal will incorporate edges specifically designed to encourage new biodiversity.

Archives restoration

The Company of Proprietor's unique archive of some 100,000 documents dating back to 1730 predates 'canal mania' and as such, forms a unique record charting the Industrial Revolution.

Volunteers will preserve and digitise these precious archives, believed to be the oldest, continuously existing, Canal Company record, in the World.

Wildlife conservation and biodiversity

The completion of Phases 1A+B will create an important new wildlife corridor, with innovative bank profiles specifically designed and engineered to maximise biodiversity within the canal cutting. Additional land alongside the canal will be developed with neighbouring landowners and Gloucestershire Wildlife Trust to provide major new wildlife areas. A total of 21 hectares of new biodiversity will be created.

This project is likely to be the first infrastructure project in the UK to gain the national 'Building with Nature' accreditation and will contribute to Stroud District Council's policy of becoming carbon neutral by 2030. Eel passes and new ponds, scrapes & channels will be incorporated within the designs.

Activities for people and communities

As part of the implementation of our Activity Plan CCC will be delivering 7 community-centred plans covering: Interpretation, Formal and Informal Heritage Learning, Volunteering, Participation & Inclusion, Community Enterprise and Local Economic Development, People and Nature and Communication and Marketing. Our volunteering, education and inclusion activities will provide direct learning outcomes for approximately 2-3,000 people a year which means that over 8,000 children, young people and under-represented adults will benefit from some form of additional skills, informal learning or accredited training. Our Activity Plan includes a creative portfolio of activities which will complement the restoration work, reconnecting urban development with artistic and cultural values and injecting creativity and distinction into the fabric of our project. Our Interpretation Plan includes arts, soundscape, performance art, storytelling, curatorship, textiles and a wide

range of creative media and industries.

We will also showcase a new archive citizen history project and bring original, state-of-the-art, engineering design and technology, which, delivered alongside our Conservation Plan, offers the chance to achieve nationally recognised, 'Building with Nature' accreditation.

By investing in people, strategic relationships and partnerships and by placing strong emphasis on inclusive models of community engagement and participation, CCC will also play a wider strategic role in community regeneration, heritage preservation, nature conservation and sustainable tourism.

Economic regeneration:

It is calculated that the current canal restoration has generated c.£139m of investment in the area; a further £74m is forecast to be delivered once Phase 1B is completed when towns are reconnected to the national waterways network. This will create further short- and longer-term sustainable employment opportunities.

COVID 19 Recovery:

CCC is the 2nd Phase of a heritage canal restoration which will provide important economic, health and well-being benefits to people and communities, particularly to the communities in Stroud District and targeted under-represented audiences and communities in neighbouring Gloucester.

Our Project will full support and contribute towards achieving the current National priority for social and economic recovery from the negative impacts of COVID-19. Our Project has 2 major changes since the Development Stage application:

1) Commencement of canal reconstruction due to a time-limited £4 million grant from Highways England, accepted by NLHF.

2) The unprecedented COVID 19 pandemic has impacted on all areas of individual, community and organisational life, requiring a flexible response to prevent or minimise delays to the CCC programme.

The current project programme anticipates completion in 2024, with the uncertainties surrounding the impact of COVID 19 on future working practices we may incur delays. To mitigate this, we have included an additional 12 month contingency for project completion.

A strong cohesive partnership:

Our Partnership has matured and professionalized since the successful delivering of Phase 1A and the lessons learnt from the Development Stage. One of our aims is to build resilient and cohesive partnerships, networks and communities. To achieve this, we have made a clear decision to invest in people, relationships and local organisations. Our team has been further strengthened for Phase 1B and the lead Partners are Stroud District Council (SDC) (Accountable Body) and Cotswold Canals Trust (CCT).

Other strategic funding and participating partners include the Canal & River Trust, Gloucestershire County Council (GCC) and Stroud Valleys Canal Company (SVCC).

Many other organisations, including Environmental Groups and local Councils have signed up to support this project. The Partnership management team is now ready to successfully complete this project with a NLHF grant and major volunteer and wider community support.

Creative Sustainability, a local Community Interest Company, which represents a strong voice for the people and communities throughout the canal corridor, across the District and into Gloucester has now joined the project as one of the supporting delivery partners.

An Exemplar Project:

Phase 1B has attracted Governmental, national, regional and local media attention and increasing interest from other canal trusts and general Charities as representing an exemplar project. NLHF has been promoted throughout.

Phase 1B is part of the vision to continue the community-led restoration of the canal, eventually re-joining the Rivers Severn and Thames. This will create a huge new UK biodiversity and wellbeing corridor, both within and along the water channel plus adjacent land.

As such, this project will drive restoration of the Eastern section of canal, which is being actively considered as a nationally important future option to transfer water from the River Severn catchment to the Thames. This would alleviate London's forecast water shortage and potentially avoid the need for Thames Water's proposed massive new reservoir near Abingdon.

Supporting Documentation:

Our application includes 15 Supporting Documents Sections A - O which follow the NLHF guidance and provide detailed information on all elements of the delivery of CCC.

3b Explain what need and opportunity your project will address.

The Phase 1B project will address the following needs:

- Stop the continued deterioration of the derelict canal, addressing some of the risk factors affecting the deterioration of the Industrial Heritage Conservation Area.
- Make the whole of the Stroudwater Navigation and the western section of the Thames and Severn Canal accessible from other national inland navigable waterways, to protect recent investment.
- Stop the further deterioration of historic archival material belonging to the Company of Proprietors of the Stroudwater Navigation (CoPSN), digitise contents and bring the whole archive to a wider audience via access or presentations.
- Help to address the 50% decline in UK species highlighted in the State of Nature Report 2019 and the deterioration of Canal habitat highlighted as a priority in the Gloucestershire Habitat Action Plan.
- Increase the Partners' resilience by catalyzing local prosperity, community engagement and quality of life.

The Phase 1B project creates opportunities to:

- Create a sustainable business based on the nationally re-connected canal and build on the skills and enthusiasm of local people and existing volunteers (see our Management and Maintenance Plan)
- Engage the whole community in conserving and recreating their cultural heritage (see our Participation and Inclusion)
- Enhance quality of life for people throughout the Stroud Valleys and beyond, Recognising the importance of time spent outside on health and wellbeing and the ecosystem services such as flood alleviation provided by nature.
- Demonstrate that developments can deliver a net benefit for people and wildlife in terms of habitat size and quality, species diversity and biomass and by ensuring the canal is a high-quality piece of blue-green infrastructure where people can enjoy healthy, sustainable lifestyles.
- Create new links with various organisations: educational, heritage, arts, festivals, referral agencies, community groups, small businesses, railway and regional waterway and tourism strategic partners.
- Improve physical access to both land and water for people of all ages and abilities.
- Deliver life-long learning programmes for people of all ages and abilities.
- Support economic regeneration and business growth throughout the Stroud Valleys.
- Create new habitats that will link and enhance the natural features and wildlife habitats of the Severn Vale.
- Combine innovative and traditional engineering solutions, building these into training schemes for volunteers.
- Create new delivery partnerships with local communities, businesses and landowners.
- Build on existing policies and programmes that support the aims of the project (e.g. National Planning Policy Framework, UK Biodiversity Action Plan, Living Landscapes, SDC's Local Plan).

3c Why is it essential for the project to go ahead now?

The Cotswold Canals Connected project is currently viable in terms of finance and deliverability. Any delay will have the following major impacts, either of which would render the project undeliverable financially:

- a. Network Rail has a scheduled 'possession' of the railway line at Stonehouse in May 2021, to enable construction of the new bridge over the canal. This reservation had to be made 3 years ago and it is virtually certain that another 'possession' cannot be put in place for at least another 3 years. This carries the following risks:
 - The present design, which has been commissioned at risk by Stroud District Council at a cost of £500,000, assumes fabrication of the bridge box sections on site. The site is owned by a developer and is unlikely to be available in 3 years' time. This would render the present design useless and waste the investment already made.
 - Proceeding in 3 years' time would add the costs of inflation, redesign and higher costs due to difficult access
 - Possession costs are currently split 3 ways as other work on the network is taking place at the same time. There is absolutely no certainty that this would be the situation in the future.
 - The project has achieved a major 'coup' in getting Network Rail (and Highways England) to see its merits, take the project seriously and put in a lot of effort to see it through. Both have taken the view that

Delivery Stage funding will be forthcoming. Not proceeding now will jeopardise this confidence.

We estimate that in purely financial terms, the cost of a delay to the Network Rail element is in the order of £1m - £1.5m.

b. Our partner Gloucestershire County Council has a highway improvement scheme scheduled for 2021, which requires a large amount of soil – which will be generated by our excavation of the Missing Mile. The ability to reuse this material saves us between £800,000 and £1 million – figures which are reflected in the project budget.

In summary, any delay would add up to £2.5 million in costs – a sum which would immediately kill the project.

In May 2020, CCC Economic Impact Assessors, Stantec, carried out further COVID 19 economic impact analysis. This addendum report indicates that COVID 19 has already had a severe impact on Stroud's economy, demographic composition and labour market. The lockdown measures, introduced in March 2020, had already led to an 83% rise in claimant count unemployment in Stroud, from 1,055 to 1,930 by the end of April 2020.

They also point out the overlap between CCC's target under-represented audience groups and the segments of society that are most vulnerable to the adverse health and economic impacts created by COVID 19. Most notably, older people, BAME populations, homeless adults and young people. CCC's Project aims and key outcome ambitions include significant emphasis on economic regeneration particularly prioritizing our 6 target under-represented audiences (at risk groups) with a range of opportunities designed to improve physical and emotional health and well-being, reduce loneliness and create pathways from volunteering into employment.

We have also harnessed the energy and commitment of over 150 collaborative partners/ agencies covering a range of diverse sectors: engineering, environment, education, cultural heritage, scientific, arts, transport, social inclusion, voluntary sector community support agencies, rehabilitation centres and small community-based organisations.

Investment in Phase 1A will be at serious risk:

- Without regular boat traffic silt will build up rapidly, eventually solidifying the complete canal.
- Without boating income, there will be no funds for the necessary infrastructure maintenance, repair and replacement.
- Boat moorings, on which 40% of the turnover in the sustainable business plan depends, will not materialise unless the Stroudwater Navigation is connected to the Gloucester-Sharpness Canal at Saul Junction (hence to the national inland waterways network).
- A further £74 million of inward investment forecast on completion of Phase 1B will not be forthcoming.
- Riparian landowners current levels of support will be at risk.
- Community support, currently at 98%, will be at risk.
- The wide-ranging Community health and well-being benefits associated with this project will be lost.
- We risk losing support from numerous delivery partners.
- The existing and increasing ~250 volunteer force who have worked on Phase 1A need further substantial projects to work on. We can't afford to lose their skills and experience as Phase 1B relies on £3.2 million worth of volunteer effort.
- Priority habitats including orchards, mire, ponds and reedbeds will remain isolated and priority species living in them will face increased risk of extinction due to genetic drift and climate change.
- Support from CCT members, many of whom are already committed to additional financial support, will be at risk.
- Stroud District and Gloucestershire County Council policies that currently favour canal restoration risk changing.

Given the current Covid 19 situation, we believe proceeding to complete this project now has increased relevance to assist the desired National priority for recovery.

3d Why do you need Lottery funding?

- Phase 1B will complete this nationally important project to restore important heritage, preserve unique archives and create significant new biodiversity environments.
- Most importantly, continued NLHF funding is critical to catalyse further major economic investment and improve people's health and well-being, both now being Government priorities to recover from the Covid 19 situation.
- NLHF is the most appropriate funder, having already invested £12.7 million in the successful restoration of the landlocked 1A section plus £842,800 in this Phase 1B Development Stage.
- The Heritage Grants programme provides the level of financial support that we need to complete this complex restoration of the canal in a few years. The risks of not so doing, including the continued loss of heritage, are listed above.
- NLHF funding will allow this project to be delivered as quickly as possible, minimising cost inflation and keeping overall costs as low as possible.
- NLHF funding will enable a seamless transition for existing SDC and CCT experienced management and volunteers from Phase 1A to this Phase 1B project.
- Speed of delivery is particularly important now given the current COVID-19 virus negative impact on the economy and quality of life.

There is simply no other source of grant funding, for heritage, that will bring this project to completion.

3e What work and/or consultation have you undertaken to prepare for this project and why?

Our Baseline

With a track record of delivering Phase 1A and a huge amount of ongoing volunteer-led restoration work across the entire Cotswold Canals network, there was a huge body of existing work, resources, assets and knowledge to draw on when developing our baseline.

- SDC has led the restoration of Phase 1A of the Cotswold Canals since 2009, gaining invaluable experience in managing and delivering canal restoration.
- CCT has managed volunteer led activities across the length of the Cotswold Canals since the 1970s and has been involved in Phase 1A since 2009.
- The Stroud Valleys Canal Company (SVCC) has created an asset register for the whole of Phases 1A and B, prepared a business plan and a sustainable management plan and begun to implement both.
- SDC supported the development of the Cotswold Canals Consultative Group which regularly brings together representatives of local towns/parishes and other stakeholder groups to discuss canal restoration.
- The Stroudwater Navigation Archives Charity (SNAC) was established in 2011 to conserve and promote the use of the CoPSN's Archives. SNAC has been part of the project since 2013.
- CCT created a Phase 1B Working Group in June 2013, initially involving CCT, SVCC and the CoPSN. Over the next 18 months other Partners joined by invitation to produce the 2015 bid.
- In 2017 SDC became lead partner and accountable body, having agreed to provide £3 million match funding. The other Strategic Partners are CCT (joint lead), CRT, GCC and SVCC.
- In 2017 Peter Brett Associates (Stantec) were commissioned to analyse the project's quality of life (social and economic) outputs. This report was updated in 2020 and then an addendum produced in the light of the COVID-19 pandemic.
- In 2018, a Preliminary Ecological Assessment including a Phase 1 habitat survey was undertaken by Wild Service. Protected species surveys have since been completed by Keystone Environmental and used to produce a robust mitigation strategy for the entire canal length. Additional ecological surveys were undertaken by Land Use Consultants and others in 2019/2020 as part of the planning application for the 'Missing Mile'.
The Development Stage

We used a Project Cycle Management (PCM) tool to develop our learning cycle, which included five phases: 1. Baseline assessment, 2. Community Consultation 3. Pilot project delivery, 4. Consolidation and review and 5. Strategic planning. The principle of PCM will also be used to guide our Evaluation Framework (EF) as we move into the Delivery Stage.

As part of the learning cycle we used a broad range of research methodologies and approaches:

- Community scoping and mapping
- Site orientation walks
- Research visits to other areas
- Public consultations and meetings with stakeholders, businesses, potential project partners and existing service providers
- Interactive and online questionnaires and surveys
- Targeted focus group meetings and interviews with people from our main and target audiences
- Pilot projects and activities
- Development projects and collaborative workshops • Project design and development workshops

Assessing the current situation through community mapping and meetings with all relevant stakeholders helped us to understand the breath of heritage assets, the scale and scope of the project and the nature and quality of engagement in our waterways by different people and communities.

We developed research questions and started a three-month public outreach consultation phase which involved surveys, questionnaires and interactive public consultations. All the information and learning we gathered from our surveys, focus groups and meetings then led to the development and delivery of 38 pilot projects, that were used to test our ideas and models.

Our activities have been informed by an enormous body of action research delivered over the past two years. This includes direct consultation with over 6,000 people, through participatory surveys, focus groups, mapping and pilot projects, as well as engagement with a further 26,000 through our existing canal-related work and outreach activities. This comprehensive, rich body of research data was then collated, interpreted and reviewed by all partners. The learning and recommendations from our Research and Development Reports then informed our Activity Plan and develop, inform and improve the Delivery Stage.

3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?

We expect to engage approximately 750,000 people who live across Stroud District and Gloucestershire generally. Lottery players are considered one of our key target audiences. Our activities for Lottery players and visitors (Canal Rail-Trail, Carnival, boat trips, heritage walks, festivals and exclusive canal opportunities) will raise CCC's and NLHF's profile as well as bringing new people to the Cotswolds Canals.

We will deliver exclusive canal-based events designed to thank Lottery players for their support and special canal events targeting Lottery players i.e. Exclusive 'experience' activities and special 'World Wellbeing Week' offerings, a whole range of 'money can't buy' fun will be on offer including:

- Meet the electric trip boat team and see how it works
- Have a 'cuppa' and workshop with a volunteer team lead
- Pick apples in a community orchard
- Walk in an empty lock
- Have a go bridge building

Details of the Project, NLHF's funding & the link with the National Lottery will also be widely communicated through Strategic Partners (CCT has 7500 members, CRT has 23,000 Friends, IWA has more than 13,000 members and GWT has 28,000 members). In recognition of this nationally important project, the 2022 National Waterway Conference, usually held in Wolverhampton, will also be convened in Stroud.

We will celebrate and promote NLHF and the generosity of ticket buyers at regular intervals via:

- Social media
- Site information panels
- Press and media
- Permanent interpretation
- Visitors Centres
- Community Hubs
- Printed materials and
- Website

This list is not exhaustive, and we will work with NLHF Marketing Team to maximise the impact of all communication and marketing.

Section four: Project outcomes

In this section, tell us about the difference that your project will make for heritage, people and communities.

4a What difference will your project make for heritage?

NLHF Outcomes 1-4: identifying, recording, improving, managing, interpreting & explaining the Cotswolds Canals heritage for people and communities.

Cotswolds Canals Connected's canal restoration, engineering projects, archive restoration work and comprehensive wildlife biodiversity and natural resource management programme will literally bring back our lost cultural heritage. Making our canal once again navigable will bring boats and canal life back into the heart of our communities, reconnecting our people with their social, political and economic history. In addition to the restoration, by recording, translating and making accessible our unique canal archive, we will create exciting opportunities for our canal heritage to be seen again and be interpreted and explained to a wide and diverse audience.

The CCC Project aims to:

Optimise the heritage value to local communities of their cultural built and natural heritage through innovative canal engineering, creative interpretation, archive restoration and asset creation.

To conserve, protect and enhance the natural environment for wildlife and people

We will achieve this by:

- Reopening 6 km of the Stroudwater Navigation (SN), including restoration of derelict sections and re-connecting Stroudwater Navigation to Gloucester and Sharpness, linking our canal community with the rest of England's network of navigable waterways
- Restoring 6 original locks, 3 original bridges (Occupation, Westfield & Newtown Roving) and 10 'pounds' (canal channel between locks) which will result in 6km of newly restored waterway which will resemble the original canal heritage as far as possible
- Developing innovative engineering solutions to recreate The 'Missing Mile', including a new channel under the M5 running parallel to the River Frome, and an incredible new high-level road bridge, a new major railway bridge and three, vehicle carrying, lift bridges
- Imaginatively restoring, interpreting and making accessible the Stroudwater Navigation archive through interpretation projects, public exhibitions, informal and formal learning and collaboration with existing restored Mills and Museums
- Increasing biodiversity value of land within the canal and River Frome corridor and a positive contribution towards UK biodiversity and natural capital targets
- Minimising the negative environmental impacts of the project, including building materials, construction waste and biodiversity
- Improving availability, connectivity and protection of wildlife habitats and protected species
- Improving knowledge and understanding of the state of wildlife in the canal/river corridor by people and communities
- Improving access to the natural environment for a wider audience
- Improving well-being for people and communities through engaging with and learning more about nature

4b What difference will your project make for people?

NLHF Outcomes 5-9 & 11: skills, learning, volunteering, having fun and changing attitudes and behaviour Cotswolds Canals Connected will make a real difference to the health and wellbeing and progressive learning pathways of our target audiences. Our diverse range of activities cover all our thematic areas, offering fantastic opportunities for improved physical and emotional health, through enjoyable outdoor experiences, as well as opportunities for volunteering, skills development and informal and formal learning.

An inclusive accessible and far reaching communications strategy, alongside a focused and targeted participation and inclusion programme, will ensure that we engage and involve a wide range of people, both during the Delivery Stage of CCC and into the future. By offering activities tailored to people's needs, skills and interests, especially for children, young people and volunteers, we will engage new audiences with heritage, nature, science, history and culture to support lifelong learning.

The CCC Project aims to:

Improve access to heritage education and life-long learning, enhance people's skills and build new pathways

for sustainable formal and informal education.

Broaden opportunities and inclusivity, reach new audiences and ensure that those people and communities most at risk of exclusion are supported to have as many opportunities as possible to participate in our project. Improve people's health and well-being through improving access to meaningful volunteering, education and training opportunities which lead to greater self-esteem, confidence and employability.

We will achieve this by:

- Increasing knowledge of the cultural built and natural heritage for 750,000 people and communities both nationally, through our marketing and promotion and locally through events, festivals, walks, talks, visits, and exhibitions
- Stimulating historical enquiry through arts, STEM and literacy, schemes of work for 2,000 primary school children, 300 secondary school children and 150 college and university students
- Offering appropriate and supported training and work placements, in areas of canal restoration, business development, archive and wildlife enhancement and conservation to 35 people
- Attracting 500 new people into meaningful new volunteering opportunities in canal restoration, business development, archive and wildlife enhancement and conservation
- Improving health and well-being for 24,000 people and communities through improving access to outdoor activities, heritage events and meaningful education and training opportunities which lead to greater self-esteem, confidence and commitment to learning
- Strengthening and empowering local communities to improve their resilience and cohesion – through community-led Hubs, enterprise development and community-led canal-based events
- Broadening participation by people from different socio-economic groups and ethnic backgrounds, age groups and abilities, tackling barriers to participation and ensuring the participation of those hardest to engage
- Offering opportunities for people in preventative or rehabilitation programmes.

CCC categorised our audiences into four main groups to effectively target delivery of project activities, ensure that a broader range of people and communities are involved in canal heritage projects and remove barriers for those most under-represented. We spent time assessing how these audience types are currently engaging with canal restoration and local heritage, particularly to understand which people in these groups were engaging less than others and the reasons why.

CCC's four project target audience groups are:

Schools, Colleges and Universities – children, young people and university students that we will be working with across the project.

People Living Adjacent to the Canal - everyone who lives in the rural villages and towns in Stroud District closest to the canal and for whom the impact of the canal restoration will be most significant and including our existing volunteers.

Under-represented People - 6 sub-categories of people from under-represented groups living along the canal corridor, across the wider district and in targeted communities in Gloucester for whom there are currently barriers to meaningful engagement.

Visitors, tourists and lottery players - audiences who live across the whole District and Gloucestershire generally as well as visitors and Lottery players from other parts of the UK.

Our project has a large geographical reach and these audience groups include a wide range of different types of people. As part of delivering our Volunteer Plan, we hope to offer opportunities for volunteering to as many people as possible, as well as targeting our recruitment in order to add value by bringing in people with specific useful skills and knowledge.

4c What difference will your project make for communities?

If you are requesting a grant of £2 million or more under the Heritage Grants programme only, you will need to complete the Carbon Footprint Reporter which you can access via the link provided below. Once you have completed this, please generate a PDF copy and attach it to your application form at the end of Section nine: Supporting documents.

When you click on the following link, the Carbon Footprint Reporter will open in a new window:

Carbon Footprint Reporter

If you are applying under the Heritage Grants programme for under £2 million, or under another grant programme, then you may also find this tool helpful although it is not a formal requirement.

NLHF Outcomes 13 & 14: boosting the local economy, regeneration and resilience.

At both a micro-and macro-economic level, CCC will deliver a very significant return on the investment of funds and volunteer effort. Reconnecting SN will make a significant difference to our local economy and our communities. Local retail and tradespeople will benefit from additional visitors and canal-related activity. Our Community Enterprise and Local Economic Development Plan considers connectivity along the broad corridor, increasing the potential to work together cohesively and build opportunities together rather than in competition with one another in order to create a canal destination experience that attracts visitors and new audiences. One of the outputs of this work is the production of a new Sustainable Tourism Plan for the District.

Our economic impact assessment, commissioned in 2017 (and revised in 2020 during the COVID 19 pandemic), advised that any policies that attract talent, knowledge or new jobs to the area, either through opening up new sites for development, or by positioning the district as an attracting and healthy place to live and work, will help the area to overcome its productivity gap, lift average earnings closer to the national average and support the government's aim to stimulate economic recovery post-COVID 19.

They present a strong argument in favour of the canal restoration and rationale for including indicators around productivity, earnings and demographic composition. The report highlights the increase in visitor numbers contributing to a rise in demand for water-based tourism, with the number of passenger boat trips on the canal rising by 8.7%.

It estimates that Phase 1B of the development will add £28 million to local land values, with the Project adding £73.6 million to the local economy. CCC's events programme includes a two-pronged strategy. Firstly, we will deliver a high-profile public event, the 'Float my Boat' canal carnival, along with a few smaller events (canal trails and workshops and exhibitions linked to Stroud's Wool and Water Festival). These events support tourism development by creating memorable canal destination experiences which encourage people to visit, or return to our canal, year on year.

Our staff team will be skilled in inclusion, community empowerment, events, communications, creative arts and volunteer management. They will support the incubation of new and existing local businesses, involve and channel funds to existing organisations and nurture the development of canal adoption schemes and Community Hubs. These ambitions are also woven into the Stroud District Local Plan, through Tourism, Wellbeing and Environmental policies which CCC aligns with and supports.

The CCC Project aims to:

To build prosperous and connected communities where the local economy is boosted and towns and villages benefit from economic regeneration, new visitors are attracted to the Cotswold Canals, there are heritage links with Gloucester and a reduction in youth out-migration and unemployment

We will achieve this by:

- Building and creating a sustainably managed canal corridor which attracts new and supports existing business & enterprise
 - Providing canal-based heritage experiences
- which are attractive, provide services, information, transport links and offers a wide range of opportunities on

the water, in nature reserves, in Mills and museums and through our existing plethora of community festivals and events

- Offering formal and informal learning and skills- based volunteering opportunities which contribute towards building community cohesion, reducing youth unemployment and entrenched worklessness across the project area and targeted communities in Gloucester
- Producing a proactive and robust tourism plan for the canal corridor which aligns with national and international tourism strategies and marketing campaigns, integrates the Cotswolds Canals with the UK's national waterways and links to sustainable transport through the Community Rail Partnership
- Stimulating local business and entrepreneurship through incubating, mentoring and providing licences for small businesses and supporting the development of Community Hubs
- Developing a flagship canal-boat Community Enterprise incubated in partnership with internationally recognised artist Luke Jerram.

4d What are the main groups of people that will benefit from your project?

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

If you are based outside Northern Ireland and your project will benefit a wide range of people and not any particular group, mark this box only

Age

Disabled people

Ethnicity

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Religious belief

Gender

Sexual orientation

4e Does your project involve heritage that attracts visitors?

Yes

How many visitors did you receive in the last financial year?

50000

How many visitors a year do you expect on completion of your project?

250000

4f How many people will be trained as part of your project, if applicable?

245

4g How many volunteers do you expect will contribute personally to your project?

500.

4h How many full-time equivalent posts will you create to deliver your project?

13.

Section five: Project management

In this section, tell us how you will deliver your project.

Questions 5a-5d are not applicable in the delivery phase.

5e Who are the main people responsible for the work during the delivery-phase of your project?

This is a complex project with an experienced and strong management team to give confidence for a successful delivery.

Please refer to the supporting documentation for full details of the management structure, job responsibilities and biographies.

SDC's current Canal Manager, David Marshall, will be the Project Manager. He has managed Phase 1A since late 2014.

SDC will provide Financial, Human Resources and Legal services as in-kind contribution.

The paid Project team (full or part-time) reporting to the Project Director will comprise:

SDC Posts

Project Director/Canal Manager
 Monitoring and Evaluation Officer
 Volunteer Manager
 Project Manager – Volunteer Projects
 Project Manager
 Office Administrator
 Clerk of Works
 Engineering Manager/Principal Designer
 Technical Support Officer
 Communications & Marketing Officer

CCT Post

Fundraiser-Ambassador

Creative Sustainability Posts

Community Engagement Programme Manager
 Participation & Inclusion Co-Ordinator
 Destination & Events Co-Ordinator
 Education Officer
 Activities Officer

GWT Posts

Canal Environment Manager
 Canal Environmental Project Officer x2 PT

CCC Partner roles (Pro-bono)

Human Resources (SDC)
 Health and Safety Manager (SDC)
 Legal Service (SDC)
 Land (SDC)
 Finance Team (SDC)
 Sustainability (SVCC)
 Business Planning (SVCC)
 Archives (SNAC)

500 appropriately skilled and experienced volunteers (especially the current Theme Leaders to maintain continuity) will work with and support the paid team during the project: this includes 15 managerial positions working with numerous volunteer groups throughout the Phase 1B project activities

Total Volunteer value for this Delivery Stage amounts to ~£3.2 million.

The major road bridge works will be delivered by a strategic partner, GCC.

The major rail bridge reconstruction will be delivered by Network Rail.
Utility diversions (gas, water, fibre optics, oil pipeline) will be delivered by the respective utility companies.

Specialist consultants will be appointed, details within the supporting documentation.

5f Complete a summary timetable for the delivery phase of your project. Use the 'Add activity' button to enter additional rows.

Delivery activities

Activity	Start month	Start year	End month	End year	Who will lead this activity
Anticipated practical completion date	December	2023	December	2024	Project Board
Canal restoration: construction sub-projects by external contractors	October	2020	January	2024	Project Director with Project Engineer
Canal restoration: volunteer led projects	January	2021	October	2024	Project Engineer & Managers
Canal restoration: contingency period for volunteer led projects	January	2024	December	2024	Project Engineer & Managers
SNAC volunteers training & accreditation	October	2020	October	2024	SNAC Chair
SNAC contribution to interpretation & education programmes & cultural activities	October	2020	October	2024	SNAC Chair
SNAC targeted conservation & digitisation	October	2020	October	2024	SNAC Chair
SVCC Business and canal sustainability plan	September	2020	October	2050	SVCC Chair
Community engagement: work with all community groups	November	2020	December	2024	All partners
Bring new volunteers into all aspects of project	October	2020	October	2024	All partners
Deliver education and interpretation plans	March	2021	December	2024	Community Engagement Team and SNAC
Deliver communications plan, events & festivals, recognise National Lottery	September	2020	December	2025	All partners
Provide training, assessments & accreditation across disciplines for and with volunteers	October	2020	October	2024	All partners
Volunteers rewards and celebrations	December	2020	October	2024	All partners
Natural Environment: Surveys - Ongoing	October	2020	October	2024	Canal Environment Manager
create/replace specialist habitats, build bat boxes etc-Ongoing	October	2020	October	2024	Canal Volunteers
Natural Environment: create diverse habitats - Ongoing	October	2020	October	2024	Canal Environment Manager
Create/replace specialist habitats, construct fish pass, build bat boxes - Ongoing	October	2020	October	2024	Canal Environment Manager
Quality of life: test, refine Peter Brett Associates analysis, collect additional economic & activity data	January	2022	October	2024	Project Director with Monitoring Officer
Quality of life: test and refine C&RT wellbeing approach	January	2022	October	2024	Monitoring Officer and All Partners
Quality of life: legacy plan & interim project evaluation	April	2022	October	2024	Project Director and Monitoring Officer and External Evaluator
Land acquisition	September	2020	June	2021	Project Director
Fundraising	September	2020	October	2024	Fundraiser and team
Regular reviews of resilience plans	September	2020	October	2024	Project Director, CCT Chair, SVCC Chair and Monitoring Officer
Environmental impact data gathering and regular assessment	October	2020	October	2024	Canal Environment Manager

5g Tell us about the risks to the delivery-phase of your project and how they will be managed. Use the 'Add risk' button to enter additional rows.

Delivery risks				
Risk	Likelihood	Impact	Mitigation	Who will lead this
Financial Expenditure	Low	High	Sophisticated probabilistic risk assessment and management system in place. Appropriate contingency provision in budgets. Monitoring, continuous evaluation and regular progress reporting through component Leads. Good management accounting and budgetary control system. Regular reporting to Project Board for clear decision taking.	Project Director And Project Board
Land Ownership	Low	High	Positive relations with key owners now exist and letters of support given. Terms in active negotiation, to be agreed. CPO action in process as ultimate fall-back.	Project Director and Stroud D.C.
COVID 19 Effect	Medium	High	Bulk of expenditure contracted. Current contractor still working (A38-£4m). Open air project amenable to safety protocols. Fully satisfies Govt. strategy to build community resilience and regenerate local economies as part of national Covid-19 recovery, local M.P's strong backing. Stroud D.C have committed £0.5m to Network Rail design at their risk. Massive local support.	Project Director and SDC
Restoration & Construction	Medium	High	Sound project programme and good quality designs developed. High quality staff team. Well trained and motivated volunteer workforce. Major contracts in place with Network Rail and GCC. Tight sub-project progress monitoring.	Canal Engineering Manager and Project Team
Natural Environment	Medium	High	Secure regulatory permissions. Implement well developed project programme and Activity Plan. Establish close working relations within Project Team. Attract, train and motivate volunteer workforce. Utilise GWT expertise.	Canal Environment Manager
Community Engagement	Medium	Medium	Implement well developed Activity Plan. Engage high quality, skilled staff. Attract, train and motivate volunteer workforce. Publicise and celebrate successes. Keep public engaged and informed. Maximise built and natural heritage learning, local enterprise development and creative interpretation opportunities. Promote the Project nationally through film, online media and innovate digital communications.	Community Engagement Co-ordinator, Volunteer Manager and Communications Officer
Archive SNAC	Low	Low	Implement well developed Activity Plan. Offers attractive academic stimulation with expert input, training and good collaboration with other authorities. Create digital record of unique historic archive with prospect of Worldwide recognition.	SNAC Chair
Financial Income	Low	Medium	Probabilistic risk assessment method in place to monitor the GAP between expenditure and income and to direct corrective actions.	Project Director and Project Board
Fundraising	Medium	High	Continued employment of professional fundraiser and volunteer team over Delivery Stage with 12 month added extension. Well-developed strategy with target sponsors and donors identified. Probabilistic evaluation provides confidence of success.	Professional Fundraiser and Volunteer Team

5h When do you expect the delivery phase of your project to start and finish?**Project start date**

Month	September	Year	2020
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Project finish date

Month	December	Year	2024
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5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?

No

Section six: After the project ends

In this section, tell us about what will happen once your project has been completed.

6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

Income generated from connecting the canal to the national navigable waterway network, will enable SVCC to implement its long-term Management and Maintenance Plan, to meet running costs and secure the heritage values of the restored canal well into the future. Canal & River Trust and the Inland Waterways Association will continue to be key strategic partners and The Stroudwater Navigation Archives Charity will continue to care for and promote the archives voluntarily, in partnership with Gloucestershire Archives.

Wildlife habitats will be managed by local community groups and volunteers, trained during the project. Other habitats, such as orchards, ponds and grassland will be managed by volunteers and local farmers, supported by groups such as Gloucestershire Orchard Trust and Eastington Orchard Group. Grassland will be grazed by rare breed livestock and hay cut in season.

By maximising opportunities for volunteering, community capacity building and small businesses, we will build local ownership and support local enterprise development. Project funding will strengthen and expand existing community outputs. It will enable us to build links, networks and community hubs, stimulate enterprise and inject key resources into specific target areas. All of which will lead to sustainable, long term social and economic change.

6b Tell us about the main risks facing the project after it has been completed and how they will be managed. Use the 'Add Item' button to enter additional rows.

After project risks				
Risk	Likelihood	Impact	Mitigation	Risk Owner
Expenditure: Dredging operations and silt disposal will affect navigation, boat traffic and income from moorings and licences, and degrade canal environment.	Low	High	Excellent range of dredging plant exists manned by experienced volunteer workforce. Land and facilities available for silt drying and disposal. Regular silt surveying and sampling to prioritise and direct operations Make adequate financial provision in budget.	Stroud Valleys Canal Company (SVCC); Board; Engineering Maintenance Director
Expenditure: Infrastructure, inspection and maintenance incl. electricity supplies at moorings and maintenance of own hydro-electric generating plant.	Medium	High	Planned regular inspection schedule. Clear reporting and maintenance response by dedicated teams of volunteers. Budget provision.	SVCC; Canal Manager; Engineering Maintenance Director
Expenditure: Employment of full time canal managers and associated costs.	Medium	High	Phased appointment of two full-time staff as boat and mooring income permits. Develop excellent liaison with volunteer workforce Regular reporting to SVCC Board.	SVCC Board
Expenditure: Maintain good fleet of workboats, maintenance facilities and equipment.	Medium	High	Excellent and diverse fleet exists, mainly second-hand. Regular inspection and maintenance needed using existing good workshop facilities. Budget provision.	SVCC; Engineering Maintenance Director
Expenditure: Forestry and vegetation and towpath management	Medium	High	Canal tree management essential. Requires use of qualified persons. Employ contractors and train and utilise volunteers. Budget provision.	SVCC; Environment Director
Income: Moorings and Boat/Canoe Licence Fees	Medium	High	Licensing arrangement with C&RT agreed. Attractive fees for on-line and basin moorings. Historic canal, national reach via CCT TROW Magazine.	SVCC; Commercial Director
Income: Hydro-electric generation income	Medium	High	Regular inspection and maintenance. Ensure debris removal for maximum water flow. Dedicated volunteer group involved.	SVCC; Engineering Maintenance Director
Income: Grant and Other income including surface water discharge fees.	Medium	High	Retain good relations with SDC and CCT Grantees. Further develop existing and other canal related commercial opportunities.	SVCC; Commercial Director
Activity: Natural Environment; Community Engagement; Archives	Low	Medium	Sound Activity Plan in action. Motivated volunteers work supported by excellent professional advice and specialist organisations.	SVCC Board; Canal Environment Manager
Lower income than expected due to lower demand for moorings	Medium	High	Business plan contains conservative estimates of canal use. Few moorings available on local canals. Volunteers will help manage canal, thus reducing costs	Stroud Valleys Canal Company (SVCC)
Insufficient long term moorings to meet demand	Medium	High	Develop further options for off-line mooring basins	SVCC
Major structural collapse of physical elements of canal	Low	High	Ensure highest standards of all construction works by robust design and contract supervision. Monitor all structures regularly.	Project Director and SVCC

Risk	Likelihood	Impact	Mitigation	Risk Owner
Inadequate facilities reduce or don't attract visitors on land and water	Low	Medium	Cotswolds already a desirable location for living and visiting. Provide appropriate facilities.	Project Director and SVCC
Boaters fail to visit because canal management does not comply with best practice	Low	High	SVCC installs adequate feedback and management processes	SVCC
CoPSN Archives deteriorate because they are not well cared for by Gloucestershire Archives (GA)	Low	High	Stroudwater Navigation Archives Charity (SNAC) maintains excellent working relationship with Gloucestershire Archives	SNAC
Wildlife sites deteriorate because of insufficient volunteer labour	Medium	Medium	Canal Environment Manager & Community Engagement Team work to set up robust management processes before end of project	Canal Environment Manager
Community support diminishes	Medium	High	Legacy plan sets out how community engagement can continue and where additional sources of funds can be found	Community Engagement Team & SVCC

6c How will you evaluate the success of your project from the beginning and share the learning?

Following NLHF Guidance and including the following methodology: please refer to supporting documents for full details.

Development Stage:

Qualitative and quantitative baseline data collected over whole site including structural, archaeological and biodiversity surveys; economic surveys; lock and towpath usage; community engagement across all areas.

Targeted key stakeholder consultations have established SMART outcomes, indicators and methodology for monitoring and evaluation across all areas, tested on pilot activities and reviewed for project delivery.

Delivery Stage:

Partnership training to monitor and evaluate their processes and outcomes and to support people and communities to use them for their own evaluation, to address the challenges in engaging project participants and help them to recognise their own strengths and achievements; support project teams to recognise their progress and communicate with strategic partners effectively; use evaluation to engage with more people; influence planning and activities delivery.

Formative evaluation reporting - the Cotswold Canals Connected Consultative Group will work with the project delivery team to report and make recommendations for the project partnership.

Summative evaluation reporting – including final project surveys produced at the end of the project.

Section seven: Project costs

In this section, tell us how much it will cost to deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

Questions 7a-7c are not applicable in the delivery phase.

7d Delivery-phase capital costs

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property	Land purchase	750,000	0	750,000
Repair and conservation work	Restoring canal locks, bridges, pounds; archive conservation; habitat modification	2,662,100	0	2,662,100
New building work	Missing Mile, major capital projects	7,142,500	0	7,142,500
Other capital work	Biodiversity projects, archive costs; Towpaths and Boat landing stages; environmental planting	739,900	0	739,900
Digital outputs	Recorded through 7e. includes Archive cataloguing (website); Interpretation podcasts/broadcasts; Digital Media; Project websites and blogs	0	0	0
Equipment and materials (capital)	Volunteer equipment & materials	96,000	0	96,000
Other costs (capital)	Regulatory	20,200	0	20,200
Professional fees relating to any of the above (capital)	Environmental surveys, mitigation and accreditation	107,900	0	107,900
Total		11,518,600	0	11,518,600

Section seven: Project costs

7e Delivery-phase activity costs

Cost Heading	Description	Cost	VAT	Total
New staff costs	Employed team as Development Stage	1,777,900	0	1,777,900
Training for staff	First aid, H&S, inclusion, safeguarding	10,100	0	10,100
Paid training placements	Placements in canal restoration, archives & biodiversity	0	0	0
Training for volunteers	Skills in construction, archives & biodiversity	128,800	0	128,800
Travel for staff	Community education and engagement travel	6,200	0	6,200
Travel and expenses for volunteers	for canal, archives, biodiversity	31,500	0	31,500
Equipment and materials (activity)	Disposable equipment all volunteer projects	180,100	0	180,100
Other costs (activity)	Community engagement and interaction	4,000	0	4,000
Professional fees relating to any of the above (activity)	Ecological consultant etc	205,800	0	205,800
Total		2,344,400	0	2,344,400

7f Delivery-phase other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment	New post recruitment	5,000	0	5,000
Publicity and promotion	Website, social media, design, printing, National Lottery rewards	0	0	0
Evaluation	External Evaluation (cost of the Monitoring Officer included in 7e.1)	9,000	0	9,000
Other costs	NA	0	0	0
Full cost recovery	Not calculated-Donated as inkind from all partners- CS charging in salaries	0	0	0
Contingency	Allowance for risk based on Probabilistic Analysis	948,400	0	948,400
Inflation	Based on authoritative forecasts adjusted for Covid-19 effects	518,200	0	518,200
Increased management and maintenance costs (maximum five years)	NA	0	0	0
Non cash contributions	CRT, GCC, SDC	1,501,600	0	1,501,600
Volunteer time	Canal projects, archives, biodiversity, project management	3,281,600	0	3,281,600
Total		6,263,800	0	6,263,800

Section seven: Project costs

7g Delivery-Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	Stroud District Council (SDC), UU & Section 106 covenants	Yes	2,520,000
Other public sector	Gloucestershire County Council (GCC) and Canal & River Trust (C&RT)	Yes	1,090,000
Central government	Government funding bodies/departments including credits from biodiversity offsetting (in anticipation of the draft Environment Bill) (pledged during delivery)	Yes	880,000
European Union	NA	No	0
Private donation - Individual			
Private donation - Trusts/Charities/Foundations	Various grant giving Trusts and Foundations	Yes	467,900
Private donation - Corporate			
Commercial/business	Range of sources (see G. Fundraising Plan)	Yes	1,000,000
Own reserves	Cotswold Canals Trust - Restoration appeal & designated reserves	Yes	187,000
Other fundraising	Cotswold Canals Trust Fundraising Team - Continued activity through Delivery Stage	Yes	242,500
Loan/Finance			
Increased management and maintenance costs (maximum five years)			
Non cash contributions	SDC, CRT, GCC	Yes	1,501,600
Volunteer time	Canal projects, archives, biodiversity, project management	Yes	3,281,600
HLF grant request			8,956,200
Total			20,126,800

7h Delivery-phase - financial summary

Total delivery costs	20,126,800
Total delivery income	11,170,600
HLF delivery grant request	8,956,200
HLF delivery grant %	44

7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

The Partnership has proven its success with fundraising to date, including securing £4million for the Missing Mile. To ensure that any additional financial risk to the project, in light of COVID 19, is mitigated our professional Fundraiser & team will be retained and considering historic annual incomes towards the canal restoration are confident that the required cash contributions can be secured over the 4 year project period and any cash-flow requirements will be covered by SDC.

Cotswold Canals Trust's professional Fundraiser and the fund-raising team have already planned a detailed programme of fundraising from different sources over the project period.

We will work with the Environment Agency (EA) and other natural environment funding bodies to secure grants towards wildlife habitat improvements.

Biodiversity offsetting - We plan to sell biodiversity offsetting credits, in addition to those we require to meet our net gain requirements. In anticipation that the Environment Bill is enacted (in draft) the market for biodiversity offsetting will be primed and our project will be able to capitalise on this market. As this project is over 50% funded by match funding from other sources we are in a good position to evidence that the credits we sell are outside of the NLHF contributions, we would not double fund any element of our habitat creation or biodiversity works.

7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Having regard to the diverse size of partners within the project, FCR has not been adopted as a fiscal tool.

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Age

Disabled people

Ethnicity

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Religious belief

Gender

Sexual orientation

Declaration**a) Terms of Grant**

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

NA

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first.

The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund.

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the above statements.

Name David Marshall
Organisation Stroud District Council
Position Canal Manager (Project Director)
Date 29/05/2020

Are you applying on behalf of a partnership?

Yes

Please add the details of additional contacts below:

Name	Organisation	Position	Date
James White	Cotswold Canals Trust	Chair of Trustees (Engineering Director)	29/05/2020

Section nine: Supporting documents

Please provide all of the documents listed, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-12 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

Second Round

For all projects:

1. An activity plan

Electronic

2. A project timetable

Electronic

3. Cash flow for the project

Electronic

4. Income and spending forecasts for the life of the project and five years following project completion

Electronic

5. The project management structure

Electronic

6. Spreadsheet detailing the cost breakdown in Section seven: project costs

Electronic

7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable)

Not applicable

8. Briefs for delivery work for internal and externally commissioned work

Electronic

9. Job descriptions for new posts to be filled during the delivery phase

Electronic

10. Copies of deeds, leases, mortgages or other proof of ownership if your project involves work to land, buildings or heritage items

Electronic

11. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers. Please read about images in the application guidance Part three: Receiving a grant

Electronic

12. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed

Electronic

If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.

Electronic

Please now attach any supporting documents.

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.