

SCHEME DELIVERY



CHASE & CHALKE
LANDSCAPE PARTNERSHIP



The Vision...

The Cranborne Chase and Chalke Valley provides an incredible landscape that has inspired painters, poets, writers, loved by archaeologists and ecologists. Formed by nature and sculpted by man since his earliest footprint in the UK, it provides an extraordinary escape for those that know and understand its qualities, promoting health and wellbeing and supporting local livelihoods.

It is a great shame that many do not know of it, appreciate its extraordinary nature, dark skies, medieval ancient woodland, mysterious historic open and rolling landscapes. Landscapes that have potential to enable anyone to step into times forgotten, with a little support or imagination to experience these landscapes as previous generations have enjoyed them.

In addition to putting programmes in place to protect and help sustain the special qualities of the area and stories for future generations our biggest challenge is to inspire people that live within it - on the doorstep, currently disconnected with their landscape - to enjoy it, appreciate it, value it and for some, hopefully play a role in caring for it.

Our Landscape Partnership supports:

“A Cranborne Chase and Chalke Valley which is a healthier and better functioning landscape for people and wildlife, nationally recognised for its beauty, its extraordinary historic links to the past, a place where everyone can make a true connection with their environment, a living landscape where opportunities exist for present and future generations to appreciate and enjoy nature and heritage”.

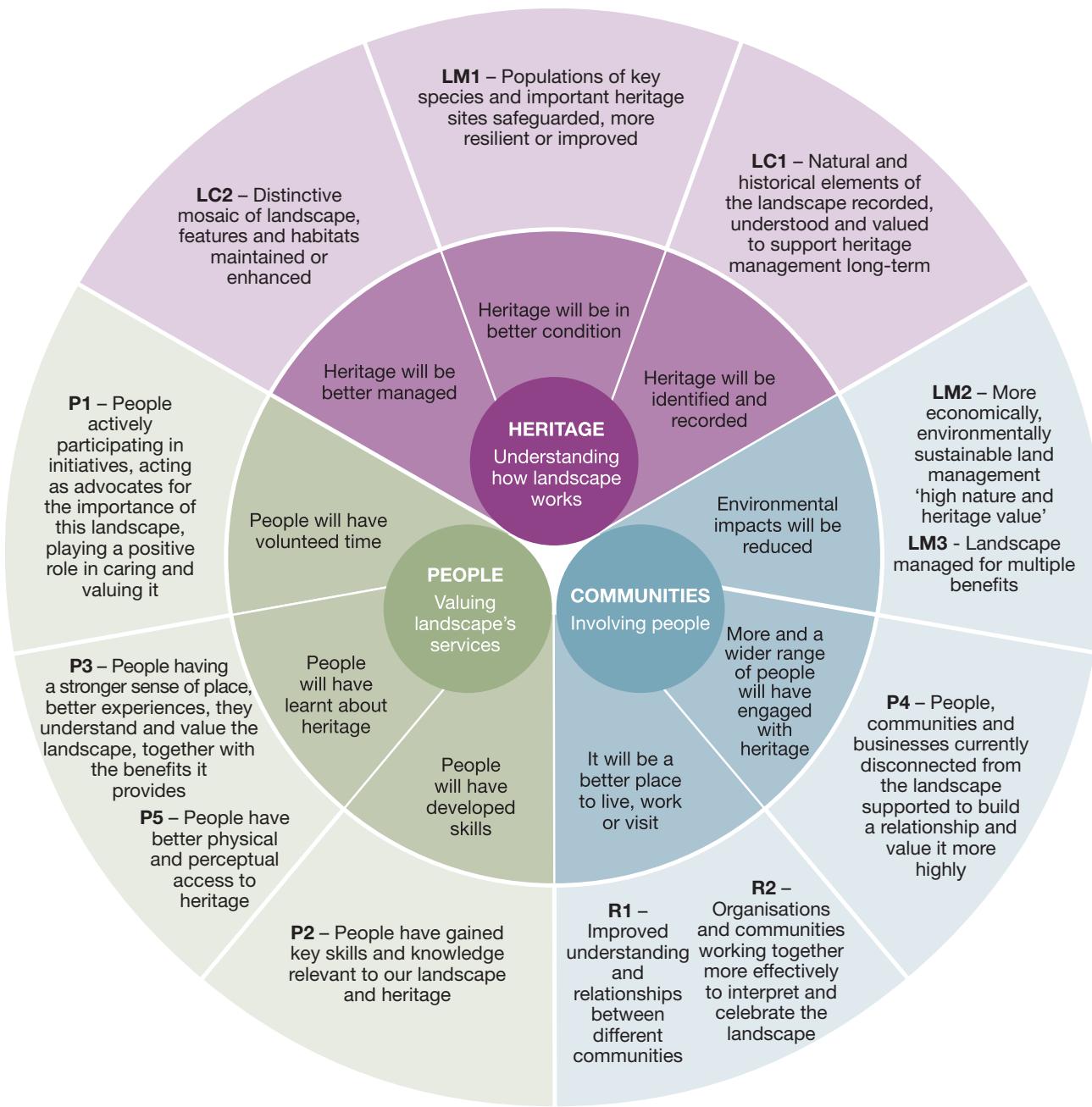
To do this we aspire to:

- Orchestrate practical work to conserve, enhance and restore key features of natural and cultural heritage
- Work in partnership to promote and aid sustainable management of the landscape
- Provide opportunities for individuals and communities to care for, and make decisions about local heritage
- Foster a pride in the unique and rich heritage of this landscape – amongst the local population, businesses and gateway communities
- Promote opportunities for people to develop knowledge and skills to increase sustainability of the landscape and provide a legacy for the future



Figure 15 - Partnership Outcomes

To direct our projects we have sought to develop key outcomes that underpin the 9 Heritage Lottery Fund outcomes, but provide greater clarity for the priorities in this landscape.



Partnership Outcomes:

The key outcomes which CCCV LP wishes to see are divided into four categories: outcomes for relationships, land management, people, and landscape character:

People

- P1** – People actively participating in initiatives, acting as advocates for the importance of this landscape, playing a positive role in caring and valuing it
- P2** – People have gained key skills and knowledge relevant to our landscape and heritage
- P3** – People having a stronger sense of place, better experiences, they understand and value the landscape, together with the benefits it provides
- P4** – People, communities and businesses currently disconnected from the landscape supported to build a relationship and value it more highly
- P5** – People have better physical and perceptual access to heritage

Caring for the Cranborne Chase and Chalke Valley (landscape character and landscape management)

- LC1** – Natural and historical elements of the landscape recorded, understood and valued to support heritage management long-term
- LC2** – Distinctive mosaic of landscape, features and habitats maintained or enhanced
- LM1** – Populations of key species and important heritage sites safeguarded, more resilient or improved
- LM2** – More economically, environmentally sustainable land management
'high nature and heritage value'
- LM3** – Landscape managed for multiple benefits

Relationships

- R1** – Improved understanding and relationships between different communities
- R2** – Organisations and communities working together more effectively to interpret and celebrate the landscape

Our twelve partnership outcomes fit well with the nine HLF outcomes and sit within the ecosystem approach of understanding how landscape works, valuing landscape's services and involving people.



Management Structure

The Partnership is led by the Cranborne Chase Area of Outstanding Natural Beauty, hosted through Wiltshire Council. The AONB Partnership has extensive experience at developing and managing large projects, plus over two decades experience working with landowners and communities throughout the area.

The vision for the CCCV LP has been drawn up collaboratively from a broad range of organisations aiming to serve the interests of the communities within and around the scheme area.

Landscape Partnership Board

All partners signed a letter of intent to form a Partnership Board during the Development Phase. The purpose of the Board was to guide and monitor the development phase of the Cranborne Chase and Chalke Valley Landscape Partnership Scheme. The Board has met regularly throughout the development phase and members have worked together to:

- develop the scheme's objectives and promote them as widely as possible;
- ensure collaboration and co-operative working to draw together the twenty projects that comprise the scheme programme by coordinating and focusing effort and resources to offer real potential change on the ground;
- encourage and secure the active participation of communities, landowners, and businesses.

The original Partnership Agreement has now been reviewed and revised into a Partnership Memorandum of Understanding (MoU) for the Delivery Phase (Appendix 6a). The Landscape Partnership Board consists of 15 representatives from the public, private and voluntary sectors that cover all aspects of heritage, and includes delivery partners, funders, young people, landowners and community interests. Once the Community Stakeholder Group (CSG) has been set up, three Board representatives will be elected on an annual basis, from 2019 - 2020, to represent the community interests in the scheme.

In the terms of reference for the CCCV LP Board, it will meet four times a year or as otherwise be agreed by the Board representatives. The Secretariat for the Board will be provided by the CCCV LP team and Dr. Martin Papworth currently acts as Chairman of the Board.

The purpose of the Board is to guide and monitor the delivery stage of the scheme and to determine all matters relating to the operation and delivery of the scheme. It will:

- Manage and ensure the implementation of the scheme's programmes by coordinating and focusing effort and resources;
- monitor, review and scrutinise the current, planned and actual progress of the Scheme;
- provide detailed advice and guidance providing a strong steer in relation to the scheme; and
- encourage and secure the active participation of communities, landowners, and businesses

In liaison with the Partnership Scheme Manager, the Chairman agrees the agenda, reports to be brought to the Board, and convenes meetings through the team Support Officer. Minutes of Board meetings will be first sent to the Chairman for endorsement before sending to Board representatives.



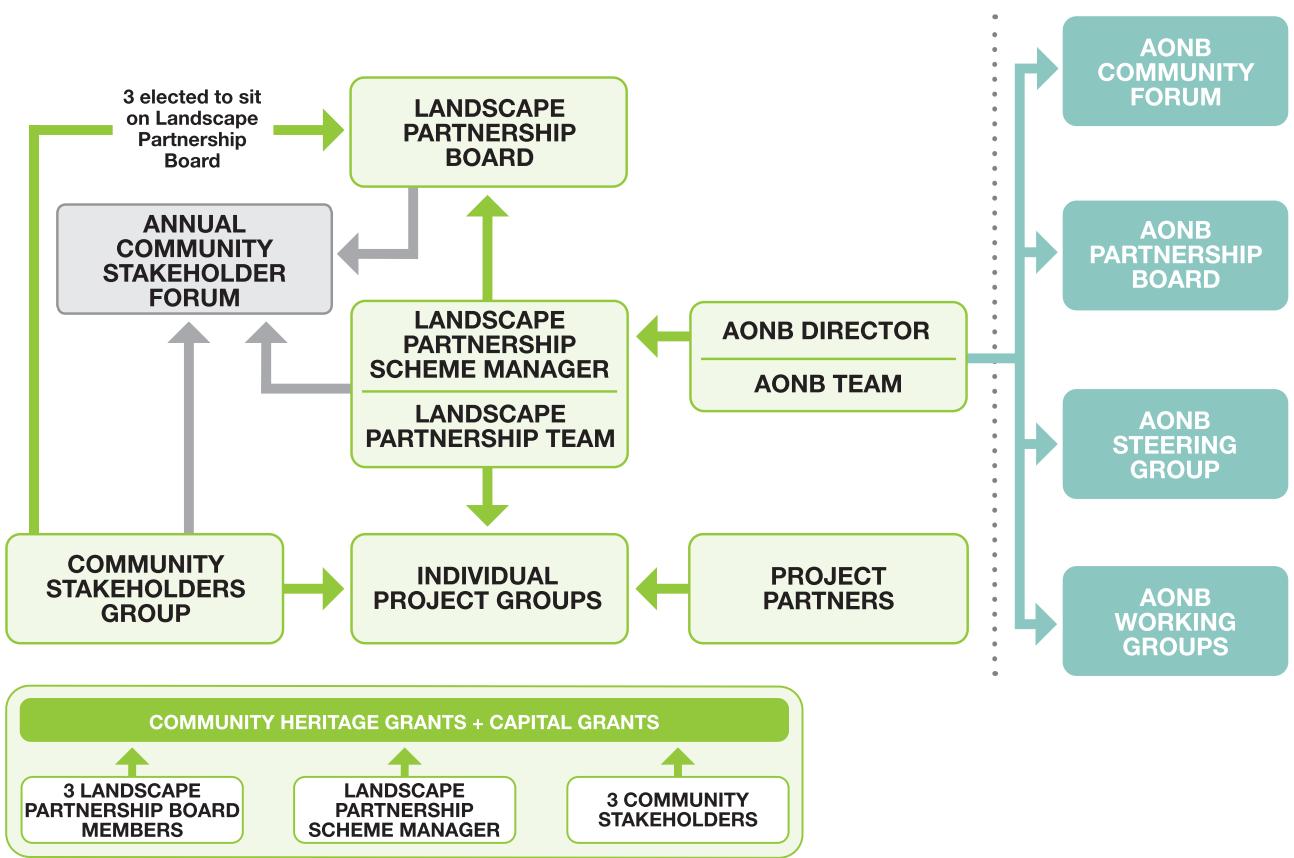


Figure 16 - The CCCV LP Management Structure

The 15 Members of the Board are (as of November 2018):

- **Dr Martin Papworth** – Chairman, Wessex Regional Archaeologist, National Trust.
Dr Martin Papworth provides advice on the conservation of the historic environment on National Trust properties. He carries out research on archaeological sites and promotes engagement with communities to promote enjoyment of the historic environment.
- **Richard Broadhead** – Head of Service, Wiltshire Council (Accountable Body and host authority for Cranborne Chase AONB).
Richard Broadhead has managed Rights of Way, access and countryside sites across the county of Wiltshire for many years
- **Dr Ken Buchan** – Coast and Countryside Service Manager, Environment and Economy Directorate, Dorset Council.
Dr Ken Buchan manages the countryside and heritage coast service in Dorset and has been involved in the South Dorset Ridgeway Landscape Partnership Scheme
- **Garry King** – Project Manager (Policy), Hampshire County Council.
Garry King serves on the Cranborne Chase AONB Board and is appointed to the Board of the Cotswolds Conservation Board. He manages a large portfolio of countryside/environmental projects for Hampshire County Council.
- **Steve Avery** – Chairman, Cranborne Chase Landscape Trust.
Steve Avery is a principal planning officer for the New Forest National Park Authority and is Chairman of the Cranborne Chase Landscape Trust



- **Martin Green** – Landowner/farmer representing landowners and archaeology
Martin Green is a Dorset landowner with his farm being one of the most carefully studied archaeological areas in Western Europe. Much of the work has been carried out by Martin who won the Pitt Rivers award for independent archaeology in 1992.
- **Alan and Lindsey Dedden** – Foundations of Archaeology volunteers, also representing parishes. Alan and Lindsey are extremely enthusiastic and knowledgeable volunteers who took part in the earlier HLF supported ‘Fathers of Archaeology’ project.
- **Jaki Farrell** – Seeds4Success representing young people and hard to reach groups
Jaki Farrell runs a very successful charity which involves young people not in training, education or employment going out and doing practical conservation work in their local area, which benefits their community.
- **Sarah Warrener** – Natural England.
Sarah Warrener is a Lead Advisor for Natural England, bringing farmers together to work collaboratively to change the fortunes of turtle doves across Martin Down NNR in Hampshire
- **Kate Tobin** – Forest Services South West England, Forestry Commission.
Kate Tobin is very experienced in partnership working in the South West, including working with industry groups, protected landscapes, water catchment groups, LEADER, LEPs and a myriad of landowners.
- **Dr Adrian Green** – Salisbury Museum representing museums in the scheme area.
Adrian Green is a curator, and has been Director of The Salisbury Museum in Wiltshire since 2007. He has overall responsibility for all aspects of the Museum, which encompasses managing the collections, building, displays, temporary exhibitions.
- **Maria Clarke** – Manager, Dorset Local Nature Partnership representing environment and wellbeing. Maria Clarke manages the Dorset Local Nature Partnership bringing together a wide range of partners in public, private and voluntary sectors across Bournemouth, Dorset and Poole to maximise the benefits to be gained from protecting and enhancing the unique natural assets of the area for people and wildlife. Maria has a particular interest in promoting health and wellbeing.
- **Martijn Antheunisse** – Director, Wessex Chalk Stream and Rivers Trust.
Martijn is a multidisciplinary landscape ecologist and has translated his academic knowledge into hands-on delivery of river restoration projects. He has been a key player in work on the River Avon and has a keen focus on measurable outcomes and improvements
- **Dr Gary Mantle** – CEO, Wiltshire Wildlife Trust.
Gary Mantle leads the team just celebrating 25 years at the helm of the county’s leading wildlife conservation charity. The Trust now owns and manages 37 reserves across Wiltshire.
- **Culture and Arts** – vacant, seeking representative.
The representatives have diverse interests and, importantly, a willingness to share knowledge, experience and resources with an over-riding wish to work together to greatly enhance the Cranborne Chase and Chalke Valley Landscape Partnership area and its special qualities for future generations.

See Appendix 6b, 6c, 6d for further details on the roles of the CCCV LP Board



Community Stakeholder Group

The Community Stakeholder Group (CSG) will be made up of at least eight, and a maximum of twelve, local community representatives who have been appointed through an open recruitment process after the completion of the development phase in early 2019. The CSG will ensure that anyone with an interest in the scheme has an opportunity to be a part of the ongoing development and delivery of the Landscape Partnership projects.

Four CSG meetings a year will take place prior to the CCCV LP Board meetings to allow community interests to be thoroughly aired and suggestions, comments and ideas to be brought together to input to the Board, through the three elected CSG representatives.

Members of the CSG will also liaise with and raise awareness with the local communities that they will be representing.

The CSG will be provided with induction training on the aims of the CCCV LP scheme, the area covered, individual projects and the intended outcomes. Further training / workshop sessions will be offered as deemed relevant.

The Terms of Reference for the Community Stakeholder Group, role description and person specification can be seen at Appendix 6e, 6f, 6g & 6h for further details about the CSG.

Individual Project Groups

A number of Project Groups will initially be formed to develop the detail of the following larger scale projects:

- Nurturing Nature
- Crystal Clear Ebble
- Wonderful Woodlands
- Champions for the Past
- Ancient Ways, and
- Projects within the cultural theme

Project groups will include relevant Board members, partner organisations, members of the Landscape Partnership Team, relevant CSG representatives and other relevant / identified stakeholders. These groups will meet as and when required and will be serviced by the Landscape Partnership Team.

The Project Groups will help guide the work of the projects, ensure that key links between projects are considered, ensure that no duplication takes place, provide co-ordination of joint elements and ensure that all relevant projects are aware of work progressing in related projects. There will also be a need to co-ordinate monitoring, training and volunteering. See Appendix 6m for terms of reference for project groups.



Community Heritage / Capital Grants Panel

The Grants Panel consisting of three Board members, three Community Stakeholder representatives and the Scheme Manager will convene, or conduct a teleconference, quarterly to discuss and agree which applications received will be offered a grant. The applications will be sent to Panel members in advance of the meeting for their prior consideration. The Panel will be considered quorate at five members. Applications will be considered on their merits relating to the achievement of one or more Community Heritage/Capital Grant Fund objectives, namely either:

- Conserving, protecting, and/or enhancing natural, historic or cultural heritage
- Helping people learn about their natural, historic or cultural heritage
- Helping communities celebrate the natural, historic or cultural heritage, or
- Increasing people's awareness and enjoyment of the CCCV LP area for residents and/or those working in or visiting it

The Term of Reference for the Grants Panel can be found at Appendix 6i and 6j, 6k & 6l for further information about the Community Heritage and Capital Grants Panels.

Annual Community Stakeholder Forum

An annual Community Stakeholder Forum will be held to update on scheme progress and share best practice. This will involve any stakeholder with an involvement or interest in the projects or scheme from the CCCV LP area and beyond.



Landscape Partnership Team

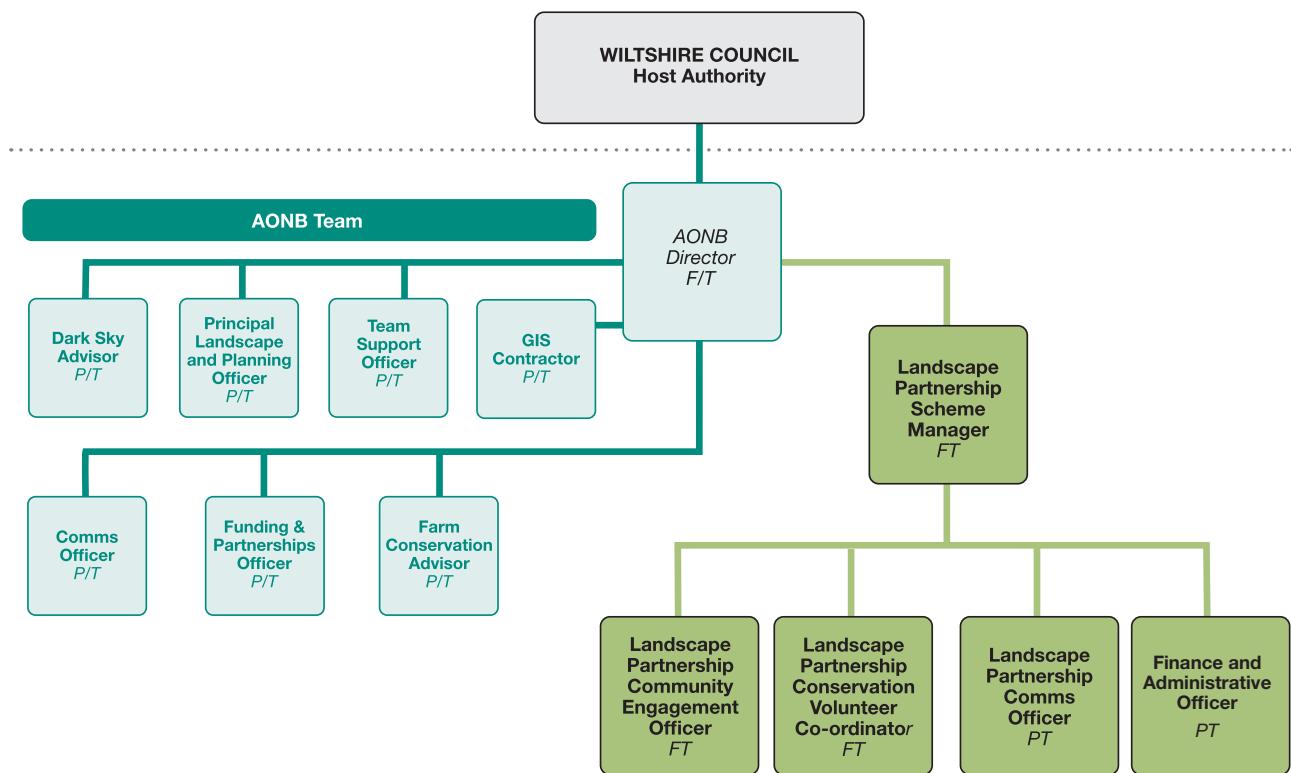
The Landscape Partnership Team will be part of the Cranborne Chase AONB Team with the Scheme Manager reporting to the AONB Director. The Team will be hosted by Wiltshire Council (Lead Partner) which also acts as the Accountable Body for the AONB Partnership and the CCCV LP scheme. Work plans for the Team will be dictated by the Landscape Partnership Board through the Scheme Manager.

A number of core staff will be employed to oversee the scheme delivery. Job profiles for all these roles are available as supporting information in Appendix 6n.

The Team will comprise the following:

- Scheme Manager (1FTE)
- Community Engagement Officer (1FTE)
- Conservation Volunteer Co-ordinator (1FTE)
- Communications Officer (0.3FTE)
- Finance and Administrative Officer (0.3FTE).

Figure 17 - The CCCV LP Staff Structure



Outline of Team Roles

Scheme Manager - The Scheme Manager will oversee and co-ordinate the strategic management of the CCCV LP scheme. S/He will communicate with all stakeholders to promote scheme objectives and outcomes, provide day to day management of the LPS Team ensuring effective supervision and clear work programmes. S/He will liaise with all delivery partners, lead on delivery of projects within the Historic Landscape Theme, provide timely quarterly reports and grant claims to the National Lottery Heritage Fund (NLHF) and ensure all procurement regulations, policies and procedures are adhered to. S/He will also review and update the Landscape Conservation Action Plan as part of annual reviews with the NLHF and oversee all monitoring and evaluation for the scheme.



Community Engagement Officer - This post holder will co-ordinate and lead on collaborative partnership projects within the Cultural Landscape theme and provide significant input to the Historic Landscape theme projects, forging links with local communities and interest groups.

They will provide specialist cultural heritage advice to the scheme, partner organisations, landowners, managers and the general public. They will ensure projects are delivered that enable innovative exploration, understanding and celebration of the cultural and historic heritage of the area. They will lead in the delivery of community/public events and activities, building and supporting new and existing relationships between the scheme and its partners, for example local schools, colleges, parish councils, community organisations and interest groups. They will also work alongside partners to develop learning and interpretation materials where appropriate for and/or with schools, colleges and community groups.

Conservation Volunteer Co-ordinator - This post holder will co-ordinate and lead on collaborative partnership projects within the Natural Landscape theme and provide input to the Historic Landscape theme projects, forging links with local communities and interest groups. Devising innovative ways of promoting volunteer projects, together with its more urban hinterland and to specific “target” audiences; older/young people, NEETS and those less able. S/He will organise and lead practical, on the ground volunteer tasks, to engage communities, increase learning and involvement through conservation of the natural and historic heritage and improve amenity/ recreational potential in particular through working collaboratively with farmers. New volunteer co-ordinators will be developed for the future whilst high quality management of community volunteering will ensure that volunteers are given credit and recognition for their work.

Communications Officer - This post holder will lead on the CCCV LP's communications strategy and managing its implementation with partners. They will establish, foster and develop relationships with the widest range of audiences to articulate scheme activities and opportunities for involvement. They will advise and support the Scheme Manager, Partnership Board and other partners, as appropriate, on matters relating to publicity, marketing, events and wider communications. They will be responsible for production and distribution of publications and all scheme communications through digital media channels. The post holder will lead and manage the widest promotion of the Landscape Partnership scheme and outcomes to local communities and interest groups. They will also devise and distribute briefs, manage copy writers, designers, artists, photographers and be responsible for ensuring the most effective communications locally, regionally and nationally.

Finance and Administrative Officer - The post holder will organise, disseminate all required paperwork, and provide all secretariat duties, for the Board, the Community Stakeholders Group and Project Groups. They will reconcile, process, check and file all records pertaining to the Landscape Partnership scheme including regular monitoring of budgets and submission of grant aid claims working closely with the Scheme Manager. S/He will enable prompt and accurate issuing of orders and payment of invoices and grants with due diligence and regard to the host authority regulations. They will provide support to all team members as appropriate, be the first point of call for scheme enquires and be responsible for implementing data protection policies.



Potential Outdoor Learning Officer

Rooted in the conservation and management of the countryside, the Ernest Cook Trust actively encourages children and young people to learn from the land through hands-on outdoor learning opportunities on its estates and by offering grants.

The Trust is currently considering funding a full time Outdoor Learning Officer, for four years as part of the CCCV LP scheme. If successful, this would amount to a further £140,000 of investment. Engagement, knowledge and learning outcomes would be substantively increased with this seconded, additional member of the CCCV LP Team.

Sharing Good Practice and Training

For the scheme to be most effective, the Landscape Partnership Board and Team will need to identify, develop and share good practice in order that the projects operate efficiently, work collaboratively and achieve their intended outcomes. Training workshops / sessions will be drawn up to cover areas such as promotion, communications, project planning, interpretation, volunteering, training, monitoring and evaluation. Project partners and stakeholders will be encouraged to participate, learn from each other and exchange knowledge, experience and good practice.

Benefits

Benefits of joint working:

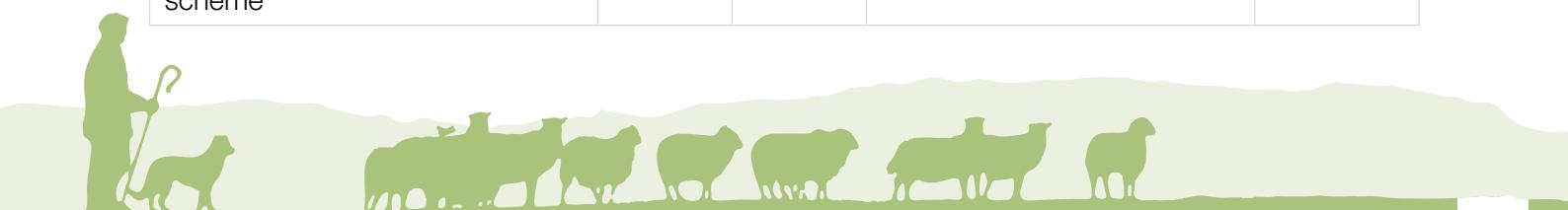
- Effective partnerships bring value for money, the whole being greater than the sum of its parts
- Wider benefits from a Landscape Partnership that means it is not ‘just another environmental project’
- Valuing the landscape – discovering what it can bring to us and our lives
- Common goals shared between partners and those who might benefit from the Partnership
- Shared vision, communication and understanding, something new and imaginative
- Recognising and rewarding good land management
- Potential for capturing the value of ecosystem services and restoring and enhancing them
- Engagement, support and contribution from communities.



Scheme Risks

Figure 18 - Scheme Risk Register

Risk	Likelihood	Impact	Mitigation	Lead	
Shortfall of match funding during the course of the Scheme Year 1 has match funding secured. A fundraising strategy will be developed during Year 1 in partnership with Cranborne Chase Landscape Trust which will outline additional potential funding sources to approach and plans to secure further match funding for years 2-5		M	H	Partners may have unforeseen resource issues arise during the scheme. The scheme has been developed over the past 2 years in close collaboration with all partners and the Partnership Board is confident that reallocation / redistribution of available resources will be possible to ensure delivery of all projects. Should this not be possible, savings on projects that are considered to have the least impact on overall outcomes will be made.	Partnership Board
Reduction in partner staffing resources Staffing loss or reduction may compromise a partners ability to deliver their project at all; or at a reduced level		M	H	Remaining partners would need to determine if other means, or additional partner, can be found to deliver the project. Additional funding may have to be considered by partners to deliver the project via contracted assistance	All partners
Potential overspend of budget Whilst budget figures have been carefully costed, unforeseen costs may arise		M	M	Contingency and inflation have been included as part of the budget to cover unforeseen rises in costs. Careful monitoring of, and forward planning for expenditure, should negate unexpected cost rises. Mitigation measures (change of supplier/ additional funding secured) may be taken if necessary.	All partners
Legislative/executive/governance variations or changes / Outcome of Review of Protected Landscapes A change in Government and/or the effect of exiting the EU may result in organisational change for partners in terms of their structure/purpose/governance reducing their commitment to the scheme		M	M	Additional new partners will be sought to ensure delivery of scheme and stated outcomes or current partners will determine if they can fill the void.	Partnership Board



Risk	Likelihood	Impact	Mitigation	Lead
External threat to the heritage the scheme is working to conserve	L	M	Project outcomes are designed to enhance and improve resilience of heritage to negative change. Any impending scheme governance change will be mitigated through detailed pre-planning/reallocation of responsibilities	All partners
Details of any New Environmental Land Management Scheme / climate change impact / Force Majeure	L	H	Approach active heritage organisations to encourage engagement; use all available media / personnel to promote opportunities/projects widely	All partners
Engagement with volunteers and communities is less than predicted Active commitment is currently strong from a variety of communities and volunteers however the numbers predicted may not be forthcoming	M	H	Team vacancies will be re-recruited swiftly. Reductions in time commitments will be covered through commitment of other partners. Specific project timetables may need to be adjusted.	Landscape Partnership Team
LP team reductions/losses Team members may leave or need to reduce hours due to ill health or other issues	M	H	Funding is from a variety of sources to lessen the risk of withdrawal impact. A funding strategy is planned and will be devised and enacted upon during the early stages of the scheme. Funding raised may compliment the loss; partners will determine if any shortfall can be found 'in-house'; project may need to have outputs /outcomes revised.	All partners
Commitment to match funding is revoked Agreed match funding is withdrawn for projects	L	M	The LP team will be managed to deliver excellent outcomes/reputation of the scheme. Reputational damage from external forces will be averted through diligent management and appraisal of progress of projects. Any potential issues arising from individuals/groups will be recognised early and managed positively.	All Partners
Reputational risk to the scheme The reputation of the scheme is threatened through individual(s) actions or inappropriate/false reporting of project	L	H		



Project Risks

Individual project risks are incorporated within individual project plans.

Communications Planning

The Communications Officer will ensure that the CCCV LP profile is raised and maintained for the duration of the scheme; they will make sure all partners use consistent language and messages.

A communication strategy will be produced by the Communications Officer as a priority early on in the delivery stage. They will be assisted by the Cranborne Chase AONB Communications Officer.

Although many communications needs have already been considered within individual project plans the scheme is large and complex and requires proper consideration to ensure consistent, positive and co-ordinated publicity and communications. In particular this will focus upon:

- Coordination of press releases
- Terminology to be used
- Communications about projects to the Landscape Partnership scheme team, partners and communities
- Production of resources - leaflets, newsletters and website releases
- Marketing of events
- Online resources
- Training session for partners, tourism businesses and other organisations who'll share agreed scheme messages and news
- Social media delivery by partners and co-ordinated by the CCCV team and Cranborne Chase AONB
- Opportunities for shared stories and joint outputs between different projects.

Investment

Significant investment in scheme costs are planned for additional works to the website (adding capacity for much wider interactive map content and input by volunteers and rebranding). Wider interactive blog opportunities for volunteers from different projects are also planned. On-line LiDAR and historic mapping is planned as part of the Champions of the Past project.

Considerable investment in marketing materials for visitor and discovery apps is planned within the Bringing the Landscape to Life project.



Financial Arrangements

Financial Management

The Common Fund will be managed day to day by the Accountable Body, Wiltshire Council, as host authority for the Cranborne Chase and Chalke Valley Landscape Partnership. The Common Fund consists of the National Lottery Heritage Fund (NLHF) grant and any other funds secured by the Partnership for the scheme as a whole.

The Common Fund will be held as restricted funds within Wiltshire Council's accounts, allocated a unique cost centre code and reported on separately from all other accounts within Wiltshire Council.

In some cases, match funding may be provided by a lead organisation for a project. Evidence that match funding is secured and ring fenced within the project's lead organisation will be required at the start of the project. With prior agreement, this element of the match funding will then be retained by the lead organisation and will not go through Wiltshire Council's accounts. It is expected that evidence of match funding and any expenditure against it will be shown in quarterly financial claims to Wiltshire Council. Any project under spend will result in a proportional reduction in the NLHF contribution to total project costs.

Projects or individual work delivered by partners within the scheme will be subject to written agreement with Wiltshire Council, administered via the Landscape Partnership Scheme Manager. All partners delivering projects for the scheme will be required to systematically record and evidence any in-kind contributions. Evidence will take the form of time recording sheets for volunteers and/or staff which will need to be signed, and verified through a signature from his/her line manager. Pro forma monitoring sheets will be provided by the Landscape Partnership scheme team as appropriate.

Wiltshire Council's Financial Rules and Regulations and will be adhered to at all times and NLHF procurement rules will be followed by all partners.

Individual project claims will be processed on a quarterly basis upon submission and approval of a project progress report. Financial claims must be submitted with supporting evidence in respect of each item of expenditure for which a claim is being made, and evidence of defrayment from the organisation's bank account will also be required. If any invoices include costs which are not part of the eligible costs or where grant claims are made for items on a proportional basis, the recipient will provide itemised records to demonstrate how the amounts that are eligible for grant funding relate to each of the invoices. Claims will be paid up to the point that individual projects reach 90% of their total grant allocation, after which Wiltshire Council will make no further payment until the project is finished and a Completion and Final Payment Request Form is received and approved by Wiltshire Council.

All in-kind funding information from partners will be collated onto a central database by the Landscape Partnership Scheme team and then used in support of the quarterly claim to the NLHF. On behalf of Wiltshire Council, the Landscape Partnership Scheme Manager, will prepare and send the quarterly claims to the NLHF based on actual spend in that claim period.

Oversight of the Landscape Partnership budget will be provided by the Landscape Partnership Board and this will also be reported to Cranborne Chase AONB Partnership Board meetings.

Claims to the NLHF will be supported by a quarterly Progress Report detailing progress made to date against agreed targets and outcomes. Upon receipt of the claim payment from NLHF into Wiltshire Council's bank account, payments will be made to the individual projects in respect of their approved claims (although there may be scope for Wiltshire Council to make payments to project leads earlier where this is required for cash flow purposes).



State Aid

After consultation with the legal department of Wiltshire Council the following information and confirmation was received:

Aid will be state aid if it meets all of the following criteria:

- The aid gives a preference to certain undertakings (i.e., an entity engaged in an economic activity) or the production of certain goods. The preference here is when the undertaking would not have received the advantage in market conditions;
- The aid is granted by the state or through state resources (i.e., any public or private body controlled by the state – national or local government);
- The aid distorts or threatens to distort competition. This is an easy threshold to establish, and will be established more often than not;
- The aid affects trade between member states. This is a result of distortion of competition in most cases, and therefore will be easy to establish.
- The Cranborne Chase and Chalke Valley Landscape Partnership Scheme will not constitute state aid due to the following:
- Funds received will not be used for commercial activities, as the Landscape Partnership Scheme will be improving public lands and not putting goods or services on the market.
- It is unlikely to have an effect on international trade

Grant Acknowledgement

All grantees will be required to acknowledge Cranborne Chase and Chalke Valley Landscape Partnership and the Heritage Lottery Scheme (including use of logos) appropriately, according to established guidelines, on in all printed and digital communications relating to projects including (but not exclusively) websites, emails, social media, press releases, fliers, brochures, leaflets, posters, signs, interpretation and learning materials. Any press releases issued by grantees must receive prior approval from Cranborne Chase and Chalke Valley Landscape Partnership Scheme Manager.

All National Lottery Heritage Fund procurement rules will be followed by all partners.



Scheme Budget Overview

	HLF Grant	Cash match	Q1 (A/M/J)	Q2 (J/A/S)	Q3 (O/N/D)	Q4 (J/F/M)	2020/21	2021/22	2022/23	2023/24	Total
DELIVERY COSTS - SPENDING BY QUARTER (Y1) Annual (Y2-Y5)											
NATURAL LANDSCAPES - Cash spend											
NL1 - Nurturing Nature	142,270	10,668	0	0	13,000	13,000	54,402	38,067	19,202	15,267	152,938
NL2 - Crystal Clear Ebble	90,600	25,000	0	1,000	3,200	3,400	26,900	21,500	45,700	13,900	115,600
NL3 - Wonderful Woodlands	74,680	41,000	0	0	9,200	4,600	35,420	28,820	25,020	12,620	115,680
NL4 - Starry, Starry Nights	2,200	1,800	0	0	0	500	1,000	1,250	1,000	250	4,000
NL5 - Greater Grazing	20,802	14,000	8,000	21,560	0	0	3,242	2,000	0	0	34,802
HISTORIC LANDSCAPES - Cash spend											
HL1 - Champions for the Past	128,500	21,000	1,200	20,600	6,400	7,450	67,200	14,900	18,550	13,200	149,500
HL2 - Heritage Schools Cluster	5,400	12,150	0	2,150	2,150	2,950	5,700	200	2,200	2,200	17,550
HL3 - Bringing the Landscape to Life	26,172	112,221	111,163	600	600	0	21,530	1,500	1,500	1,500	138,393
CULTURAL LANDSCAPES - Cash spend											
CL1 - Ancient Ways	101,170	13,750	0	700	1,100	300	47,940	42,560	17,540	4,780	114,920
CL2 - Memories Captured	6,925	1,000	0	0	0	0	7,805	120	0	0	7,925
CL3 - Communities caring for Heritage	40,400	0	0	0	400	0	10,000	12,500	12,500	5,000	40,400
CL4 - Celebration in Silk	20,572	4,000	0	0	3,750	8,335	12,487	0	0	0	24,572
CL5 - Artist Residencies	20,600	2,000	0	0	0	750	6,400	6,400	7,450	1,600	22,600
CL6 - Characters of the Chase	14,965	2,000	0	0	0	0	662	662	6,912	8,729	16,965
CL7 - Voices in the Landscape	23,660	5,000	0	0	7,320	7,280	7,595	400	0	6,065	28,660
CL8 - Words in the Landscape	12,265	2,000	175	0	0	7,200	450	6,440	0	0	14,265
CL9 - Walking Festival	5,140	500	0	0	0	90	1,660	1,660	1,160	1,070	5,640
CL10 - Roman March and Living History Events	14,150	4,000	0	0	0	1,000	17,150	0	0	0	18,150
CL11 - The Curious Dorset Cursus	20,063	17,000	0	0	0	0	0	0	37,063	0	37,063
CL12 - End of Scheme Celebration	33,120	7,000	0	0	0	0	0	0	0	40,120	40,120
MONITORING & EVALUATION - Cash spend											
Year 1, Year 3 and Year 5 independent evaluation (incl IT reporting system)	33,000		17,000	0	0	0	6,000	0	0	10,000	33,000
TOTAL	836,654	296,089	137,538	46,610	47,120	56,855	333,543	178,979	195,797	136,301	1,132,743



	HLF Grant	Cash match	Q1 (A/M/J)	Q2 (J/A/S)	Q3 (O/N/D)	Q4 (J/F/M)	2020/21	2021/22	2022/23	2023/24	Total
NEW STAFF COSTS											
Scheme Manager @ £33,400 per year plus 30% on costs	203,002			10,096	10,096	10,096	41,642	42,746	43,943	44,383	*203,002
Community Heritage Engagement Officer @ £25,718 p/a plus 30%	166,115			2,786	8,359	8,359	35,104	36,282	37,425	37,800	*166,115
Conservation Volunteer Co-ordinator @ £25,718 p/a plus 30%	166,115			2,786	8,359	8,359	35,104	36,282	37,425	37,800	*166,115
P/T Comms Officer (3 days a week) @ £14,145 p/a (PR) plus 30%	89,890			1,532	4,597	4,597	18,819	19,621	20,261	20,463	*89,890
P/T Admin & Monitoring Officer @ £19,807 (PR) plus 30%	75,004			1,288	3,863	3,863	15,770	16,345	16,769	17,106	*75,004
Staff contingency: Recruitment 2 main staff members starting on top of grade	16,705			767	1,116	1,116	4,603	4,331	2,746	2,026	16,705
TOTAL	716,831	0	0	10,096	10,096	10,096	41,642	10,793	158,569	159,578	716,831

* 1% per annum & increments

CORE CCCV TEAM COSTS											
Insurance (Pickup)	3,499			233	233	233	700	700	700	700	3,499
Insurance (Minibus)	3,499			233	233	233	700	700	700	700	3,499
Vehicle – Izuzu Pickup Hire	17,055			1,137	1,137	1,137	3,411	3,411	3,411	3,411	17,055
Vehicle – Peugeot Boxer Minibus	42,469			2,831	2,831	2,831	8,494	8,494	8,494	8,494	42,469
Fuel costs – Diesel costs (both)	19,792			1,000	1,000	1,000	4,080	4,161	4,244	4,307	**19,792
Equipment & PPE – chainsaws, brushcutters, hand tools & safety equipment	11,000			6,500	250	250	1,500	500	1,500	500	11,000
Equipment & PPE – Biodiversity survey equipment	1,201			601			400		200		1,201
Expenses – Staff mileage and expenses	17,800	5,000		800	1,250	1,250	5,000	5,000	5,000	4,500	22,800
Recruitment – Recruitment of Scheme Manager	500		500								500
Recruitment – Recruitment of remaining staff	2,200		2,200								2,200
Training	5,000			600	600	600	800	800	800	800	5,000
Contingency – Vehicle costs	2,000								500	1,500	2,000
SUB TOTAL	126,015	5,000	2,700	13,935	7,534	7,534	25,085	23,766	25,049	23,912	131,015
TOTAL	1,679,500	301,089	140,238	70,641	64,750	74,485	400,270	213,538	379,415	319,791	1,980,589

** -2% rise per annum



	HLF Grant	Cash match	Q1 (A/M/J)	Q2 (J/A/S)	Q3 (O/N/D)	Q4 (J/F/M)	2020/21	2021/22	2022/23	2023/24	Total
BREAKDOWN BY NON CASH CONTRIBUTIONS (NB not included on HLF Payment Requests)											
Office, Accommodation, Phones and IT support			26,000	0	0	0	2,800	5,800	5,800	5,800	26,000
NATURAL LANDSCAPES											
NL1 - Nurturing Nature			0	0	3,500	0	4,550	3,500	3,500	3,500	18,550
NL2 - Crystal Clear Ebble			0	1,050	700	700	4,900	1,400	1,050	700	10,500
NL3 - Wonderful Woodlands			0	0	0	700	1,400	1,400	1,050	700	5,250
NL4 - Starry, Starry Nights					300	550	300	450	0	1,600	
NL5 - Greater Grazing		1,050	1,312	1,312	1,312	5,250	5,250	5,250	5,250	22,050	
HISTORIC LANDSCAPES											
HL1 - Champions for the Past			0	2,100	700	700	2,400	3,400	2,950	2,150	14,400
HL2 - Heritage Schools Cluster			0	1,400	1,400	1,400	4,200	700	700	700	10,500
HL3 - Bringing the Landscape to Life		4,200	0	0	0	2,450	1,400	1,400	1,400	10,850	
CULTURAL LANDSCAPES											
CL1 - Ancient Ways			0	0	0	0	1,800	1,800	0	0	3,600
CL2 - Memories Captured			0	0	0	0	0	0	0	0	0
CL3 - Communities Caring for Heritage			0	0	0	0	0	0	0	0	0
CL4 - Celebration in Silk			0	0	0	0	0	0	0	0	0
CL5 - Artist Residencies			0	0	0	0	0	0	0	0	0
CL6 - Characters of the Chase			0	0	0	0	0	0	0	0	0
CL7 - Voices in the Landscape			0	0	0	0	0	0	0	0	0
CL8 - Words in the Landscape			0	0	0	0	0	0	0	0	0
CL9 - Walking Festival			0	0	0	0	0	0	0	0	0
CL10 - Roman March and Living History Events			0	0	0	0	0	0	0	0	0
CL11 - The Curious Dorset Cursus			0	0	0	0	0	0	1,300	0	1,300
CL12 - End of Scheme Celebration			0	0	0	0	0	0	0	16,050	16,050
TOTAL		26,000	5,250	4,550	6,300	6,600	33,300	24,950	23,450	36,250	140,650



	HLF Grant	Cash match	Q1 (A/M/J)	Q2 (J/A/S)	Q3 (O/N/D)	Q4 (J/F/M)	2020/21	2021/22	2022/23	2023/24	Total	
BREAKDOWN BY VOLUNTEER CONTRIBUTIONS												
NATURAL LANDSCAPES												
NL1 - Nurturing Nature			0	0	0	0	49,500	43,500	40,500	40,500	174,000	
NL2 - Crystal Clear Ebble			0	900	750	1,400	14,700	13,250	12,100	9,450	52,550	
NL3 - Wonderful Woodlands			0	0	0	1,500	7,500	7,500	7,500	6,000	30,000	
NL4 - Starry, Starry Nights							300	300	300	300	1,200	
NL5 - Greater Grazing			1,500	1,500	500	500	4,000	4,500	5,000	4,500	22,000	
HISTORIC LANDSCAPES												
HL1 - Champions for the Past			0	0	5,750	3,250	10,100	7,800	6,350	3,600	36,850	
HL2 - Heritage Schools Cluster			1,400	3,850	3,850	5,600	13,300	2,100	2,100	2,100	34,300	
HL3 - Bringing the Landscape to Life			1,400	0	600	600	1,700	0	0	0	4,300	
CULTURAL LANDSCAPES												
CL1 - Ancient Ways			0	750	3,100	2,100	34,250	24,550	17,750	1,500	84,000	
CL2 - Memories Captured			0	0	0	600	7,300	2,250	0	0	10,150	
CL3 - Communities Caring for Heritage			0	0	0	0	2,450	2,450	2,450	1,300	8,650	
CL4 - Celebration in Silk			0	0	0	0	2,000	10,000	0	0	12,000	
CL5 - Artist Residencies			0	0	0	0	2,550	2,550	2,550	0	7,650	
CL6 - Characters of the Chase			0	0	0	0	0	0	0	4,500	4,500	
CL7 - Voices in the Landscape			0	0	3,500	3,500	3,500	0	0	1,500	12,000	
CL8 - Words in the Landscape			0	0	0	4,000	0	1,000	0	0	5,000	
CL9 - Walking Festival			0	0	0	0	1,500	2,250	3,000	3,750	10,500	
CL10 - Roman March and Living History Events			0	0	0	500	6,450	0	0	0	6,950	
CL11 - The Curious Dorset Cursus			0	0	0	0	0	0	6550	0	6,550	
CL12 - End of Scheme Celebration			0	0	0	0	0	0	0	5,000	5,000	
SUB TOTAL			26,000	4,300	7,000	18,050	23550	161,100	124,000	106,150	84,000	528,150
TOTAL			26,000	9,550	11,550	24,350	30,150	194,400	148,950	129,600	120,250	668,800



Summary Timetable

ACTIVITIES	2019-20												2020-21				2021-22				2022-23				2023-24			
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4												
Staff Recruitment - CCCV LP Scheme Manager																												
Staff Recruitment - CCCV LP Team																												
Contracting Consultants/Contractors Year 1 (AONB team)																												
Contracting Consultants/Contractors Year 1 (CCCV team)																												
Contracting Consultants/Contractors Year 2 (CCCV team)																												
NATURAL LANDSCAPES																												
NL1 - Nurturing Nature																												
NL2 - Crystal Clear Ebble																												
NL3 - Wonderful Woodlands																												
NL4 - Starry, Starry Nights																												
NL5 - Greater Grazing																												
HISTORIC LANDSCAPES																												
HL1 - Champions for the Past																												
HL2 - Heritage Schools Cluster																												
HL3 - Bringing the Landscape to Life																												
CULTURAL LANDSCAPES																												
CL1 - Ancient Ways																												
CL2 - Memories Captured																												
CL3 - Communities Caring for Heritage																												
CL4 - Celebration in Silk																												
CL5 - Artist Residencies																												
CL6 - Characters of the Chase																												
CL7 - Voices in the Landscape																												
CL8 - Words in the Landscape																												
CL9 - Walking Festival																												
CL10 - Roman March and Living History Events																												
CL11 - The Curious Dorset Cursus																												
CL12 - End of Scheme Celebration																												
MONITORING & EVALUATION																												
Monitoring & Evaluation Consultant Secured																												



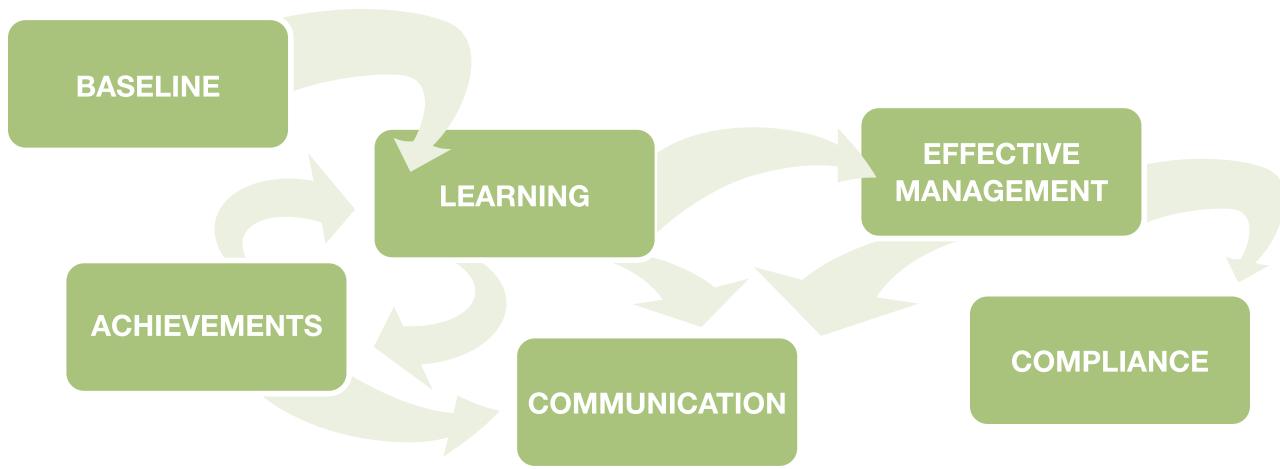
Delivery

Preparation, commissioning and design

Evaluation and Monitoring

Purpose of the Evaluation

Partner organisations and key stakeholders discussed what they wanted the evaluation to do for the Scheme. The responses showed that there are multiple purposes, many of which are inter-related.



Implementation

Approach underlying the evaluation

Partnership members and key stakeholders identified a number of vital features for their intended evaluation approach:

- It is really important to try to build a baseline, so that there is a clear picture of what the situation is before the scheme starts work, so that a comparison is possible later on. Information within the existing project summaries provides useful and relevant baseline information, but projects may choose to add detail at the beginning of the scheme delivery phase.
- Partners and key stakeholders recognise that change which is identified later on will need attribution in order to try to establish the extent to which the observed change is in fact due to the scheme's work.
- The scheme has essential on-going reporting requirements to meet its obligations to its main funder, the National Lottery Heritage Fund. All organisations which are actively involved in delivering scheme activities will be required to report on these elements to the Scheme Manager as a minimum. However, they will also be encouraged to carry out additional monitoring, gathering other information which relates directly to the evaluation and which will therefore increase the quantity and quality of information available for evaluation analysis. In this way, they will contribute to improving the robustness of the evaluation by gathering more timely and detailed information than would be possible by an external evaluator alone.
- There will be an external and independent evaluator/evaluation team. They will lead on the evaluation, carrying out some primary research and also making use of the monitoring data gathered by the scheme staff, partners and projects (secondary research). They will: design and deliver two evaluation interventions, i.e. a mid-term and a final evaluation; support scheme staff to build up project baselines; facilitate simple annual reviews in the years where there will be no other evaluation intervention.



- The evaluator will also design a monitoring system, thereby providing a framework for all scheme stakeholders to use for their additional monitoring activities (i.e. those activities which contribute to the evaluation's information-gathering, rather than on-going funder reporting). This system will make it possible to take a standardised approach to recording information, so that data gathered by different stakeholders/organisations/projects on the same topic can be combined to help to create a cross-scheme dataset. The system will suggest appropriate monitoring techniques and provide template materials and a tailored recording spreadsheet.
- There will be an element of participatory evaluation, in that partners, other key stakeholders and volunteers will be encouraged to get involved in different elements of the evaluation, ranging from design, information-gathering to analysis.
- The evaluator will be invited to make use of key scheme events, such as the end of scheme celebration event, for data-gathering to inform the evaluations.
- The scheme and evaluator will work together to promote the purpose and value of the evaluation, with the assumption that when people understand why monitoring and evaluation is important and how it can be of use to them in their role, they are more likely to get engaged and active.
- The evaluation will describe what happens with the scheme, including what is delivered, which target audiences get involved and what happens as a result of the scheme's activities, and it will also analyse these descriptive findings, aiming to explain why something has happened, whether the way of working was the most effective approach, what can be learnt from the work etc.



Figure 19 - Implementation Activities

	Activity	Notes
Baseline	Additional baseline data collection by projects	Project leads to decide if necessary and feasible, in discussion with Scheme Manager.
Monitoring and evaluation set-up	<p>HLF quarterly data reporting monitoring system design and compilation.</p> <p>Monitoring system (for additional monitoring for the purposes of the evaluation) design and compilation, including materials and recording sheets.</p> <p>Induction/training for Scheme and project staff.</p>	<p>NLHF monitoring system – by Scheme Manager</p> <p>Additional evaluation monitoring – by independent evaluator.</p>
Ongoing support	Scheme Manager and independent evaluator reactive help to scheme and project staff for carrying out monitoring.	Availability for ad hoc support to ensure staff are able to carry out comprehensive data collection for HLF and additional monitoring reporting, as agreed with the Scheme Manager.
Annual review	In years with no evaluation intervention, facilitated workshop-type session with Partnership to reflect on delivery and learning for the previous year, to inform the future year's delivery.	Facilitated by independent evaluator.
Interim evaluation	<p>Detailed planning and materials preparation.</p> <p>Primary research by independent evaluator.</p> <p>Collation of additional project monitoring data by project and scheme staff for use by independent evaluator.</p> <p>Analysis and reporting, with validation participation from staff and partners.</p>	Option for project and scheme staff to participate in information-gathering, to increase breadth of reach.
Final evaluation	<p>Detailed planning and materials preparation.</p> <p>Primary research by independent evaluator.</p> <p>Collation of additional project monitoring data by project and scheme staff for use by independent evaluator.</p> <p>Analysis and reporting, with validation participation from staff and partners.</p>	Option for project and scheme staff to participate in information-gathering, to increase breadth of reach.



Some Terminology

The field of monitoring and evaluation is littered with different definitions of some of the core terms used. For the evaluation of Cranborne Chase and Chalke Valley scheme, the following definitions will be adopted.

Evaluation	The analysis of information in order to inform decision-making
Monitoring	Provides the information needed for that analysis to be done
Activities	The tasks delivered by the project which aim to achieve the project outputs.
Outputs	The products or services that are delivered by project activities / tasks.
Outcomes	The result or effect of a project's activity, usually more immediate or shorter term than impact.
Impact	The planned change or result that the project and Scheme is aiming to achieve by their work. The term is used to describe the medium or long term and higher-level effects of a project.

The Scheme will be Working Towards HLF's Intended Outcomes

Outcomes for heritage	Outcomes for people	Outcomes for communities
<ul style="list-style-type: none">• Heritage will be better managed• Heritage will be in better condition• Heritage will be better interpreted and explained• Heritage will be better	<ul style="list-style-type: none">• People will have developed skills• People will have learnt about heritage• People will have changed their attitudes and/or behaviour• People will have had an enjoyable experience• People will have volunteered time	<ul style="list-style-type: none">• Environmental impacts will be reduced• More people and a wider range of people will have engaged with heritage• Your local area/community will be a better place to live, work or visit• Your local economy will be boosted• Your organisation will be more resilient.



Identifying Success

Partnership members and other key stakeholders have considered outcomes in terms of what things will be like if the Scheme is successful, looking at this at three different stages, i.e. part-way through the Scheme, when the National Lottery Heritage Fund funding ceases, and several years after the Scheme ends. The results of this discussion is summarised in the table below; please note this is not an exhaustive list, rather a summation of a workshop discussion.

In addition, each project has identified its own project-specific intended outcomes, i.e. what they consider things will be like if their project is successful. Please see the Project Summary documents for further information.

The design of the evaluation framework has been informed by both the Partnership workshop discussion and the individual project summaries.



Figure 20 - What a successful Scheme would look like

SUCCESS Partway through the scheme	SUCCESS at the end of the funded scheme	SUCCESS several years after the end of the funded scheme
<p>The scheme is demonstrating a need/want for people to access the landscape.</p> <p>The scheme is forging links, establishing networks.</p> <p>The opportunity is more open for people to develop skills and they are doing so.</p> <p>People are sharing skills, becoming leaders.</p> <p>Projects have started, e.g. events are taking place, some monuments have been restored.</p> <p>Partner organisations are actively helping people to overcome barriers to accessing the landscape and heritage.</p> <p>Groups are building.</p> <p>The scheme is encouraging/supporting suitable local employment.</p> <p>The scheme's communications are active and getting out to target audiences.</p> <p>The scheme is telling a linked story about the area's heritage.</p> <p>Other people are spreading publicity about what is happening.</p> <p>Partner organisations are working together on communications.</p> <p>People are talking, things are happening, "humming".</p>	<p>The community is making its own responses to help remove people's access and engagement barriers.</p> <p>People understand the links between different aspects of the area's heritage.</p> <p>There is greater awareness of Cranborne Chase and the Chalke Valley, in terms of it as a place, and also its history, culture and distinctiveness.</p> <p>There is evidence and information explaining what the scheme has done and achieved.</p> <p>The scheme has demonstrated achievements which are more than the sum of its parts, and that it has done something new.</p> <p>The scheme is recognised externally for its achievements.</p> <p>The local community are in a position to take things forward if the partner organisations are unable to.</p> <p>The scheme has engaged with audiences that it has identified as harder to reach, e.g. young people who stay in the area after finishing school.</p> <p>The scheme is reaching its target audiences.</p> <p>There is an innate knowledge amongst target audiences that Cranborne Chase and the Chalke Valley are there for them to enjoy.</p> <p>Information is available for people to learn from.</p> <p>People feel it's an area that matters.</p>	<p>People understand how different aspects of the area's heritage link together and how humans have shaped the landscape.</p> <p>There is sustainable engagement with people, i.e. more people are getting engaged, their interest/activity is retained.</p> <p>Volunteers are learning and taking ownership of activities.</p> <p>More people are gaining skills and knowledge, and as a result, are getting more involved.</p> <p>Groups are energised and working together.</p> <p>There is an increase in the biological and chemical quality of water bodies.</p> <p>There are more records covering the heritage in places where no information has been recorded so far.</p> <p>On-going recording is taking place.</p> <p>The scheme is managing its different strands/themes in an integrated way, as a standard way of working.</p>



Evaluation Key Topics:

The scheme includes work by multiple organisations covering a very wide variety of activities. In order to be constructive, the evaluation needs to be well targeted, providing information and analysis about topics that will help the Scheme Manager and partners to deliver the scheme efficiently and effectively, as well as informing staff and partners about what has been achieved.

Discussions by partners and key stakeholders led to agreement on a deliberately limited number of Key Topics. These will form the basis for all monitoring and evaluation activities.

Measuring Success

Figure 21 breaks down each of the Key Topics to list a variety of indicators or measures that will help the scheme staff and partners to know whether the CCCV LPs is achieving the desired outcomes. For each of these indicators or measures, there are likely to be a number of ways in which information can be collected, and times at which this information is best collected.

The table covers both information collection that will be essential for quarterly output data reporting to NLHF and also information collection that is not needed for NLHF quarterly reporting but which will inform internal scheme evaluation. It will be the responsibility of the Scheme Manager and independent evaluator to review this table in order to decide how much information collection is feasible within available resources, and to prioritise activities accordingly.

The terms ‘interview’ and ‘survey’ have been used as umbrella words to cover a wide variety of potential approaches, including semi-structured phone and face-to-face interviews, video/vlog, participatory interactive activities such as pinboards and graffiti walls, online questionnaires, structured conversations etc. The detail of what techniques are to be used will be discussed and agreed at the stage of Monitoring and Evaluation Set-Up stage, taking into account the preferences, experience and resources of appointed scheme and project staff.



Figure 21 - How Success will be Measured

What (indicators/measures)	How (technique)	When	Who
HERITAGE			
Improved			
Numbers and types of improvements made	Output data monitoring Image recording	Quarterly, with annual collation	Project lead Scheme Manager
Recorded			
Increase in numbers and nature of heritage features recorded	Output data monitoring	Quarterly, with annual collation	Project lead Scheme Manager
Increased profile			
Target audiences reporting more awareness of local heritage features	Interviews, survey Ad hoc comments recorded, review of social media comments	Interim and final evaluations Ongoing	Evaluator Project staff
Increased numbers of mentions of local heritage features in traditional media, social media and in community activities	Review of traditional and social media comments	Ongoing	Project staff, Scheme staff
Knowledge enriched			
Residents, visitors, scheme participants, partners reporting better knowledge about the area's heritage or giving examples which demonstrate better knowledge	Interviews, survey Ad hoc comments recorded	Interim and final evaluations Project Manager	Evaluator Ongoing
Different aspects of the area's heritage are linked and promoted			
Heritage promotion materials show linkages	Review of promotional materials	Interim and final evaluations	Evaluator
Project staff make reference to how their heritage interest relates to other heritage interests in the area	Interviews	Interim and final evaluation	Evaluator



What (indicators/measures)	How (technique)	When	Who
PEOPLE			
More awareness of the area's heritage			
Target audiences reporting more awareness of local heritage features	Interviews, survey Ad hoc comments recorded, review of social media comments.	Interim and final evaluations Project staff	Evaluator Ongoing
Valuing the area's heritage more			
Target audiences reporting that they value local heritage more	Interviews, survey Ad hoc comments recorded.	Interim and final evaluations Project staff	Evaluator Ongoing
More able to access the area's heritage			
Numbers of physical and virtual improvements to access	Output data monitoring	Quarterly, with annual collation	Project lead, Scheme Manager
Target audiences describing new ways in which they have been able to access the heritage of the area	Interviews, survey Ad hoc comments recorded.	Interim and final evaluations Ongoing	Evaluator Project staff
Doing things to do with the area's heritage			
Target audiences reporting and describing engagement with the heritage of the area	Interviews, survey Survey, ad hoc comments recorded.	Interim and final evaluations Ongoing	Evaluator Project staff
Developing skills			
Participants reporting learning and making use of new skills learnt through a scheme activity	Interviews, survey Ad hoc comments recorded.	Interim and final evaluations Ongoing	Evaluator Project staff
Numbers of participants attending training activities	Output data monitoring	Quarterly, with annual collation	Project lead, Scheme Manager



What (indicators/measures)	How (technique)	When	Who
COMMUNITIES			
Taking ownership of the area's heritage			
Numbers of scheme/project activities being taken on by local groups or individuals	Interviews	Interim and final evaluations	Evaluator
Taking action to benefit the area's heritage			
Numbers of participants in project activities	Output data monitoring	Quarterly, with annual collation	Project lead, Scheme Manager
Number and type of new activities being started up to benefit the area's heritage	Interviews, survey	Interim and final evaluations	Evaluator
Feeling capable to take ownership and action			
Individuals and groups reporting increased confidence	Interviews	Interim and final evaluations	Evaluator
Individuals and groups reporting feeling capable to take on project/Scheme activities or similar activities	Interviews	Interim and final evaluations	Evaluator



What (indicators/measures)	How (technique)	When	Who
SCHEME			
Delivery of what was planned			
Output targets met	Output data monitoring	Quarterly, with annual collation	Project lead, Scheme Manager
Building relationships and networks, working together			
Stakeholder organisations, groups and individuals choosing to work together on non-scheme related activities/projects	Interviews	Interim and final evaluations	Evaluator
Learning about ways of working & achievements is being shared and promoted			
Stakeholder organisations, groups and individuals are reporting that they are communicating lessons learnt from their involvement in the scheme	Ad hoc comments Interviews	Ongoing Interim and final evaluations	Project lead, Scheme Manager Evaluator
Articles, social media posts, event/conference presentations by Scheme stakeholders relating to their learning from the Scheme	Review of social media comments, event/conference reports, review of traditional media	Ongoing	Scheme manager
Enabling people and communities to do things			
Partners and participants reporting feeling an increased ability to do things	Ad hoc comments Interviews	Ongoing Interim and final evaluations	Project leads, Scheme Manager Evaluator
Joining up the linked stories of the different types of heritage in the area.			
Heritage promotion materials show linkages	Review of promotional materials	Interim and final evaluations	Evaluator
Project staff, participants and target audiences make reference to how their heritage interest relates to other heritage interests in the area	Interviews Ad hoc comments	Interim and final evaluation Ongoing	Evaluator Project leads, Scheme Manager



Legacy

The CCCV LP hopes to deliver a number of legacies from this scheme; there will be legacies for the heritage, for the people and communities and for the Partnership. The legacies will build on the successes evidenced from the Monitoring and Evaluation framework.

Central to the success of the Partnership and the scheme will be building stronger relationships. Only if we deepen relationships between farmers and conservationists, between residents and visitors and between the landscape users and the landscape managers can we deliver successful projects and achieve a lasting, sustainable legacy.

Broad Legacy Outcomes

The Landscape Partnership is bringing together partners from across the LP area, some of whom have worked together before, some that have not. After years of fully supported, funded, collaborative working this wide network of organisations, charities and trusts, communities, interest groups and parishes will be strengthened and energised by their success. The vision and commitment of the CCCV LP is to support and encourage this multi-disciplinary, cooperative and collective working into the future. The landscape scale, integrated delivery of natural, historic and cultural heritage enhancements and the increased awareness, understanding and engagement with that heritage by communities near and far will lay the foundations for a sustainable, long term future for the Landscape Partnership area.

There is already a real sense of pride and ownership in the scheme and its suite of twenty projects. Partners will gain great benefit from working together and sharing the wealth of expertise and experience they all bring to the table. Some projects will bring in new ways of working, draw together new partners, new communities and stakeholders which will benefit the area long term.

Project partners will have been supported and encouraged to work closely together to determine not just their own project legacies but a cumulative lasting legacy for the CCCV LP area as a whole for heritage, communities and people.

Collective legacies will be provided by different projects working closely in tandem:

- Improved understanding and awareness of how to manage the land for conservation, improving the biodiversity and habitat connectivity of the CCCV LP area. This will be achieved particularly through Nurturing Nature, Wonderful Woodlands and Crystal Clear Ebble
- Bringing the Landscape to Life, Memories Captured, Community Theatre and Words in the Landscape will help provide evidence for the most effective interpretation and enjoyment of the areas heritage for the future
- Champions for the Past, Nurturing Nature, Starry, Starry Nights and the Heritage Schools Cluster will raise awareness about the areas heritage and the many skills necessary for its long-term protection
- Volunteering opportunities, skills development and increased access to the areas heritage, both physically and intellectually, will offer insight into how collaborative, long term management of the area can be achieved. Ancient Ways, Champions of the Past and many events in the cultural landscape theme will provide improved knowledge and understanding.



Legacy Outcomes for the Landscape Partnership

- The CCCV LP is built on firm, experienced foundations and each project is owned by one or more partners. This sense of ownership and responsibility will ensure that projects are delivered and their long term sustainability is safeguarded
- Strong relationships built between partners will continue after the lifespan of the scheme
- A number of the projects in the scheme will require close working by a range of new partners and communities to achieve successful delivery. This will require coordination and the sharing of resources
- The monitoring system to be employed throughout the scheme will provide evidence of the potential benefits from collaborative monitoring and evaluation for the areas heritage and future management
- There will be an increased and strengthened skills and expertise base through five years of partnership working
- New ways of working to achieve successful outcomes may emerge during the delivery of the projects as organisations and external circumstances change
- The Community Stakeholders Group will offer immense experience and confidence to communities, parishes and interest groups to take a role in the long term management of their landscape heritage
- The success of a five year Landscape Partnership Scheme will evidence the opportunities for fund-raising in the future.



▲ Flowering Water Crowfoot - V Moore WCSRT



Legacy Outcomes for Heritage

- Landscape scale conservation and enhancement work will greatly improve the resilience of habitats and the species that rely on them. Greater connectivity will ensure both common and rare species are better able to adapt, migrate and thrive in the face of climate change and imminent changes to land use and management policy
- The restoration and/or creation of habitat will improve condition and quality encouraging increased biodiversity
- Improvements to land and riverine management will feed into future management planning and delivery mechanisms for both agencies/organisations and landowners
- Land, riverine and woodland owners and managers will have formed effective self-supporting networks encouraging cooperation and exchange of best practice
- Environmental Records Centres of three counties and all relevant organisations will have greatly augmented data and records enabling more informed decision making
- Lidar and subsequent investigations will offer immense new knowledge and understanding of the historic/archaeological landscape of the whole area leading to improved management, and conservation into the future
- The cultural heritage of the CCCV LP area will be much better known, understood and deeply valued
- All capital works undertaken as part of the scheme will be protected by 10 year management agreements with the beneficiaries to ensure the benefits of the NLHF investment are maintained and managed beyond the scheme
- Increased awareness, knowledge, understanding and enjoyment of the area's heritage will lead to increased care for the landscape and heritage



▲ Reproduced by permission of the National Library of Scotland





Legacy Outcomes for People

- Residents, visitors, land managers, and a whole generation of schoolchildren will have improved understanding and appreciation of the natural, historic and cultural heritage of the area
- Youngsters of all backgrounds and abilities will be re-connected to the CCCV landscape by encouraging their interest and involvement in ways that suit them best
- A step change in attitude and behaviour of residents and visitors from increased understanding will benefit both people, and heritage
- Individuals will have learnt skills, gained valuable experience in the management of heritage and be appraised of opportunities to continue their learning, either academically or through continued and active life-long learning
- Opportunities to have access to, and explore, the CCCV LP area will be taken up by all ages and abilities with new-found confidence and knowledge
- The landowner/farmer network in the CCCV LP area will become stronger with co-operative, joint ventures becoming the norm
- The wide network of trained, skilled volunteers will form the future volunteer ‘corps’ for the area and beyond. Maintenance and ongoing enhanced management of the scheme projects will be assured.



Legacy Outcomes for Communities

- Involvement in scheme projects will encourage closer connections between often isolated communities sharing their knowledge and enjoyment of the landscape heritage
- Communities will work together more often in the knowledge that inclusive, collective action can offer the most effective outcomes
- Communities are more involved in, and committed to, their landscape and heritage, inspiring others to join them in caring for it
- ‘Leaders’ or ‘local champions’ will emerge from within communities to maintain, or lead new projects, events or activities having gained skills and confidence
- Greatly improved records and data will be available to parishes/communities to provide the basis for further projects in the future
- Communities will be inspired to maintain their own records and information about their locality in parish archives
- All web-based resources and data collated throughout the five year scheme will be maintained by the Cranborne Chase AONB for future reference and information throughout the duration of the scheme and into the future. Communities will be encouraged to continue to positively input to this resource long after the scheme has completed for the benefit of all.



Planning for a Long Term Sustainable Legacy

The vision of the CCCV LP is to enable delivery of projects that will all comprise a legacy for the future. Development and funding of that legacy will be part of the management process required for each project; each project being aware of the legacies of other projects and exploring potential for joint, collective planning for the future e.g. volunteers working to maintain the work of multiple projects; exchange of data or records.

The Landscape Partnership Scheme Manager will be responsible for a review at the start of their tenure to ensure that all projects have been correctly designed in such a way that legacy is built-in through embedding best-practice to support ongoing activity beyond the delivery phase.

The delivery phase is an opportunity not only to deliver actions and activity but also to develop and then embed best-practice in the way these activities are undertaken. This means that beyond this phase, barriers to ongoing activity are minimised and benefits are maximised, both of which will promote an ongoing legacy of activity.

Example 1: Delivery of Wonderful Woodlands is of interest nationally to Forestry Commission as an approach to resolving poor take up of current grant scheme options for woodlands. This project is likely to provide valuable insight for national policy making.

Example 2: Community influencing and empowerment techniques being deployed in Crystal Clear Ebble are likely to influence a culture change and step change in the level of commitment and stewardship by landowners in the catchment that sustains its protection for decades to come. If successful, this will provide a more effective approach for securing long-term change in other tributaries of the Avon and potentially a model to be used in other locations across the country, particularly for small scale, upper catchments.

The Partnership aims to explore third party leadership of scheme projects into the future, with either a partner(s) from the CCCV LP, the AONB or a new partner. The Cranborne Chase AONB is committed to continuing and supporting events that have been established as part of the scheme such as the annual Walking Festival.

If communities are particularly keen to repeat specific events or activities such as the Words in the Landscape activities, the CCCV LP will seek to find suitable partners to take these projects forward post 2024.

The Cranborne Chase Landscape Trust (CCLT) was set up to work in collaboration with the Cranborne Chase AONB to provide leadership for priority projects within the AONB and its surrounds. The CCLT is perfectly placed, and ready to develop ongoing relationships with the partners and communities of the CCCV LP scheme to seek additional funding to support projects after the completion of the scheme.



The Legacy Vision for CCCV LP will include:

- Developing a robust, long term fundraising strategy during the delivery of the scheme to support ongoing activity post 2024. This will include research into a variety of grant sources, further charitable contributions, bringing additional partners on board and online / other fundraising opportunities
- Investigating opportunities for, and the development of, a Visitor Giving Scheme.
- Further developing the pool of experienced volunteers into a permanent core aspect of the areas future management. The AONB is currently considering restructuring the AONB team resource to accommodate posts to support this development, providing ongoing training, skills enhancement and practical project development into the future
- Alongside the volunteers, a Junior Ranger and/or Youth Ranger Academy would be investigated offering monthly training sessions and conservation activities with a potential to extend Apprenticeships to those wishing to take their skills and interest to another level
- Champions of the Past volunteers will also receive strong encouragement and support to continue their investigative and heritage conservation work in the CCCV LP area and beyond, the results of which may well be of national interest
- The Landscape Partnership will look to secure and deepen ongoing relationships with CCCV LP partners to develop ongoing joint projects both within the CCCV LP area and beyond
- Assimilating all the lessons learnt, best practice and evaluation outputs into all future work programming, for example the AONB Management Plan 2024-29 and feeding relevant information into partners programmes, for example into Catchment Management Plans, Historic Environment Actions Plans, farmer and woodland owner cluster initiatives
- Supporting the step change in awareness, knowledge and ongoing engagement of communities within and beyond the CCCV LP area through a commitment to strengthening relationships with communities, schools and their engagement with the heritage of the area.
- The Cranborne Chase AONB maintains a vision to develop a ‘Living Landscape Centre’ to tell the dynamic story of the landscape, through information and interpretation, countryside and heritage skills training, the promotion of volunteer activities and the provision of access opportunities.

Figure 22 illustrates what could be incorporated into the Living Landscape Centre. Those elements in grey, are the fundamental cornerstones of the Cranborne Chase and Chalke Valley Landscape Partnership scheme.



Figure 22 - Cranborne Chase AONB Living Landscape Centre Infographic

