

Forgotten Landscapes Project

Landscape Conservation Action Plan

7. Evaluation

7.1 Introduction

A principal aim of the Forgotten Landscapes Scheme is to make a positive difference to heritage and to people. In our application we have explained:

- Why we want to do our project – what are the needs and opportunities and what are we seeking to address.
- What we will actually do – both the capital works and activities
- What difference the project will make – what will have changed as a result of our work? (outcomes)

7.2 How FLP will evaluate success?

The Partnership has chosen to base its evaluation on describing each Project in the form of the story of how change has happened. To do this we will utilise indicators that show if our aims and objectives are being met from the perspective of the beneficiaries. (N.B. each Project clearly lists its beneficiaries – see Section 5 of this LCAP).

This approach will:

- allow the Partnership to manage the Projects so that effort is concentrated on bringing about the change the beneficiaries anticipated
- show the difference the project is making to heritage, and what that means for those who enjoy and benefit from it
- show the difference the Projects have made to the Partnership and how the Partnership can develop the capacity to continue collaborative working and improve on delivery.
- Result in better future projects

Evaluation must do two things:

- Prove** - that positive change is actually taking place
- Improve** - Provide the information to inform a continuous process of learning and growth.

7.3 Telling the Story of the Projects

The Partnership understands that all good evaluation must incorporate data collected before, during and after Projects have been delivered.

Before

The Partnership has conducted extensive research into the condition of the heritage landscape – the status of its industrial archaeology and natural heritage, etc. and what it currently offers with regards to:

- Conservation action
- Access
- Interpretation
- Involvement and outreach
- Education
- Training

Forgotten Landscapes Project

Landscape Conservation Action Plan

Combined with existing information, which was prepared for the WHS application to UNESCO, the Partnership now has a high level of baseline information from which to make assessments of change over time.

During

Following extensive consultation the Partnership has now planned a suite of Projects which will add value to existing Programmes and deliver in areas previously unaddressed. Each Project has a monitoring Programme built in

After

By the end of the implementation period, the Partnership will have gathered adequate information to assess change and the degree to which it is deemed successful by the beneficiaries associated with each Project.

7.4 FLP Principles of Evaluation

i. **Outcomes** - the Partnership will assess whether aims, objectives and outputs are being and have been met, but believes that the real measure of success is based on Outcomes. Beneficiaries will be interviewed throughout the life of the Projects and at Project end to make this assessment – the story.

ii. **The Role of Aims, Objectives and Outputs** - Beneficiaries will also be invited to consider the validity / appropriateness of the Project aims, objectives and outputs and how instrumental they were in achieving the desired Outcomes.

iii. **Indicators** – these will measure whether or not (and to what degree) change is happening. They will act as milestones that demonstrate whether or not a Project is on course. Because the Partnership has adopted a narrative approach it is likely these will be based on the beneficiaries view of what is important to measure rather than an assessment of what is easiest to count.

7.4.1 Proving and Improving

To prove Projects are on track and to improve them in the future the Partnership must observe the following steps:

i.	<p>Key reasons</p> <ul style="list-style-type: none"> • identify the key reasons for engaging in a proving and / or improving process, including the benefits you hope to achieve. • identify the resources available, know who will lead, and identify some tools or methods that may make the process easier.
ii.	<p>What is the Project for?</p> <ul style="list-style-type: none"> • make sure that the Staff team, including its supporters and funders, are clear about the project's aims, values and objectives. • identify the major activities and actions.
iii.	<p>Who are the stakeholders?</p> <ul style="list-style-type: none"> • who is affected by or affects your project in all of its activities (intentionally or otherwise) and what that means for them. • these may be staff and volunteers as well as participants, users and beneficiaries. • involve them in deciding what is important to measure • involve them in the Scheme mid term review

Forgotten Landscapes Project Landscape Conservation Action Plan

	<ul style="list-style-type: none"> collect information from them in later stages of the evaluation, but more immediately consider how they can be
iv.	<p>Describe what the Project aims to do and how it will do it</p> <ul style="list-style-type: none"> social / environmental / economic goals financial sustainability <p>Unanticipated effects</p> <ul style="list-style-type: none"> identify what they might be and create indicators to identify them during Project monitoring <p>Collectively, this is the story of the Project</p>
v.	<p>Indicators</p> <ul style="list-style-type: none"> choose these wisely, they must describe what success looks like and what shows progress prioritise what is most important to find out about
vi.	<p>Make an evaluation plan</p> <ul style="list-style-type: none"> after deciding what is important to measure, carefully consider the various methods for obtaining information on each of the chosen indicators. <p>- for example, how to collect data or consult with people, how to ask people their opinions, observations and perceptions or simply how to find out what they know.</p>
vii.	<p>Collect the information</p> <ul style="list-style-type: none"> collect and collate the responses to surveys and questionnaires and present in an accessible format, such as a spreadsheet, so that information can be easily sorted and analysed
viii.	<p>Analyse the information – and draw conclusions</p> <ul style="list-style-type: none"> throughout the evaluation process visit and re-visit the information to understand what it is saying about Project progress. at the end of an evaluation cycle this information represents the evidence from which conclusions can be drawn and recommendations made for further action.
ix.	<p>Share it with others</p> <ul style="list-style-type: none"> present findings to stakeholders and beneficiaries involved during the Project Planning and project Development stages and involve them in shaping what happens next
x.	<p>Learn from the process and take action</p> <ul style="list-style-type: none"> A proving and / or improving provides the opportunity to rectify problems with Project development and the chance to do things better in the future. Ensure that what has been learnt contributes to the next phase of the project

N.B. The collection of data, represented by Steps 6 and 7 above, is traditionally thought of as evaluation. But these two steps on their own may be meaningless unless the proper thought and preparation is put into deciding what information to collect (Steps 1 to 5), and how to make use of it (Steps 8 to 10).

7.4.2 The Storyboard Exercise

Step 4 of the evaluation process requires a mapping or scoping exercise to identify how the Projects will bring about improvements. The Story Board approach has been adopted by the Partnership as it provides the framework to bring together a group of project stakeholders who then set down a shared view of why the project is important, what it aims to achieve, and how

Forgotten Landscapes Project Landscape Conservation Action Plan

it is intends to deliver the desired outcomes. (See nef *Prove It!* Toolkit in Appendix 3 or at: www.proveandimprove.org).

7.4.3 Mid-term Review

The Scheme Staff will organise and hold a mid term review that will adopt the methodologies described above. Stakeholders and beneficiaries will be invited to attend. This is seen as a vital step in Project delivery as it affords the opportunity to review progress and make any changes necessary to achieve the agreed Outcomes.

7.4.4 Post Implementation Phase Evaluation

The Partnership will employ another evaluation tool from the *Prove It! Toolkit*. The **Poster Evaluation Exercise**, is a ready-made workshop that offers people involved in the project the opportunity to look back and reflect on what the project has achieved, and to explore what can be learnt form the way it was delivered. It uses a large interactive poster with a timeline to which participants attach post-notes identifying the high points and low points of the project's history. This timeline then forms the basis of a semi-structured discussion about learning and impact. The whole exercise can be undertaken over the period of a two-hour workshop and can either be self-managed or run by an external facilitator.

Both the Storyboard Exercise and the Poster Evaluation Exercise are reproduced in full in the appendices, and can also be accessed online at www.proveandimprove.org.

7.5 Monitoring and Reporting

In the guidance document 'Evaluating Your HLF Project' advice on monitoring and reporting is clearly made. The Partnership intends to adopt this guidance. However, it also recognises, as described above, that numerical reporting cannot tell the whole story of a Project's success. Even so, numbers provide an important starting point and foundation for evaluation.

Monitoring will capture the following:

1	Activities provided as part of the Forgotten Landscapes Scheme and the number of people attending
2	Annual number of visits to an attraction that has benefited from HLF funding
3	Data on volunteers involved in FLP Projects
4	Data on trainees involved in FLP Projects

The Partnership will monitor and report on the following range of activities:

Activities	
Temporary exhibitions and displays	Lasts for less than 12 months and will be counted only once
Festivals	Lasting one day or more, with a clearly defined theme or focus. These will be counted only once, even if they takes place over more than one day.
Open days	Heritage sites, collections or features, which cannot normally be visited, are opened to the public Each day or part-day will be counted as one open day.

Forgotten Landscapes Project

Landscape Conservation Action Plan

Guided tours or walks	<p>Led by staff or specialist guides</p> <p>Count actual number of walks</p>
Outreach sessions	<p>To schools, colleges, community groups</p> <p>The number of visits made by members of FLP staff team, Partnership staff or FLP volunteers</p>
Publications or information technology applications.	<p>The number of publications, CD-ROMS, touch-screens or other information technology applications your project created including websites.</p> <p>The number people helping to create the material</p>
Regular visitors	<p>People who visit the attraction or facility associated with your project regularly</p> <p>To assess the change in the pattern of visits before and after HLF funding</p>
Volunteering	<p>Measured by multiplying the number of volunteers with the average number of hours for each volunteer each year and the number of years that your project took from start to finish (total volunteer hours = number of volunteers x average number of hours for each volunteer every year x number of years of the project).</p>
Training	<p>Recorded once, under the most appropriate skills heading, e.g.</p> <p>construction, conservation and managing heritage sites.</p> <p>Will include any structured programme of on-the-job training, skill-sharing, work-based learning and work experience.</p>
People characteristics For visitors, volunteers and trainees	<p>Characteristics of the people involved, under the following categories:</p> <ul style="list-style-type: none"> • Age group • Gender • Ethnic background • Socio-economic group • Disability
Ethnicity	<ul style="list-style-type: none"> • Asian (Bangladeshi, Indian, Pakistani, other) • Asian (Chinese) • Black (Caribbean, African, other) • White • Mixed ethnic group • Welsh speaker
Socio-economic groups	<ul style="list-style-type: none"> • Higher managerial and professional occupations • Lower managerial and professional occupations • Intermediate occupations • Small employers and own account workers • Lower supervisory and technical occupations • Semi-routine occupations • Routine occupations • Never worked and long-term unemployed • Students are 'Not classified' <p>See: www.statistics.gov.uk/methods_quality/ns_sec/nssec_self_coded_method.asp</p>

Forgotten Landscapes Project

Landscape Conservation Action Plan

7.6 Project Outcomes

With the information gathered during the life of the Projects and at end of the implementation stage the Partnership will be in a position to report on Project outcomes, i.e. the difference the Projects have made to the heritage landscape, its people and to the Partnership.

The Partnership will report on:

i. The difference each Project has made to heritage?

- how have the Projects brought heritage into better condition?
- how will the Partnership make sure that heritage is better managed and maintained in the future?
- how has heritage been identified, better understood and appreciated?
- how has heritage benefited from people being trained to look after it?
- how has heritage benefited from new solutions to conservation

ii. The difference the Projects have made for people?

- have they helped more people to learn about heritage?
- have they helped more people to enjoy heritage?
- have they provided new skills and experiences?
- have they developed people's understanding of their own and other people's heritage?
- have they contributed to an improved sense of identity and community?
- have they reconnected local people with their rich and globally important heritage?
- have they helped build or strengthen the Partnership?
- have they derived benefits for the local area?
- have they improved the quality of the local environment?

The Partnership will report on these questions using evidence such as:

- are more people able to visit a restored historic structure?
- will local people have a new place to meet and take part in activities?
- will people with disabilities have access to heritage for the first time?
- will there be more people trained in the conservation of historic built structures and wildlife able to work on heritage?
- will there be a positive economic benefit such as increased levels of spending in the local area, among local businesses or on local produce?

iii. The main groups of people who have benefited from the Projects?

iv. How the Partnership will maintain the benefits of its Projects in the long term?

- how the Projects will help the Partnership to change and develop for the future.
 - maintain or create staff posts to drive work forward for the longer term
 - change its constitution and management structure
 - change the services it will offer to the public

Forgotten Landscapes Project Landscape Conservation Action Plan

- make new, long term commitments to heritage

v. The impacts of the Partnership's Projects on the environment?

- have the Projects had a positive impact on the environment and how have negative impacts been kept to a minimum?

7.7 Indicators

These will help to tell the story of each Project and will include information such as:

- Nature reserves judged to be in 'favourable' condition, using the Joint Nature Conservation Committee's 'Common Standards for Monitoring Designated Sites' approach. www.jncc.gov.uk/page-2217

- Species populations deemed to be at or near the carrying capacity of appropriate habitat

- Historic structures returned to a good state of repair

- The views of:

local people and visitors on conservation actions and the quality of the experience
the HLF specialist monitor

people from outside the Partnership – experts and the general public

the people trained through the Projects

volunteers and others involved in developing and running the activities programme

the people who joined in with or came to those activities

the WHC staff team

communities of interest – commoners, shooting syndicate, community heritage

groups

the businesses used as suppliers for Projects and local businesses that may have

benefited from the Projects

Please see further information on monitoring and evaluation in Appendix 3 of this document

A Delivery Plan Monitoring and Evaluation Pro-forma is shown below.

Delivery Plan Monitoring Form Pro - forma

Delivery Plan	Bracken Management BIO 1a		
Post Treatment Report due	October 2010		
Monitoring Reporting due	April 2011		
Officer responsible	Commons Officer		
Associated delivery personnel	Specialist contractors, commoners, FLP volunteers, BBNPA Wardens and volunteers		
Delivery Plan			
Aims	To enable the Partnership to manage bracken in key areas identified through survey and assist in the conservation of heather moorland and associated species		
Objectives	<ol style="list-style-type: none"> 1. To reduce the area of bracken by 450 – 650ha by 2013, especially where it is encroaching into heather and where it is causing severe husbandry problems 2. To have 5 commoners with accreditation in bracken management 		
Outputs	Output	Target	Measure
	Decrease in bracken cover, and total area effectively managed	450 – 650ha controlled	Monitoring
	Increase in area of dwarf shrub heath	80 – 100ha	Ha restored
	Stock returned to previously inaccessible areas	Number of stock returned	Monitoring
	Increase in number of Red Grouse breeding pairs	5 – 10 breeding pairs	No. breeding pairs
	Brown Hare – base line survey and monitoring	Conduct survey	Monitoring
	No. commoners with accredited training qualifications	5	No. commoners trained

<p>Outcomes</p>	<p>Regeneration of dwarf shrub heath / grassland mosaic (priority habitat)</p> <p>Ecological connectivity between stands of heather improved</p> <p>Improved conditions for Red Grouse and Brown Hare, together with species of regional and local importance.</p> <p>Improved access to the landscape, increased grazing areas for commoners livestock, reduced habitat for harmful tick populations.</p> <p>Improved knowledge and understanding of the cultural and natural heritage of the commons and the threat that bracken poses</p> <p>Volunteers trained through skills training programme</p> <p>Commoners enabled to play a full part in future bracken management through accredited skills training and contract work.</p> <ul style="list-style-type: none"> • 450 – 650 ha of bracken controlled by 2013 • Upland heath / grassland mosaic recovering • Red grouse population recovering • An increase in the populations of other species associated with heather moorland • 5 commoners hold accredited training certificates for bracken control • Stock returned to previously inaccessible areas and being used as part of ongoing management
<p>Beneficiaries / stakeholders / consultees</p>	<p>Commoners, land use stakeholders (Grouse shooting syndicate), educational groups, volunteers, CCW, land owners, Local Authorities with responsibilities for statutory designated sites, visitors.</p> <p>Support for UK BAP targets</p>
<p>Frequency of reporting</p>	<p>Seasonal:</p> <p>Autumn report on bracken management actions against stated outputs</p> <p>Summer monitoring of effectiveness of treatment</p>

Delivery Plan budget - grand total (cash plus DinK)	£			
Cash	Breakdown – how was the money spent? Was work delivered on budget? If not explain why			
DinK		No. of days	Cash equivalent	Who
	Unskilled (£50/day):			
	Skilled (£150/day)			
	Professional (£350/day)			
	Were volunteer hours met? YES/NO If not explain why			
Activities				
Aerial spraying	Target met? YES/NO If not explain why			
Cutting / bruising / boom spraying	Target met? YES/NO If not explain why			
Hand cutting / spraying	Target met? YES/NO If not explain why			
Post treatment round report	Where all target, outputs and outcomes met? YES/NO			
Post treatment monitoring report - effectiveness	Where all target, outputs and outcomes met? YES/NO			
Consultation	Set up meetings / feedback structures to allow all identified consultees to comment on year 1 progress			
Views of beneficiaries / stakeholders / consultees	Incorporate views / recommendations into report for Natural Heritage Working Group			
Recommendations on changes to Delivery Plan – if necessary	Explain what was recommended and why			

Submitted to FLP Natural Heritage Working Group for comment	Include NHWG comments / recommendations in report for submission to Steering Group
Final report Year 1	
All comments compiled and report sent to Steering Group for final comment / modification / sign off	Include Steering Group decisions in Final Report
Final report filed and changes made to Delivery Plan - if necessary	Make any necessary changes to Delivery Plan prior to next bracken management round