

Inner Forth Landscape Initiative

Mid Term Learning Review



June 2016

Summary

The key headlines to note for the Inner Forth Landscape Initiative at the mid term point are:

- **A positive, engaged and proactive landscape partnership**
Members of the Inner Forth Landscape Initiative are active and engaged throughout the whole of the Landscape Partnership Scheme. It is reported that there is a good positive governance structure with partners collaborating and having a “can do” mentality.
- **Integration and co-operation giving greater impact beyond individual projects**
The Inner Forth Landscape Initiative can demonstrate collaboration and cross fertilisation of ideas between the different projects, responding to opportunities in a flexible yet imaginative way.
- **Project delivery on the ground**
The Inner Forth Landscape Initiative is a complex multi partnership programme with a large number of projects covering four main themes. At the mid delivery point visible project progress is being delivered and seen on the ground with this activity focussed around Programme A ~ *Conserving and restoring built and natural features*.
- **An enthusiastic and well-motivated project team**
The staff team have a wide range of skills and experience that compliment each other and are focussed on delivery of the agreed HLF project programme.

The key learning to emerge from the mid term review focusses on:

- **Becoming information smart ~ quality vs quantity?**
From an external perspective the easy aggregation of project information (particularly around financial and project progress) is one element that is missing and an area for discussion as IFLI moves forward in delivery years three and four particularly given the known changes in programme management.
- **Strategic Direction for the next two years**
Whilst maintaining the momentum of delivering a complex set of partnership projects, Monitoring & Evaluation, Audience Development and Legacy are the strategic issues that should be taken forward by the Project Board, Steering Group and Project Team and partners working together for the remainder of the Landscape Partnership Scheme.

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Acknowledgements

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1. Introduction and context

The Inner Forth Landscape Initiative (IFLI) is Landscape Partnership (LP) Scheme funded by the Heritage Lottery Fund (HLF) and delivered by RSPB Scotland (as the accountable lead body) in partnership with Scottish Natural Heritage, Clackmannanshire Council, Stirling Council, Falkirk Council, Central Scotland Green Network Trust, Historic Environment Scotland, and Sustrans. The Partnership is overseeing a programme of 50 discrete yet inter-related projects are taking place within a 202km² area of the Inner Forth between May 2014 and April 2018.

All LP Schemes receiving HLF funding are required to commission an external end-of-scheme evaluation and in recent years HLF have strongly encouraged LP Schemes to carry out a mid-delivery review to complement and feed into the final evaluation. A mid-delivery review is designed to act as a check on where the Scheme is up to, identify issues that might need to be addressed during the second part of the delivery phase, and perhaps most importantly identify what the Scheme's legacy might be, and how this could be built on following the period of HLF funding.

This report presents an independent assessment of where the 'Inner Forth Landscape Initiative' has got to after the first two years of project delivery and focuses on three strategic issues that were identified by the Project Team for investigation at the mid term stage:

- Monitoring and Evaluation - Are we collecting the right kind of evidence to be able to clearly demonstrate IFLI's outputs, outcomes and impacts?
- Audience development – are our efforts to reach out to engage new people in the landscape working?
- Working towards Legacy - What else could we do over the next 2 years of delivery to help us maximise IFLI's legacy?

Information gathered for this mid-term review has drawn upon:

- A programme of key informant interviews with many of those involved in the programme management of the scheme
- A facilitated workshop bringing together members of the IFLI Board, Steering Group, project leads and other relevant individuals to reflect on progress to date, capture lessons learned and ideas for the future
- A detailed review of Scheme paperwork to assess the evidence base and overall progress
- A review of three selected projects to look at in more detail as case study examples

2. Principal achievements to date

2.1 ~ A positive, engaged and proactive landscape partnership

The partners who make up the Inner Forth Landscape Initiative are active and engaged throughout the whole of the Landscape Partnership Scheme. It is reported that there is a good positive governance structure with partners collaborating and having a “can do” mentality. The management structure of the whole LP scheme allows all the groups and organisations participating to work in a transparent and timely way. Some of the benefits from working as a partnership on a landscape scale have included:

- Contributing to a wider number of metrics than the usual indicators for an individual charity or local authority. Landscape Partnerships contribute to a bigger picture and can demonstrate that the whole is greater than the sum of the parts.
- As the lead partner, RSPB often finds proactive working with local communities difficult to support yet the partnership approach of IFLI has meant that there is more community engagement with this Landscape Partnership scheme than would be possible without this additional resource. There is added value that is over and above the activity that was anticipated within the LCAP is being delivered.
- Sharing good practice of landscape scale conservation is taking place at a Scottish policy level. RSPB chair a good practice-working group to deliver the Scottish Biodiversity Strategy. Other organisations represented include Scottish Natural Heritage, Forestry Commission Scotland, Scottish Wildlife Trust, Scottish Environment Protection Agency, Scottish Government and a Local Authority representative. Information is to be shared through Scottish Environment Web (under construction) including case studies from IFLI.
- The Landscape Partnership is working and demonstrates a way of working that the RSPB (as a lead partner) is keen to replicate. As part of the RSPB Futurescapes programme a second Landscape Partnership bid is being prepared for the Garnock Valley, to be submitted in June 2016.

Other partners have noted that the transparent decision-making and the structure of working groups, steering group and partnership board functions well.

“Networking and new contacts have continued and relationships are being consolidated. It is easier to network within the partnership rather than start something on your own.”

Comment from Learning Review Partners Workshop

2.2 ~ Integration and co-operation giving greater impact beyond individual projects

It is commendable that IFLI can demonstrate collaboration and cross fertilisation of ideas between the different projects, responding to opportunities in a flexible yet imaginative way. Some examples of this include:

- **The Tale of Two Estates** ~ This project involves connecting people living around the former Alloa and Clackmannan estates with their past, discovering their local heritage with a mix of practical projects and desk based research. It is known that volunteers are applying the mapping skills gained through the research and that

projects are delivering other activities beyond the LP scheme that includes research of a network of historic wagon ways with the results being published in a journal.

- **Smugglers spies and stolen plum pies** ~ A volunteer has undertaken research into 18th Century customs and trade in Alloa. Following this work a play has been commissioned using the Walking Theatre Company that will feature a flash-mob of Jacobites using students from Alloa Academy.
- **The Active Landscape** projects are being held at different IFLI sites throughout the whole IFLI area and these events are being used to promote and highlight other projects.
- **Landscape management trainees** ~ A project designed to provide opportunities for participants to gain Employability Awards and Vocational Skills Qualifications through on-site training and work experience. The trainees are from Falkirk Council's Employment Training Unit and work on IFLI projects and other sites throughout the LP area.

"Other projects have been delivered in addition to those identified through the LP scheme that might not have otherwise taken place. There has been an increase in the capacity within local communities with people growing confidence in the skills they have learnt"

Comment from Learning Review Partners Workshop

2.3 ~ Project delivery on the ground

The Inner Forth Landscape Initiative is a complex multi partnership programme with a large number of projects covering four main themes:

- *Programme A ~ Conserving and restoring built and natural features*
- *Programme B ~ Increasing community participation in local heritage*
- *Programme C ~ Increasing access to and learning about the landscape / heritage*
- *Programme D ~ Increasing training opportunities in local heritage*

At the mid delivery point visible project progress is being delivered and seen on the ground with this activity focussed around Programme A. Some examples of significant project delivery to date includes:

- **Kinneil Estate Woodlands (A2.1)** ~ Aims to bring a historic woodland back into sustainable management. In project year one, woodland restructuring works took place through clear felling compartments, restocking and natural regeneration. Some panoramic views have been reinstated and specimen trees were planted on historic design lines.
- **Valleyfield Estate Community Orchard (A2.3)** ~ Aims to restore the orchard within the kitchen garden of the former Valleyfield House and Estate held by the Preston family for over 300 years. In project year one ground works were carried out, including clearing scrub and tree stumps, harrowing, and sowing the area with wildflower seeds. The path network was laid out and deer fencing erected to make sure that the young fruit trees and shrubs are not eaten when planted. In year two, over 250 children from 7 schools in Fife helped to transform the space planting 176 fruit trees for people and wildlife to enjoy. Before and after photos have been taken to document the project.

- **Cambus Pools (A3.3)** ~ Aims to restore and enhance a nature reserve for people and wildlife. Volunteers are playing a key part in the restoration of the reserve by helping to control the reed re-growth, to make sure the pools do not disappear to scrub and trees. An additional benefit for this project has seen the creation of an All Abilities Access Path through project C1.3 (Cambus Whisky and Wetland Wander).
- **Kinneil Estate Church (A5.4)** ~ This project has helped create an attractive and educational visitor experience at an important historic site, as part of a walk around Kinneil Estate or along the John Muir Way, a long-distance footpath. Members of the local community have helped with the consolidation of the church gable end and the recording and reconstruction of stones and grave markers, helping to safeguard an important local heritage site.

“Things have happened, people are appreciating and enjoying the work undertaken within the LP area and telling partners about it. People are feeling empowered and confident to undertake projects of their own because of taking part in IFLI.”

Comment from Learning Review Partners Workshop

Continuing with the theme of collaboration and co-operation many of the above projects have been delivered through the support of an impressive number of local people and volunteers. As a result of this activity local people have an increased awareness of those local community groups involved with IFLI that has led to an increase in membership and the number of volunteers.

“It is becoming easier to recruit volunteers through other IFLI groups rather than starting something from scratch.”

Comment from Learning Review Partners Workshop

Further detailed examples of project delivery can be seen in the three selected projects that have been chosen as case study examples. These can be seen in Appendix 1.

2.4 ~ An enthusiastic and well-motivated project team

The staff team have a wide range of skills and experience that compliment each other and are focussed on delivery of the agreed HLF project programme. Within existing project delivery staff members have been able to work with a wide variety of local communities and people, and an element of flexibility and creativity has been demonstrated with the staff team looking for the obvious synergies between projects and wider links to partners objectives. Continuing to adopt this approach will help to demonstrate that the Inner Forth LP Scheme is “more than the sum of the parts”.

Crucial to the success of many LP schemes is the presence of a dedicated programme manager to co-ordinate activity and the claim process to HLF and other external funders. For a scheme with many different projects, one focus of this important role should be the aggregation of project information presenting the known benefits of individual project delivery in a joined up way to partners, external funders and wider stakeholders. Some observations relating to the use of management information for IFLI and suggested improvements are discussed in Section 3.

3. Becoming a mature, confident and successful Landscape Partnership Scheme

The RSPB as the accountable body recognises that a successful LP Scheme needs time, investment and the ability to balance a number of unknown factors from the development of Landscape Conservation Action Plan (LCAP) through to programme delivery. Some of the challenges faced to date include:

- A lead partner investing in a core team in place should recognise that there is a need to “cover the gap” bridging time between submission of the LCAP at the end of the development phase and the start of scheme delivery.¹
- Time and resource is needed from all partners and needs careful management particularly in the context of shrinking local authority and agency budgets.
- The nature of short-term contracts means there is an added risk of being able to retain good people and losing key staff that can set back delivery of the scheme.

As IFLI moves towards the latter phase of project delivery, many of the building blocks are in place that can demonstrate the qualities and characteristics of a successful LP Scheme. Below are some observations relating to information management, financial and project progress that may support the evolution of IFLI as delivery moves into Years Three and Four.

3.1 ~ Becoming information smart ~ quality vs quantity?

IFLI is an example of a well-managed scheme with effective systems to track individual project progress. Throughout all discussions with scheme staff it was demonstrated that the management systems developed during the first two years of IFLI were robust and compare to other well-run Landscape Partnership encountered in other parts of the country. Of use to the on-going monitoring and evaluation of the IFLI scheme will be:

- Individual project report forms produced to support HLF claim forms
- Project tracker to support information presented to the board
- Risk management reports to the board

Some elements of joining together the wide and varied project activity mean that the integration of the sum of the parts into a whole LP scheme could be improved. It was noted that individual project report forms (in particular tab 1 of the quarterly reports) are variable and that opportunities are being missed to celebrate successful outputs, outcomes, spot synergies and share stories from a communications perspective.

This theme of project reporting continues when gathering information for this mid delivery review. Reporting information for all LP schemes is needed in an appropriate and timely manner to run a complex multi partnership project in an effective way and for IFLI it can be demonstrated that this is all in place giving the confidence to all stakeholders that the LP Scheme is well managed. However at this mid stage point it may be appropriate to have a close look at the actual information requirements and critically review:

¹ ...and demonstrating that HLF recruitment criteria for project posts from development through to delivery can be satisfied

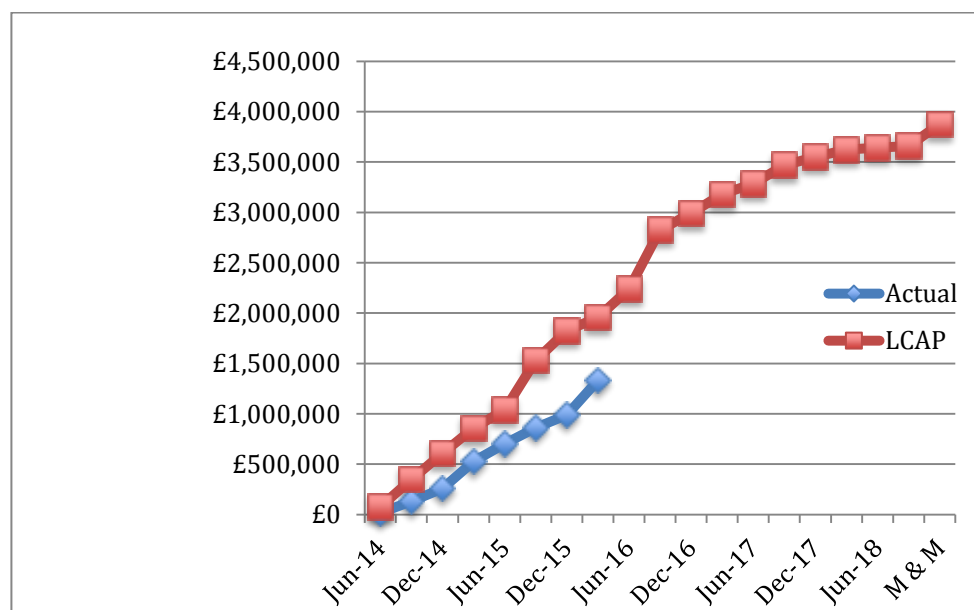
- Whether the right information is being collected and could project reporting be refocused and even slimmed down given the large number of projects involved?
- What happens to the project information in terms of aggregation to get to an overview or an “at a glance” picture?

From an external perspective the aggregation of project information is one element that is missing and an area for discussion as IFLI moves forward in delivery years three and four particularly given the (known) changes in programme management.

3.2 ~ Financial progress

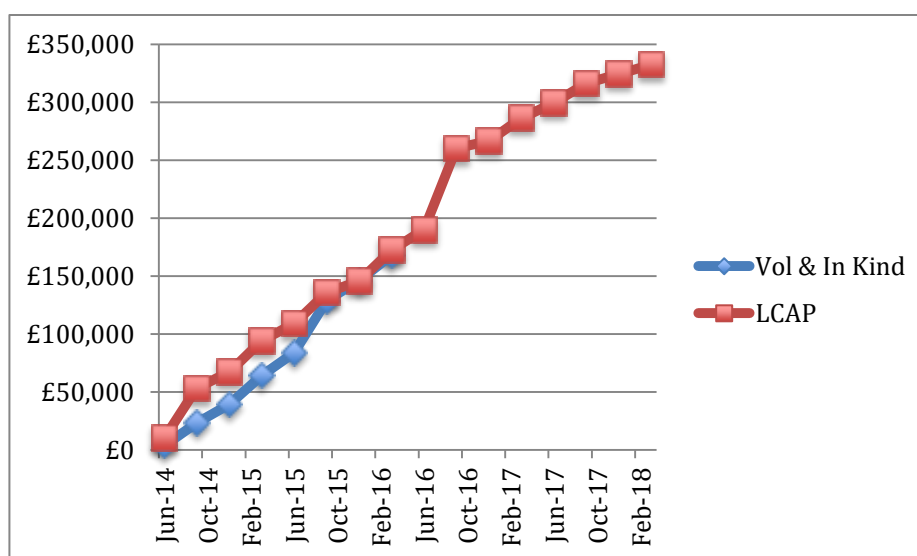
A review of the cashflow forecasts within the LCAP and the actual project expenditure from the claims to HLF show that IFLI is behind in anticipated expenditure. As of March 16 actual expenditure was £1.331 million, a position that should have been reached before September 2015 (£1.531 million). This is not an uncommon feature of LP schemes with many projects taking time to deliver on the ground and the lag of receipt of invoices on completion of work. As expenditure is 68% of that anticipated, there needs to be some uplift in Years 3 and 4 of the scheme to keep overall expenditure on track for the duration of the project particularly given the large spike in planned expenditure to the end of 2016 (c£3 million). It is pleasing to note that there is a tapering of activity between October 2017 and March 2018 giving some slack and time to complete the projects as anticipated.

Claim	Actual	LCAP	%
Jun-14	£18,249	£75,998	24%
Sep-14	£132,030	£347,699	38%
Dec-14	£259,048	£606,315	43%
Mar-15	£527,451	£858,535	61%
Jun-15	£703,947	£1,040,659	68%
Sep-15	£861,109	£1,531,770	56%
Dec-15	£988,271	£1,826,051	54%
Mar-16	£1,331,228	£1,957,758	68%



One element of programme delivery (and a mechanism to draw down HLF support) is volunteer and partner “in kind” claims. These have been managed cumulatively and are inline with the figures anticipated within the LCAP. As with overall programme expenditure there is a large planned increase in volunteer and in kind activity during 2016 (£260K by September 2016) that needs to be monitored during the forthcoming financial year.

Claim	Actual	LCAP	% age
Jun-14	£3,807	£10,400	37%
Sep-14	£23,149	£53,295	43%
Dec-14	£39,282	£67,245	58%
Mar-15	£64,281	£94,270	68%
Jun-15	£83,881	£108,970	77%
Sep-15	£128,696	£135,745	95%
Dec-15	£146,122	£145,720	100%
Mar-16	£167,949	£172,445	97%



As discussed in 3.1 some additional work has been required to get a snapshot of overall project progress. A summary of information from the project tracker presented to the board in January 2016 shows that 24 projects are green (broadly on track), 14 projects are amber (minor issues or delays) 2 projects are red (significant issues) 5 projects are complete and 3 projects have yet to start.

Green	A1.1	A1.2	A1.4	A2.3	A3.1	A4.3	A5.1	B1.1	B2.1	B2.2	B2.3	B2.5	B2.6	B3.1
	B3.2	C1.1	C1.11	C1.3	C3.1	C4.1	D1.2	D1.3	D1.4	D1.6				
Amber	A1.3	A2.4	A3.2	A3.3	A3.4	A3.5	A3.7	A5.2	C1.10	C1.2	C1.6	C1.7	C2.1	C4.2
Red	A3.6	A5.3												
Complete	A2.1	A4.1	A5.4	D1.1	D1.5									
Not Yet Started	A4.2	B2.4	C1.4											

The main message from the table above is that the highest project risks are associated with Programme A (Conserving and restoring features) and Programme C (Increasing access and learning). All projects within Programme B (Increasing community participation) and Programme D (Increasing training opportunities) are broadly on track. Further details of project risk, identifying project name and lead partner can be seen in Appendix 2.

A second way of looking at project progress has been to take the aggregate output data (that is a requirement of HLF funding and submitted annually) and compare this to the original figures stated within the LCAP submitted as part of the stage 2 application.

IFLI Outputs achieved to March 2016

	What we said to HLF in the LCAP?	What are the IFLI outputs to March 2016?	2016 Mid term review
Advice	10 Landowners/farmers engaged 12 Advisory visits made 12 Wildlife surveys undertaken	12 Advisory reports completed	Outputs seem to be on target
Biodiversity and Landscape	69ha of mixed deciduous woodland maintained 40 ha dry acidic and brownfield grassland achieve condition 5 ha brownfield grassland expanded 3 ha of traditional orchard restored/expanded 10ha of reed bed achieved condition 2.6ha of riparian habitat achieved condition, 2ha of lakes and 3 scrapes & islands expanded 350m of hedgerow restored or expanded 300m of dry stone walls 400m of fencing 650 individual trees 2 tern rafts 1 barn owl nest box scheme 1 tree sparrow nest box scheme	18ha of mixed deciduous woodland maintained 13ha of lowland meadow, 6ha mixed deciduous woodland achieved condition 1ha reed bed achieved condition 1500 new trees 2 tern rafts 1 barn owl nest box schemes 1 tree sparrow nest box scheme 14 bird surveys	Work needed to complete biodiversity and landscape outputs in particular maintaining deciduous woodland, grassland and reed bed management
Built Heritage	4 scheduled monuments conserved including 2 industrial heritage sites	1 scheduled monument repaired 1 civil feature repaired 1 church/chapel repaired 3 recorded commercial features	Outputs seem to be on target

	What we said to HLF in the LCAP?	What are the IFLI outputs to March 2016?	2016 Mid term review
Industrial	One historic dockyard (James IV) and associated mills and docks researched and recorded	2 rail features recorded and 7 site records updated	Outputs seem to be on target
Learning	250 learning and participation activities reaching 3000 participants	550 learning and participation activities reaching 3600 participants	Outputs have far exceeded original ambitions although check double counting of participants?
Access	20 km of new cycle tracks and other routes 8 km of improved green lanes and other routes 30+ heritage trails and disabled access 40 guided walks for 210 participants 20+ new and improved interpretation media	6Km of new and improved footpaths and tracks 1 interpretation board 1 guide and booklet	Work needed to complete access and interpretation outputs
Visitors			No information given, would this address audience development?
Volunteers	300 volunteers involved in the LP scheme	389 volunteers have been engaged in the LP scheme	Outputs have exceeded original ambitions
Training	5 internal jobs and 12 external jobs 70+ training courses for 800+ participants 15 work placements	43 training courses for 434 volunteers 108 staff receiving training	Outputs seem to be on target job data needs to be incorporated

Adopting this different view confirms the findings of the individual project tracker and highlights the risks to delivery in achieving the anticipated outputs for Biodiversity & Landscape and Access that need to be monitored closely as programme delivery progresses.

4. Monitoring and evaluation ~ are we collecting the right kind of evidence to demonstrate IFLI outcomes and what do we need to do?

Completion of the HLF output data tables and the information used to monitor project progress demonstrates that the systems are in place for IFLI to capture the outputs delivered. The more qualitative measures that will often relate more to outcomes (and subsequent benefit and impact) have been more difficult to evidence and it is recognised that these will take a long time to realise particularly in relation to biodiversity and landscape change.

Discussions on the monitoring and evaluation of the LP scheme recognised some of the issues in collecting the relevant information to evidence outcomes yet acknowledged that the outcomes of what happens is important to partners and stakeholders so should not be ignored. Some of the questions included:

- What information have we got to date?
- What do we need to evidence scheme outcomes?
- What are the gaps?
- So what, do we need to do to collect evidence that is appropriate?
- Can we measure the shift in perception and awareness of landscape?

In helping to address the above the following actions emerged from a discussion amongst partners during the mid term review process and are recommended:

1. The steering group to undertake a critical review of the M&E framework and determine what is appropriate (in terms of evidence collected) identifying any gaps in current information provision. This review of the framework will help to identify whether the Scheme outcomes identified at the beginning of the development phase can be achieved.
2. At this stage have a pause for the project team to remind project leads what monitoring and evaluation requirements are needed. The end of project report template should be reviewed to ensure that the appropriate information is being collected with a final version circulated to all project partners.
3. Produce some standardised questions for the evaluation of volunteers and events that will help to evidence impact and benefit of the “people” themes collecting stories and evidence of how people’s perceptions of their heritage, and their aspirations, have been changed. This should be piloted for those projects led by the IFLI team and circulated to other project if appropriate.
4. Look at gathering evidence of perception and awareness of the LP scheme through a generic survey. Local Authority partners indicated that it may be possible to use the Citizen Panel (Falkirk), Clacks 1000 (Clackmannanshire) and Stirling equivalent to determine how local residents value the natural and cultural heritage of the area.

5. Audience Development ~ Are our efforts to engage new people in the landscape working?

Audience engagement to date has been very successful with those people that are already interested in the landscape and local area. IFLI has hit the identified targets of quick wins and easy to get to groups, with large numbers of people engaged through the programme of events and activities that have been delivered to date. At this mid term stage, many of the outputs for learning, volunteering and training have already been achieved when compared to the original intentions identified within the LCAP so an opportunity exists to take a step back and consider the focus of audience engagement for the remainder of the delivery period.

Discussions at the partner workshop as part of the mid term review observed that it is important to keep existing audiences, community groups and partners involved yet revealed a confusing picture in moving forwards, targeting new audiences and led to a number of questions including:

- Who are the new audiences to target? We need to know this to see how successful we have been.
- What can we offer to create different opportunities to engage with the wider communities and how can this be demonstrated?
- How can our audience development work be broadened given the constraints of a big project area with many different communities?

It is important to remember that during the development stage, IFLI commissioned and produced two pieces of work that were an “Audience Analysis” that fed into a “Strategy for Volunteering, Community Participation and Training.” Some of the key recommendations from the Audience Analysis were:

- Working closely with the Third Sector Interfaces in the local authority areas to engage community groups
- Ensuring staff have a good understanding of community engagement and the correct skills to carry this out
- To include community benefit clauses in contracts held by contractors undertaking works
- To produce an over-arching communications plan for the period of the Initiative which is reviewed annually by the Steering Group
- To hold regular public events to celebrate achievements...

The strategy for Volunteering, Community Participation and Training recognised that the primary audiences are those people who live, work, study and play in and around the Inner Forth Landscape. This meant placing a priority on engaging local residents rather than creating a tourist destination and identified the following groups/audiences to work with:

- Family groups
- Youth
- Community groups
- Those with physical, intellectual or social impairments
- Outdoor groups with special interest in the landscape
- Businesses and people who work in the area

The issue of how to engage with new audiences is not unique to IFLI and is a common theme for other landscape partnerships and HLF grant schemes. It can take a considerable amount of time and effort in developing new working relationships and engaging with new groups. Given the outputs that have been achieved to date, at the mid term stage there is an opportunity for the Inner Forth team, in consultation with the Steering Group, to consider where the focus of audience activity should be for the remainder of the delivery period.

Moving forwards it is recommended that the project team look at the key messages and themes from the Audience Analysis and the Strategy for Volunteering, Community Participation and Training and produce a plan for consideration with the Steering Group. An possible template is given below (with examples from partner discussions) that could be populated to support this planning work.

Who	Families	Youth	Community	People with disabilities	Outdoor Groups	Businesses
What	Which projects (pan landscape) can we deliver to work with each identified group?					
When	When in project years 3 and 4 are these activities going to take place? What activities may be left to continue post completion of IFLI?					
Where	Delivery within the three cluster areas Bo'ness, Fallin, Alloa or within the wider LP area?					
How	<p>How are we going to engage with these different audience groups?</p> <p>Some ideas generated through partner discussions were:</p> <p>Families ~ we would like a greater involvement with more working age families who would not attend a nature walk but would gain something from the activities offered by the LP scheme?</p> <p>Business ~ we are still struggling to engage with local business, accepting the reality that there are limited opportunities to do this. Could IFLI work with employers to allow their staff to volunteer?² Encourage businesses and partners to share good news through their networks.</p>					
Impact	How are we going to measure the impact of this work with these different audience groups? Link into the standardised questions from the monitoring and evaluation work					

In addition to developing the work on the specific audiences, large events and festivals could be another mechanism to reach out to different members of the local community although it needs to be recognised that gathering socio economic information about who is attending and measuring the impact will be more difficult given the larger numbers of people involved.

The first Inner Forth Festival was held in September 2015 with 20 events run throughout the month at different times of the day. The second festival is being run in September 2016 with event details being found on the IFLI website. Other ideas for larger scale audience engagement activity included:

- Big art event in 2017 to celebrate the landscape, using large images at sites to create a tour that people can undertake on their own
- A food and drink festival promoting local produce from within or near the IFLI area would fit in with government priorities around local food.
- Raise awareness of IFLI as a name using other events of interest as a hook such as an IFLI Beer Festival and music, triathlon, bake off?
- For decision makers hold a celebration event to demonstrate what is possible with co-operation and working in partnership

² Business in the Community are a charity coordinating business activity in local communities and run "give and gain" days that allow employees to volunteer

6. Legacy ~ what do we need to do over the next two years to maximise the legacy of the Inner Forth Landscape Partnership Scheme?

The Landscape Partnership Legacy Planning guidance, for HLF states that:

“The legacy strategy would build on the scheme’s LCAP (or its constituent project plans) and should:

- Revisit the broad brush legacy aspirations identified at the outset, at both a landscape and a project level*
- Identify actions required and resources needed to embed legacy arrangements (e.g. support for new institutional arrangements, consideration of funding works and activities*
- Identify actions which will be required / agents who will deliver once the delivery is completed*
- Act as a public declaration by partners of their intent to support the scheme’s legacy ambition*
- Establish long term monitoring systems, which would cover both heritage condition and implementation of the strategy.”*

When thinking about the Legacy programme it will be important for IFLI to use this guidance and integrate the 10-year management and maintenance liabilities associated with HLF programmes. To begin this work it will be important to revisit the original legacy ambitions of IFLI and ask what mechanisms could be used by the LP Scheme to secure programme continuation?

The Inner Forth Landscape Partnership is at the first stage in working together and legacy planning should help partners to move on and to take the next step that could include landscape scale projects that look at managed realignment and wetland creation. The initial legacy discussions for IFLI focussed on the desire of partners to (in no particular order):

At a strategic influencing level

- Maintain inter organisational links and networking opportunities and as a result of working in partnership through the LP Scheme
- Align legacy ambitions with key local and national documents embedding projects and themes into relevant plans and strategies
- Seek to secure the continuation of resources and sustainable funding
- Co-ordinate ten year management and maintenance activity to ensure project longevity and that physical structures are maintained, securing support from Scottish Government
- Use a summary IFLI report of achievements to inform and inspire

At a practical implementation level

- Have a pipeline of future projects
- Promote “How to stay involved” type activities that will exist beyond the IFLI project, for example RSPB, SWT membership, partner volunteering opportunities, and the use of online records such as iRecord and BirdTrack
- Maintain volunteering and event programme, have more skills training, identify community leads for projects, and provide support for community groups.
- Ensure that interpretation lasts and has appropriate IFLI information at all sites
- Have temporary signage at all project sites and use the website as a one stop shop signposting activity within the project area

All these ingredients identified above should be starting points for incorporation into the developing legacy plans for IFLI. Using the HLF Legacy guidelines it is recommended that the IFLI Board and Project Team work with all partners to realise these ambitions.

7. Recommendations and next steps

As noted in this paper the Inner Forth LP scheme is a very well managed scheme with an enthusiastic and well-motivated staff team working with partners that has led to the delivery of some significant achievements on the ground. The building blocks for project delivery and reporting are in place and will need to be continually monitored to maintain the project progress that has been achieved to date.

7.1 ~ Evolution of the programme and reporting

From the conversations and discussions held as part of this Mid Term Learning Review to date and an investigation of the scheme documentation the main observations and recommendations would be:

From 3.1 ~ A review of programme information and ask what happens to the project reporting in terms of aggregation to get to an overview or an “at a glance” picture

From 3.2 ~ Reporting financial and committed expenditure (including volunteer and in kind contributions) against anticipated expenditure within the LCAP

From 3.3 ~ For project progress consider use of a summary Gantt Chart to sit above the project tracker (that contains all the detail) to show the progress of each individual project, including start and completion dates. An example from the Headlands to Headspace LP Scheme is shown below.

			2015		Year 3 ~ 2016				Year 4 ~ 2017				Year 5 ~ 2018			
No	Project	Years	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct
Conservation																
1	Lookouts and Conservation of Built Heritage Features	1 to 5														
2	Joining up Coastal Habitat	1 to 5														
3	Coastal Headlands and Grasslands	1 to 3														
4	Tidal Islands	2 to 5														
5	Wildfowl and Wader Roosts	2 to 4														
Community																
6	Morecambe Bay in Widescreen	3 to 5														
7	Community Maritime Heritage ~ surveys & exhibitions	2 to 5														
8	Oral History Recording ~ fishing communities	1 to 5														
9	Memories and Histories	2 to 5														
10	Bay Festivals and Community Events	1 to 5														
11	Natural Ambassadors	2 to 5	NYS	NYS												
Access																
12	Station Transport Hubs and Facilities	2 to 4	NYS	NYS												
13	Trampers	3 to 4														
14	Three Special Routes	2 to 4	NYS	NYS												
15	Places and Spaces	1 to 5														
16	Bay Cycle Way	1 to 2														
Training																
17	Community Archaeology	1 to 5														
19	Innocent Guides	1 to 2														
20	Oral History Training	1 to 3														
21	Pelaeoenvironment Training	3 to 4														
23	Maritime Museum	2 to 5	NYS	NYS												
24	Heritage Volunteers and Leaders	1 to 4	NYS	NYS												
25	Specialist Landowners and Managers Demo Days	3 to 5														
26	Ecological Surveys	1 to 5	NYS	NYS												
Overheads, Scheme Staffing and Running Costs																
27	Monitoring and Evaluation															
28	Communications															

From 3.3 ~ Continue to report on actual outputs against anticipated outputs as reported to HLF on an annual basis

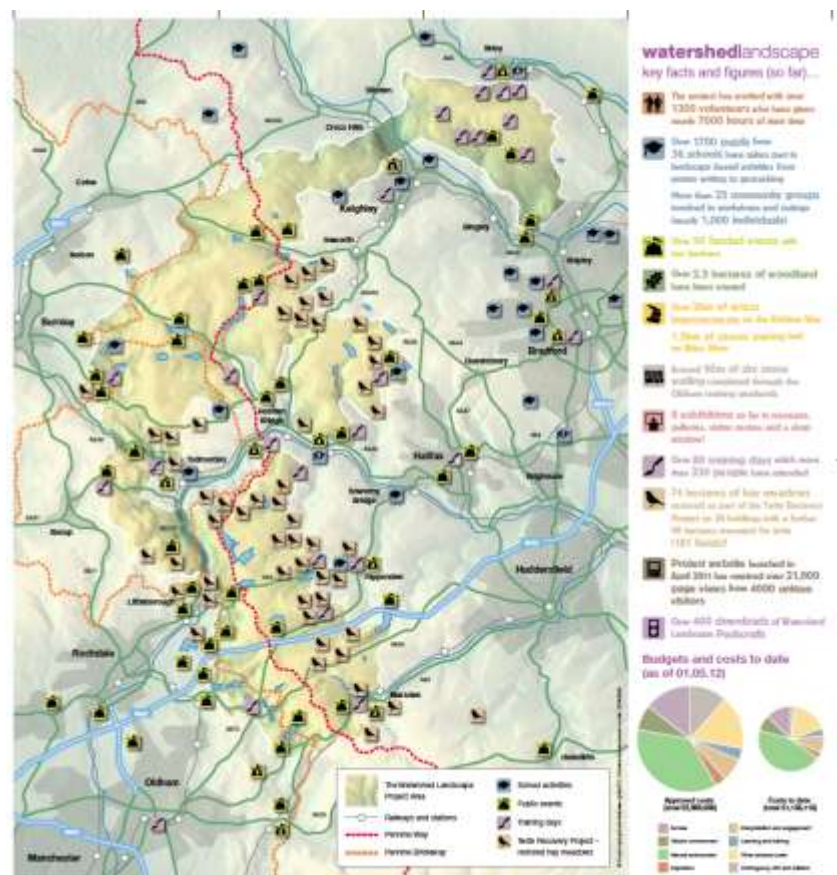
From 4 ~ For the Steering Group and Project Team to follow the actions identified to ensure that the right type of evidence is being collected for Monitoring and Evaluation

From 5 ~ For the project team to look at the key messages and themes from the Audience Analysis and the Strategy for Volunteering, Community Participation and Training and (using the information and prompts from this mid term review) produce an Audience Activity plan for consideration with the Steering Group.

From 6 ~ Using the HLF Legacy guidelines produce a strategy and action plan for consultation and agreement amongst all project partners. This process should be led by the Programme Manager and the IFLI Board to help realise the Legacy ambitions for the LP scheme.

7.2 ~ Impact and recognition

As the Inner Forth LP scheme moves into the latter phase of project delivery thought should be given to drawing the elements of project delivery together so that the LP scheme can begin to communicate successes and demonstrate that it is more than just the sum of the parts. The Watershed Landscape was particularly effective in demonstrating this, using visual maps to show project impact and delivery over what was a large programme area.



Extract from The Story So Far Leaflet

The final element to emerge during the review was the desire to build on the strengths developed during programme delivery to date and seek external recognition through identified award programmes. This would be possible particularly following work to complete the recommendations, bringing all elements of the LP scheme together. Research would be needed within the environment, tourism and heritage sectors to identify the suitable national and international award schemes, allowing applications to be made as part of an overall communications strategy that would begin to deliver a real legacy for what is becoming a successful landscape partnership scheme.

Appendix 1 ~ Inner Forth Landscape Initiative ~ Mid Term Learning Review Case Studies

A 1.3 An Industrious Local Nature Reserve (LNR)

Project Overview:	This project aims to further restore an area which was once the Kinneil Colliery at Bo'ness, into an improved recreational area for people and a haven for wildlife featuring the River Forth foreshore, managed woodland and creation of the largest area of wildflower meadow in the Falkirk Council area.
Project lead and other organisations involved:	Falkirk Council <i>The Friends of Kinneil Foreshore Group</i>
Project Location:	Kinneil Local Nature Reserve, Kinneil Foreshore, Bo'ness near Falkirk NS 987 813
Project dates	June 2014 to March 2018
Financial Summary	<i>Total budget £20K Spend to March 2016 ~ £19K Additional spend in years 3 and 4 of c£20K</i>

Project Outputs

Measure	LCAP	To date	Notes
<i>Area of wildflower meadow created</i>	11	11	
<i>Area of woodland managed</i>	24	2	
<i>Number of volunteers participating</i>	10	16	
<i>Number of volunteers learning about site management</i>	15	16	

Headlines to date

- The excellent coppice regrowth and shrub growth following the woodland management work
- The size of the wildflower meadow will be the largest managed area at 3.6ha within Falkirk
- The landscape partnership scheme has enabled a much larger area to be managed than would have been possible
- An error in coppicing rates from the LCAP came to light early on in project delivery. This issue was raised through reporting and a decision was made at the Steering Group to increase the overall budget in order to meet the identified project outputs. Continuation of the works for the full duration of the LP scheme will involve an additional project spend of £20K

Project Outcome ~ what difference are we trying to achieve?

A more interesting and biodiverse landscape with a fit for purpose system in place to ensure benefits are sustained. Where appropriate, the connectivity, diversity, of selected habitats will be mapped.

What difference has this project made to the landscape?



Coppice area



Wildflower meadow to be cut in September

Lessons learnt ~ hints and tips for others from the project lead

For those LP Schemes and other projects habitat improvements think about:

1. In the development phase work up your project as detailed and as quickly as you can, get things costed and build in 10 to 15% contingency to allow for the time lag to the delivery phase
2. Be bold go for the ideal option and let others cut things back to reflect the balance of the LP Scheme
3. Don't be afraid to take risks and increase level of complexity of the proposed habitat management works
4. Get information out as works are starting, get (local authority) members out to make the most of publicity opportunities
5. Come up with a varied programme to get volunteers engaged and involved. Reward volunteers and recognise their achievements

“Having no complaints about the work undertaken is on success factor. The Kinneil Colliery is publically accessible and accepted by the public who are appreciating the area is a quiet way”

Ian Edwards, Falkirk Council

For the remainder of the project think about?

Obtain four quality before and after fixed point photos, think about possible botanical / invertebrate surveys (using volunteers?) as well as stories from volunteers. Think about a standardised question, what difference has this (volunteering) made to you?

B 3.2 Like the Back of my Hand

Project Overview:	This project aims to promote and raise awareness of the diverse features of natural and cultural heritage around the Inner Forth landscape to residents, visitors and businesses.
Project lead and other organisations involved:	IFLI Communications Officer <i>IFLI staff team, IFLI partners, local organisations and group, arts practitioners</i>
Project Location:	Across the Landscape Partnership Area
Project dates	June 2014 to 2018 (4 years)
Financial Summary	<i>Total budget £77K Spend to March 2016 ~ £21K Expenditure behind target</i>

Project Outputs

Measure	LCAP	To date	Notes
<i>IFLI Launch event</i>	1	1	
<i>2 business focussed events</i>	2	1	
<i>2 community networking events</i>	2	1	50 people at each event
<i>26 heritage guided walks or workshops</i>	26	25	
<i>12 exhibitions, launches or celebrations</i>	12	1	
<i>18 heritage skills taster sessions</i>	18	8	
<i>8 competitions</i>	8	3	
<i>Seeing the landscape in a different way</i>	3	4	
<i>3 volunteer thank you events</i>	3	3	
<i>Stalls at conferences and festivals</i>		22	Additional output not expected
<i>Talks to communities and organisations</i>		28	Additional output not expected
<i>IFLI organised Conferences and Events</i>		4	Additional output not expected
<i>Heritage Skills Trainees</i>		18	Output from the taster sessions

Headlines to date

- The activities carried out through Like the Back of my Hand have reached over 750 members of the Inner Forth local community
- Halfway through delivery the project is building in momentum and we can use this programme to develop events for other IFLI projects that do not have an events or promotion budget
- The launch event in September 2014, offering the chance of a boat trip on the Maid of the Forth for people to see the Forth from a different perspective, was oversubscribed.
- A Wildflower Meadow conference with 100 people attending was run with the papers placed online on the IFLI events page.

- It took a long time to realise the ambitious programme (in the type and content of events) was not set in stone. An initial review of the intended activities came to the conclusion that their delivery would reach existing audiences, not necessarily targeting new audiences
- The Inner Forth Festival has been developed and is promoted to wider audiences, year 2 of the Festival to be repeated in 2016

Project Outcome ~ what difference are we trying to achieve?

More and different types of people and local groups understand, enjoy, value and take action the Inner Forth area in ways they did not at the outset.

What difference has this project made to people?

Comments from event participants have included:

- "Great two days – and not just the weather! We reckon 160 people came to the town hall."
- "Our community clearly enjoyed the event which helped raise the profile of our historic town and raise awareness of our important heritage which featured prominently in our recently completed Community Action Plan."
- "Thanks for organizing the Bo'ness workshop with Darren. I thoroughly enjoyed it and amazed myself painting outside in the weather! The cold gave urgency to painting. I have even done a wee sketch from Loch Vennacher on our way home from Crianlarich"

Lessons learnt ~ hints and tips for others from the project lead

For those LP Schemes and other projects raising environmental awareness think about:

1. Get a communications specialist working in the development year to help develop activities that are going to reach the new intended audiences.
2. Think about outputs correct at the time of development. For IFLI, as well as the number of events, estimates for reaching the number of people could have been made.
3. Have fewer events to start off with and build up from a smaller starting point.
4. What are the numbers of unique people that the landscape partnership scheme have worked with and reached? Need to build up a database from the records of event bookings as well as including the volunteers and trainees.

"Take advantage of what is your local area; use your resources and contacts that have been built up over the course of programme delivery."

Sue Walker, IFLI Communications Officer

For the remainder of the project think about?

Collecting information from participants that can contribute to demonstrate the project outcome

D 1.4 Training Tomorrow's Talent

Project Overview:	This project aims to create paid training opportunities for unemployed people and students from the Inner Forth area, in the heritage / environment sector. This will help to create a pool of local people with skills and work experience in the heritage sector, and help to raise the profile of the environment and heritage sector as a potential career opportunity.
Project lead and other organisations involved:	Year 1 (pilot): Clackmannanshire Council's Employment Training Unit Years 2 – 4: IFLI team <i>Clackmannanshire Council, the IFLI Team, RSPB, Scottish Wildlife Trust, Stirling Council and The Conservation Volunteers have hosted trainees</i>
Project Location:	Across the Landscape Partnership Area
Project dates	June 2014 to March 2018
Financial Summary	<i>Total budget £200K Spend to March 2016 ~ £127K Expenditure on target</i>

Project Outputs

Measure	LCAP	Revised	To date	Notes
<i>Employment and Training opportunities</i>	11	11	11	
<i>Research bursaries</i>	24	6	2	In partnership with Stirling University
<i>In depth training placements</i>	2	5	4	18 month in depth training placements for unemployed, IFLI led

Headlines to date

- The work placements have given the opportunity for trainees to enhance their c.v's. 8 of the 9 trainees from year one have stated that they had secured or hoped to go on to secure full time employment in the green/ environmental sector
- Information collected from the trainees shows that they have moved on to work with organisations such as Scottish Natural Heritage, RSPB, The Conservation Volunteers, Scottish Wildlife Trust and Stirling Council
- Research bursaries are in partnership with Stirling University through the History and Politics department with students undertaking a Masters degree in Heritage Environmental Management
- One bursary is adding to the historic research debate at Kennet Pans (A5.3). A second bursary will compare (and share) the success factors of the natural heritage and cultural heritage groups.
- The trainee posts based at IFLI have contributed enormously to the team. 3 more trainees are planned

Project Outcome ~ what difference are we trying to achieve?

Participants have increased their skills and are motivated to find work in the heritage / land based sectors. There is an increase in the number of people gaining employment in the environmental, heritage and landbased sector

What difference has this project made to people?

Comments from trainees have included:

- "I have known for many years that I wanted to pursue a career in conservation. This placement has greatly encouraged me to continue down this career path."
- "My ... Coastal Communities position definitely contributed to me getting this new post and I believe together, they will help me secure a more permanent position in the conservation/environmental sector in the new year."
- "I would recommend this training post to others, I am in a better position to find work as a ranger/reserve management/public engagement"

Lessons learnt ~ hints and tips for others from the project lead

For those LP Schemes and other projects raising environmental awareness think about:

1. Offering longer placements
2. Advertising posts in the summer and Januarys to coincide with the end of the academic year and to pick up on seasonal posts
3. Differentiate between the jobs on offer and make them distinctive
4. Try and get more partners signed up to host and work shadow. Build opportunities to network
5. For any host organisation it is important to offer real work experience with the capacity to support the trainees

"It has been good to have a choice in the use of the training budget, this has allowed things to develop in an organic way. Have a handover from one trainee to the next to help transfer of knowledge and continuity. Could we network with other LP/RSPB trainees?"

Adam Ross, IFLI Wildlife Recording Assistant

For the remainder of the project think about?

Continue to collect stories from participants about employment gained from training. Think about including a standardised question, what difference has this (training) made to you?

Appendix 2 ~ Project Risk Summary ~ February 2016

Programme A ~ Conserving and restoring built and natural features

Ref	Project Name	Lead Partner
A1: Habitat stepping stones in an industrial landscape		
A1.1	Bings for Wildlife	Buglife
A1.2	Glorious Green Roofs	Buglife
A1.3	An Industrious LNR	Falkirk Council
A1.4	Grangepans Meadow	Buglife
A2: Managing and restoring designed landscapes		
A2.1	Kinneil Estate Woodland Reborn	Central Scotland Green Network Trust
A2.2	An Orchard at The Pineapple	National Trust for Scotland
A2.3	Valleyfield Estate Community Orchard	West Fife Woodlands
A2.4	A Fruitful Landscape	Central Scotland Green Network Trust
A3: Inner Forth wetland network		
A3.1	Black Devon Wetlands	RSPB Scotland
A3.2	Bothkennar Pools	Falkirk Council
A3.3	Cambus Pools	Scottish Wildlife Trust
A3.4	Kinneil Lagoons – Boost the Roost	RSPB Scotland
A3.5	Polmaise Lagoons – Wetlands	Stirling Council
A3.6	Skinflats Saline Lagoons	RSPB Scotland
A3.7	Wetter Moss!	Butterfly Conservation
A4: Woodland networks and wildlife corridors		
A4.1	Coastal Clacks Woodland Network	Central Scotland Green Network Trust
A4.2	Falkirk Woodland Network	Central Scotland Green Network Trust
A4.3	Wildlife Connections	RSPB Scotland
A5: Safeguarding and securing historic features		
A5.1	Charlestown Limekilns	Historic Environment Scotland
A5.2	The View from Clackmannan Tower	Historic Environment Scotland
A5.3	A Wee Dram at Kennetpans	Historic Environment Scotland
A5.4	Kinneil Estate Church	Falkirk Community Trust

Programme B ~ Increasing community participation in local heritage

Ref	Project Name	Lead Partner
B1: Conservation volunteering		
B1.1	Conservation Volunteering around the Forth	RSPB Scotland
B2: Reaching back, forth and into the future		
B2.1	Cambuskenneth Watergate and Harbour	Stirling Council
B2.2	A Tale of Two Estates	Clackmannanshire Field Studies Society
B2.3	Forth Crossings	IFLI
B2.4	The hidden remains of Higgins Neuk	The SCAPE Trust
B2.5	Memories of Mining	IFLI
B2.6	Forth Wildlife Counts	IFLI

Ref	Project Name	Lead Partner
B3: Outreach and events		
B3.1	Action for Nature	Central Scotland Green Network Trust
B3.2	Like the Back of My Hand	IFLI

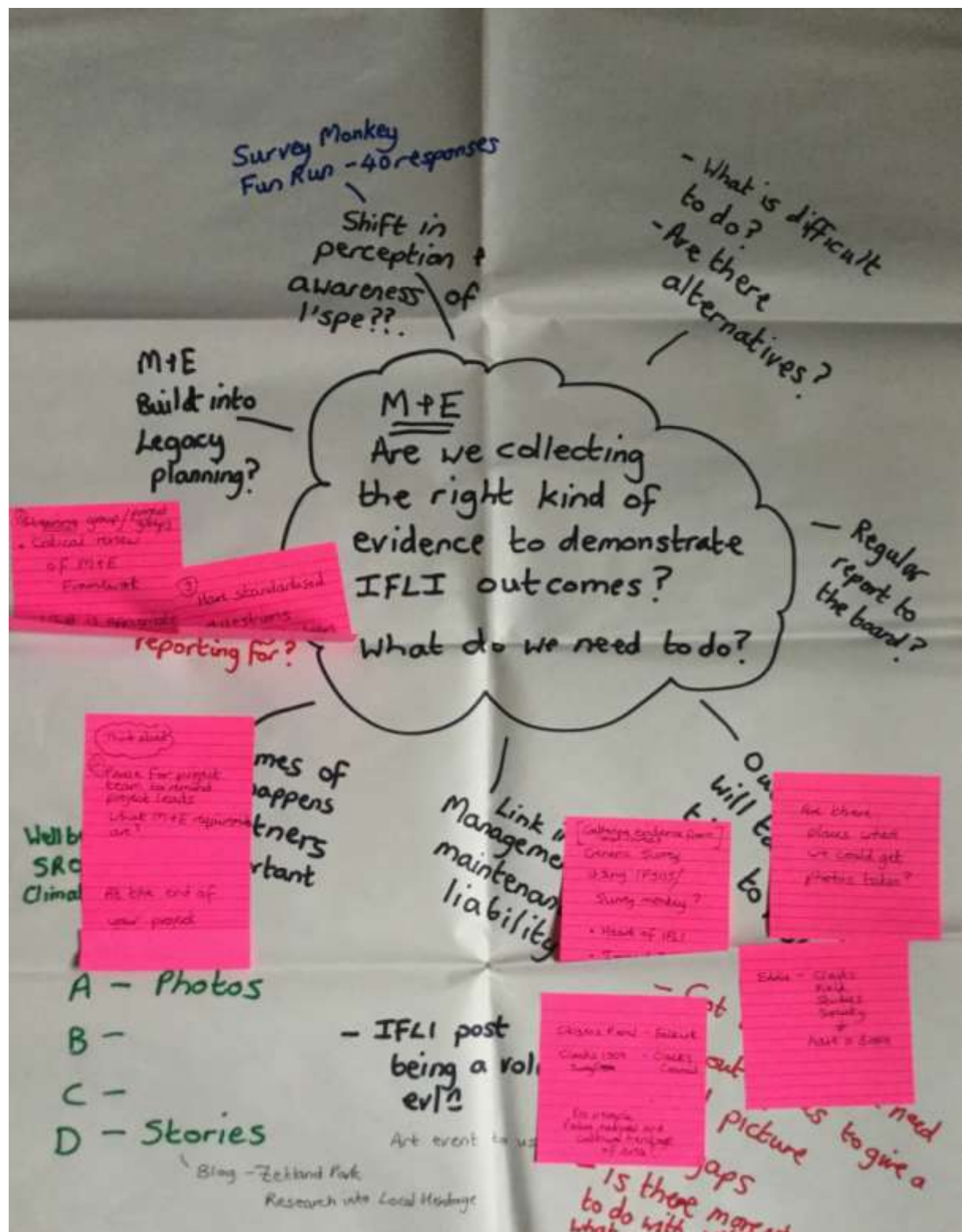
Programme C ~ Increasing access to and learning about the landscape / heritage

Ref	Project Name	Lead Partner
C1: Improving access		
C1.1	A Walk to the Wetlands	Central Scotland Green Network Trust
C1.2	Black Devon Wetland Trail	RSPB Scotland
C1.3	Cambus Whisky and Wetland Wander	Central Scotland Green Network Trust
C1.4	Clackmannan & Alloa Park Access Improvements	Central Scotland Green Network Trust
C1.5	From the Foreshore to Kinneil	Falkirk Council
C1.6	Inner Forth Inches Trail	Central Scotland Green Network Trust
C1.7	Kinneil Estate Woodland Wanders	Central Scotland Green Network Trust
C1.8	Linking Stirling's Eastern Villages (Fallin & Throsk)	Stirling Council
C1.9	NCN76 – The Missing Link at Manor Powis	Stirling Council
C1.10	Polmaise Lagoons - Boardwalk	Stirling Council
C1.11	Views into the past & present at Polmont Woods	Falkirk Council
	<i>Access to the Bing</i>	<i>Central Scotland Green Network Trust</i>
C2: Active communities		
C2.1	An Active Landscape	IFLI
C3: Telling the story of the landscape		
C3.1	Telling the Inner Forth Story	IFLI
C4: A learning landscape		
C4.1	Future Tides	RSPB
C4.2	Polmaise Lagoons – Education Facilities	Stirling Council

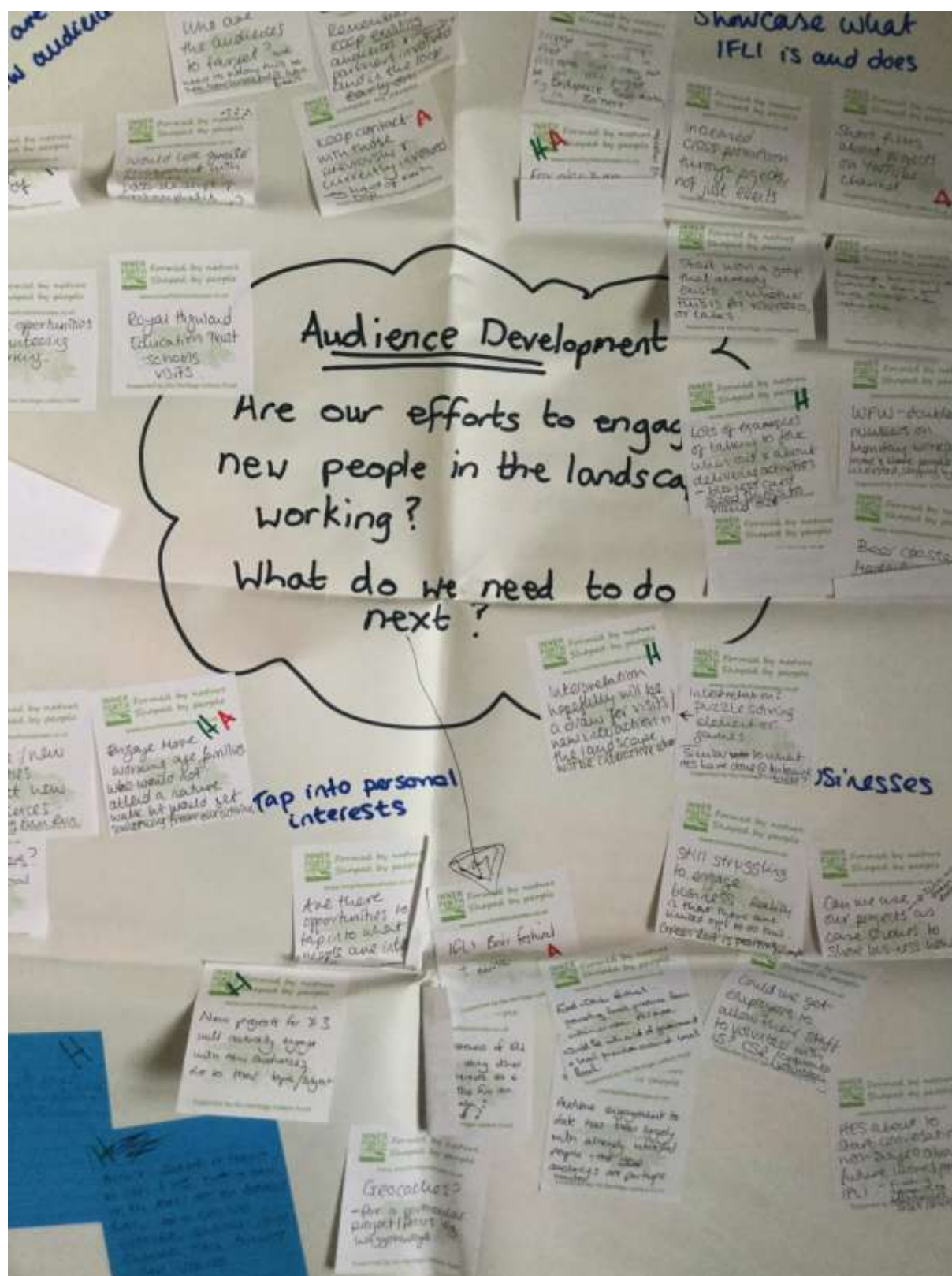
Programme D ~ Increasing training opportunities in local heritage

Ref	Project Name	Lead Partner
D1: Developing our skills		
D1.1	Blair Castle Heritage Skills	Link Group Ltd
D1.2	Landscape Management Trainees	IFLI
D1.3	Drystone Dyke Apprenticeships	Falkirk Council
D1.4	Training Tomorrow's Talent	Y1 Clackmannanshire Council, Y2-4 IFIL
D1.5	Conservation Masonry Skills Training	Historic Environment Scotland
D1.6	Researching our Local Heritage	IFLI

Monitoring and evaluation



Audience Development



Legacy

