

Land of the Fanns

Interim Evaluation

May 2020

Resources
FOR CHANGE

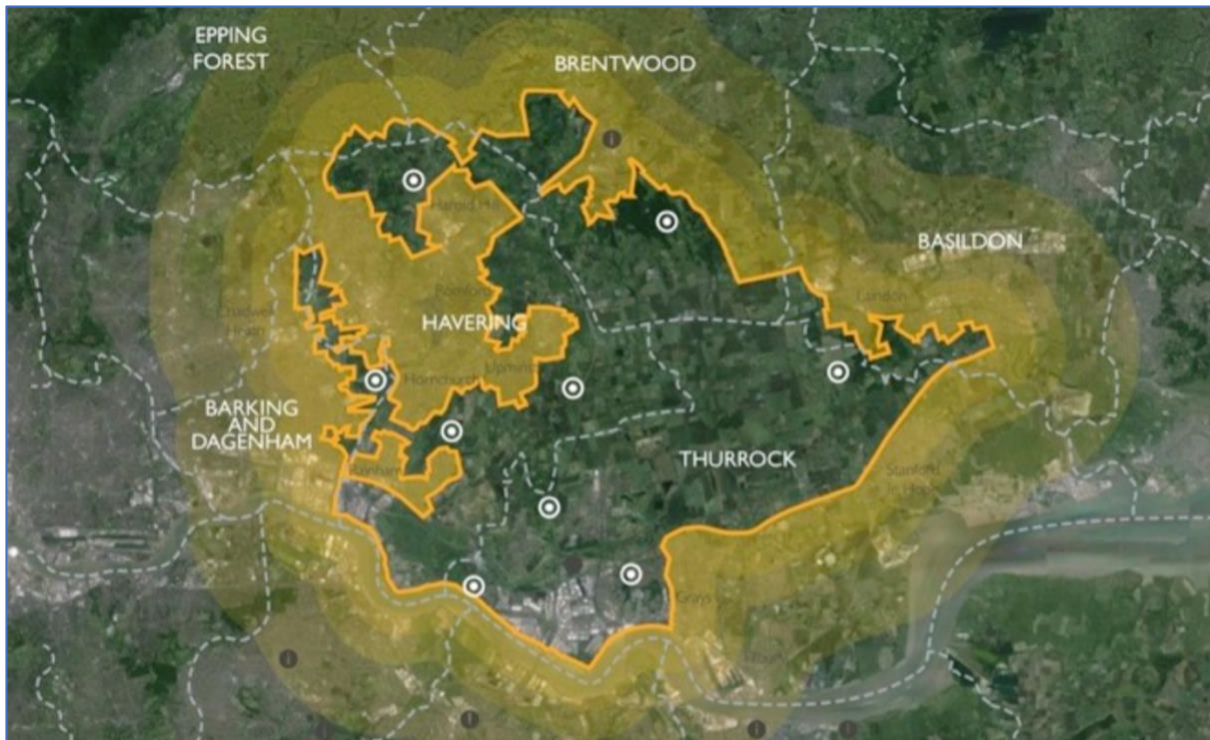


ORSETT FEN

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Cover photo: Stephen Green, 'Towards Orsett Fen'. Winner of Land of the Fanns drawing competition, 17th December 2019

Introduction



Land of the Fanns (LotF) is a £2.4million Landscape Partnership Scheme being delivered over five years from April 2017 until March 2022. The Scheme is located partly in East London and partly in South Essex, encompassing four local authority areas across 70 square miles.

Landscape scale working in the area was first initiated in 1990 when Thames Chase Community Forest was established. The Thames Chase Trust was set up in 2006 and has taken charge of the Community Forest project since Central Government support for Community Forestry ceased. The Land of the Fann expands the Thames Chase Community Forest area southwards to include the Thames shoreline from Rainham to Grays, eastwards to Langdon Hills Country Park and north to the Weald Country Park and Bedfords Park.

Originally conceived as an expansion of the Thames Chase Delivery Group comprised of local authorities, the Trust and Forestry England, the Land of the Fanns is led by a partnership comprised of the following:

- Thames Chase Trust (lead)
- London Borough of Havering (accountable body)
- London Borough of Barking and Dagenham
- Thurrock Council
- Brentwood Borough Council
- Essex County Council
- Forestry England
- Thames 21

- Thames Estuary Partnership

The vision for the Scheme is to ‘restore and reconnect the natural and historic landscape within the area, whilst building understanding and attachment among local people to enjoy and celebrate its special character’. This vision is supported by six strategic objectives focussed on the following:

1. Restoration and Connection
2. Access (physical and intellectual)
3. Information
4. Experience by taking part
5. Enjoyment of the landscape
6. Partnership Working

These objectives underpin four delivery programmes that provide cohesion to the 27 individual projects that make up the Scheme:

1. Restoring and Reconnecting the Land of the Fanns
2. Understanding the Land of the Fanns
3. Attachment to the Land of the Fanns
4. Enjoying the Land of the Fanns

In 2018, LotF appointed Resources for Change (R4C) www.r4c.org.uk to act as the independent evaluators of the Scheme to both meet the requirements of the National Lottery Heritage Fund, and to help the partnership reflect upon and learn from delivery activities across the landscape. This mid-term review forms part of this evaluation process, coming halfway through the delivery phase and providing a chance for a formative review of progress.

This report contains an overview of progress towards both the project outputs and outcomes, suggesting what the final programme impact might be. It integrates analysis at Scheme and Project level, offering reflections based on the data and stakeholder consultation to inform recommendations for delivery during the second half of the Scheme.

The Monitoring and Evaluation Framework for Land of the Fanns is based on an aggregation of intended outputs and outcomes from each project as outlined in the Landscape Conservation Action Plan (LCAP) Part 2: Project Plan Manual. This framework is included in Appendix 1.

Outputs

This section tells the story of Land of the Fanns so far through its measurable outputs, highlighting progress at both Scheme level and Project level. This two-tiered approach allows for reflection regarding what is going well and what could be better from both a top down (Scheme) and bottom up (Project) perspective. These two viewpoints allow lessons to be drawn for the benefit of the Strategic board and delivery team (Scheme) and individual project leads (Projects).

The analysis of outputs so far drew data from the following sources, covering information from the project start until mid-October 2019:

- Engagement with the Delivery Team, recording verbal updates on the project's activities
- Heritage Fund reports
- Data recorded by the team e.g. on volunteer time and participant numbers

It has taken some time and effort to marry up the disparate sources to provide an accurate picture of performance so far. It is possible that some outputs have not been captured and that some may be double counted, but overall the analysis bears scrutiny.

Scheme Level

Scheme Headlines

Volunteering

- 661 volunteer days valued at £117,092, representing 64% of target
- Volunteer time has increased between Years 2 and 3. Year 1 was abnormally high due to backdated reporting which has skewed the results
- Value of volunteer time appears to have decreased, though this is due to recalculated lower values of volunteer time required by Heritage Fund

Participation

- 2,708 participants
- 40% from just 5 events (travelling archaeology, Bioblitz and Apple Day)
- 60% aged over 55
- Overwhelming majority from Havering

Training

- 199 people have undergone formal training
- 1,758 people have participated in informal training

In order to obtain a picture of Scheme level outputs, we have produced headline figures for the number of volunteers (and the value of their contributions), the number of participants and their background (where available), and the training outputs of the project. The data is taken to the end of

October 2019. There are three main sources for this information: the project’s volunteer time spreadsheet, the project’s participant numbers spreadsheet and the monitoring and evaluation framework updated by the evaluators through conversations with the team. The sources do not always agree but we are confident that the numbers presented here are a fair reflection of the project’s achievements to date.

There is no overarching set of targets or desired outputs for Land of the Fanns other than those implied within the LCAP, which makes it harder than it should be to establish how well the overall Scheme is doing. Developing an agreed Scheme wide set of output targets based on the Scheme objectives, informed by project level targets within the LCAP and testing these with partners is likely to help make the strategic picture much clearer during the second half of the Scheme. Reviewing project level targets within such a scheme wide framework could also enable greater flexibility at project level. For example, staff and cash resources allocated to underperforming projects could be rationalised to support fewer, more successful projects whilst still delivering overarching targets. Moving away from a commitment to deliver 27 individual projects towards a more streamlined approach of expanding successes whilst dropping lower performing projects could help alleviate pressure on the core team.

Recommendation 1: Develop a scheme wide set of output targets that respond to the Scheme objectives in the LCAP and test this with stakeholders.

Recommendation 2: Review project output delivery to date against the revised scheme wide output targets to inform a project rationalisation exercise.

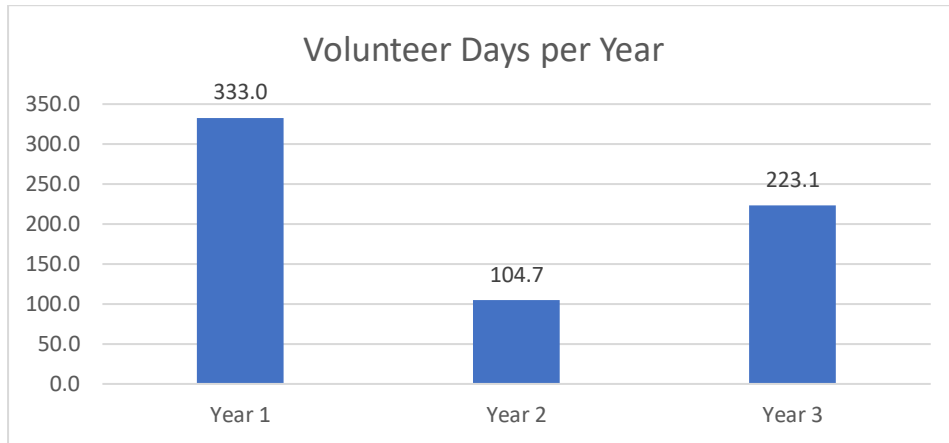
Volunteers

The project has been successful in engaging a good number of volunteers who have contributed a significant number of volunteer days and consequent in-kind value to the project activities. The figures are from 1st January 2017 to 15th October 2019.

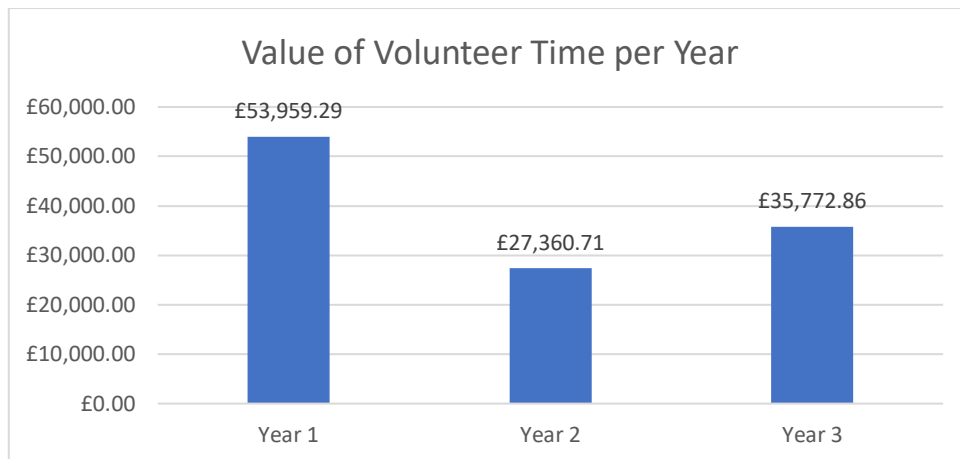
Total number of volunteers	Total number of volunteer days	Total value
674	661	£ 117,092
Scheme Target (2017-22)	1,098	£ 181,500

The project records the professional, skilled and unskilled volunteer time by hours, using the approved Heritage Fund values for each to calculate the overall in-kind contribution to the project¹. The project is on course to achieve the overall target for volunteer days and in-kind value, (currently on 64%) but the value of the contribution appears to have declined since year one. This is due to an administrative exercise requested by the Heritage Fund to backdate upfront volunteer time and re-evaluate based on correct rates. All volunteer time in the LCAP had been calculated as skilled or professional, however many of the tasks have been deemed unskilled (e.g. habitat management works). Another reason is likely to be due to the Land of Fanns book project (B1.1) which saw a significant upfront contribution from professional historian Sue Smith.

¹ Heritage Fund volunteer rates. Unskilled: £50, Skilled: £150, Professional: £350



There is a corresponding drop in the average value per volunteer, however this is an upward trajectory from year two:



Participants

Participants are defined as those who are directly engaging in project activities, though not responsible for its delivery. They are beneficiaries of the scheme. There are records for participant numbers starting from January 2017 to September 2019.

Total number of participants	Target
2,708	Unclear

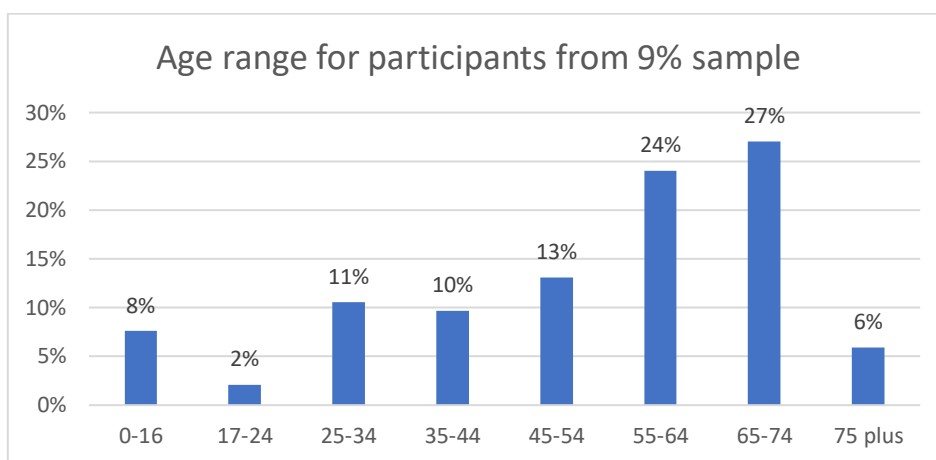
Participant numbers vary widely according to the type of activity or event, as you would expect:

Highest five events / activities	No. of participants
Travelling Arch Exhibitions (three events)	739
Bioblitz at Thames Chase	255
Apple Weekend	102
Total (five events)	1,096

These five events accounts for 40% of all participant numbers. The lowest number of participants for events and activities are as follows:

Lowest five events / activities	No. of participants
River Rom clean-up	3
Drawing workshop – Chafford Gorges	3
Bat walk, Ockendon	2
Guided walk, Langdon Hills	2
LotF 100: Davy Down to RSPB Rainham Marshes	1
Total (five events)	11

There is little consistent demographic data so we cannot show the mix of genders or ethnicities. This makes it very difficult to ascertain the reach of the Scheme in relation to the six target audiences² outlined in the LCAP. There is some data for age ranges covering c.9% of the participants which shows the following distribution:



Given the partial nature of the data it is unwise to draw firm conclusions, but there is a clear weighting towards the older age bracket. Nearly 60% of the participants in the sample are aged over 55. This looks fairly typical when compared to other projects we have evaluated.

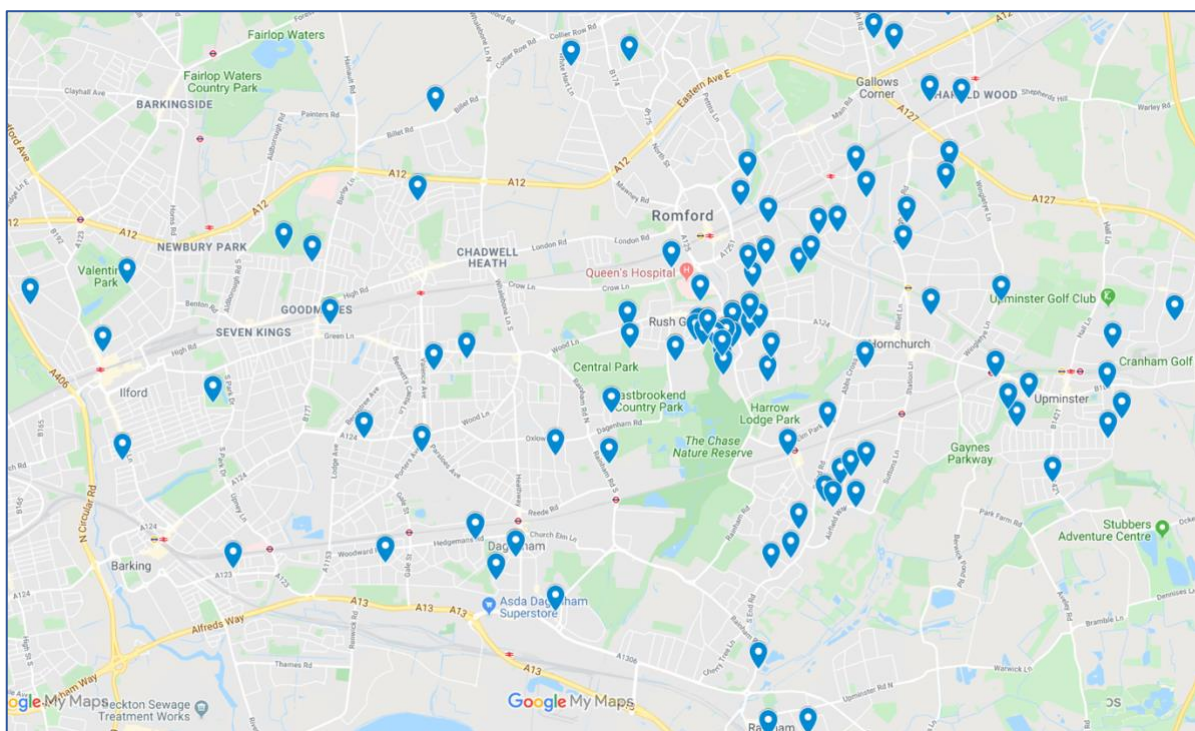
In order to strengthen the evaluation process in relation to Scheme target audiences, a more consistent approach towards collecting socio-demographic data is needed. Data capture should encompass gender, age, ethnicity, postcode, disabilities and working status to ensure success can be measured.

Recommendation 3: Ensure that socio-economic questions are consistent across all data capture forms including age, gender, ethnicity, postcode, disability and working status so that measurement against LCAP target audiences can be undertaken.

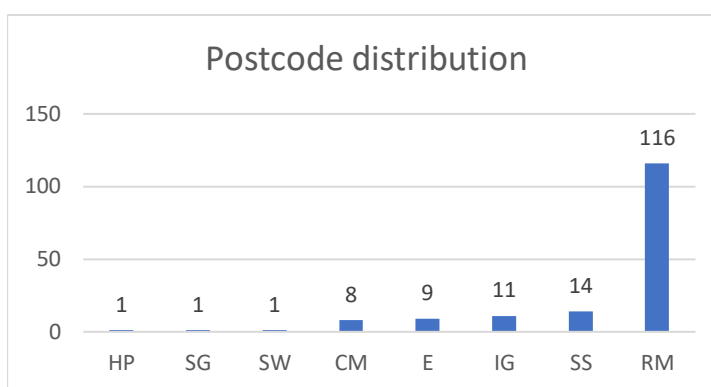
² New BAME residents; local residents living in deprived areas; white working class residents; schools; children, young people and families; elderly people and those with disabilities

In terms of where participants within the 9% sample come from, the first map below shows the distribution of postcodes across the area. This covers about 35 miles from west to east and 15 miles north to south. The vast majority of postcodes are in and around the 'envelope' bounded by the A13, the M25, the A406 and the A12. This area is shown on the second map below. There were no postcodes from south of the river within this sample.

The second map below shows the concentration of postcodes in and around the 'envelope' described above. 88 (55%) of the participants gave a postcode in this area with a particular concentration to the north and east of the Chase Nature Reserve. The table shows the number and percentage as a whole of the postcodes; the graph shows the distribution.



Postcode	Number	%
HP	1	0.6%
SG	1	0.6%
SW	1	0.6%
CM	8	5.0%
E	9	5.6%
IG	11	6.8%
SS	14	8.7%
RM	116	72.0%



Whilst a small sample of the overall number of participants, the data indicates that participation is concentrated within Havering. Engagement from the public in Barking and Dagenham, Thurrock and Brentwood are relatively weak, suggesting that the benefits of the Scheme are being unevenly felt. As the benefits of landscape scale working for the public is unclear outside of Havering, this represents a potential risk for project legacy and future cases for support from those areas. Efforts to readdress this should be considered as part of the project reviews for the second half of Scheme delivery.

Recommendation 4: Ensure that project geography is taken into account when undertaking the project review and rationalisation exercise. This should include a review of place-based engagement activities undertaken by the two Engagement Officers so that the public in less engaged parts of the landscape have the chance to become involved.

Training

The Scheme has training targets within projects A4.1: Environmental Training, B5.1: Built and Cultural Heritage Training, C3.1 Landscape Champions of Tomorrow and C3.2 Apprenticeships. Training outputs are also evident in other parts of the project, for example where volunteers learn skills and knowledge to help them record features in Landscape Character Areas, or volunteers and participants learning about the landscape on guided walks.

The data for training is not entirely clear, so we have estimated the number of people who have undergone formal training (for which there are targets at project level) or who have developed skills less formally as participants or volunteers (where there are not training targets) as shown in the following two tables.

Project theme – formal training	Target	Number to date
A 4.1: Environmental Training	450	116
B 5.1: Built and Cultural Heritage Training	200	83
C 3.1 Landscape Champions of Tomorrow	285	-
C 3.2 LotF Apprenticeships	2	2 (one has left and been replaced)
Totals	937	201

Project theme – informal training	Number to date
D 1.1: Guided Walks	403
Heritage talks by DB and AW	386
Guided Walks (these occur under a number of activities)	363
B 2.2 Community Mapping	167
A 2.4 Bioblitz (x4)	439
Totals	1,758

Taken together, the number of participants and volunteers who have formally or informally improved their skills and knowledge is **1,959**. Nearly 90% of these outputs are from informal learning.

The formal training targets are derived from assumptions made when the LCAP was written regarding what courses would appeal and be needed. Now that the Scheme is halfway through delivery, it may be worth establishing scheme wide targets for training instead of separate, fixed project targets with particular courses in mind. This would enable a more flexible approach towards training in response to need and demand, potentially streamlining training planning and delivery.

Recommendation 5: Review all formal training targets with a view towards a Scheme wide approach that allows more flexibility in response to need and demand. Rationalising the training elements of the Scheme could yield benefits in terms of reduced management time and streamlined promotion of training opportunities.

Project Level

The tables below summarise the targets and delivered outputs with commentary on progress against those targets across all 27 projects within the Scheme. These are based on the Monitoring and Evaluation Framework which summarises the content of the LCAP Part 2 and is structured according to the four delivery programmes and sub themes.

A RAG rating colour coding system is used to indicate whether a target has been met (**GREEN**), is in progress and therefore likely to be met by the end of the Scheme (**YELLOW**) or is unlikely to be met (**RED**).

Overall the projects are performing well, meeting or exceeding most of the targets and on course to meet the majority of targets set for each project by the end of the scheme.

The projects are extensive in their ambition and geographical reach, covering a range of diverse local authority areas and settlement types, with a similarly diverse range of partners. This is a challenging context in which to successfully deliver so much work and it is to the credit of the team that they are making good overall progress.

The interim evaluation typically marks a watershed moment for projects as they more formally reflect upon the realities of delivering plans developed some years previously. As such, the delivery team and delivery partners are in a good position to build on the success so far and to refocus its energies on those areas that will deliver the best chance of a stronger, more sustainable future for the Land of the Fanns 'brand'.

In summary, what are the most important activities to pursue for the remainder of the project which will deliver the best outcomes in line with the project's vision? With this question in mind, evaluator reflections on delivery against the target outputs are made in relation to each of the sub themes, helping to inform key recommendations.

Delivery Programme A: Restoring and Reconnecting

A1 Landscape Management			
A1.1 Landscape Management Plan: 'From Local to Landscape'			
Output	Target	Actual	Commentary
Participating landowners	10	10	10 via Farming and Wildlife Advisory Group (FWAG) signed up to Countryside Stewardship Facilitation Fund, though this was unsuccessful.
Countryside Stewardship agreements	5	0	Recommend a strategy to deliver all Scheme CSAs, dropping those not possible could be helpful.
Landscape Management Plan	1	0	An LMP review is in place
Business support	20	0	At planning stage
Training and Knowledge sharing events	5	0	Expected in 2020

Social Enterprises	3	0	Under review. Recommend reviewing this target.
Volunteer days	22.5	0	Expected from 2020.
A1.2 Community Tree Nursery			
Output	Target	Actual	Commentary
Business Plan	1	1	Funding from GLA secured. Viability options indicate expansion of existing Thames Chase nursery most viable.
Tree nursery established	1	1	Tree nursery supervisor recruited
Tree nursery maintained	1	0	In progress
Tree nursery supporting legacy	1	0	In progress
Volunteer days	286	0	Potential to build on existing Thames Chase volunteer activities

Within Landscape Management (A1), a key issue appears to relate to the securing of Countryside Stewardship agreements. These are intended to secure long term resourcing to support the developing Landscape Management Plan, which is a landscape-focussed document that would act as a strategic umbrella for the various site-focussed management plans across the landscape. This work depends on the ability of the Land of the Fanns Delivery Team to successfully facilitate dialogue between farmers, landowners and Natural England and confirm compliant management arrangements within the framework of the Landscape Management Plan. Unfortunately, a consortium of 10 landowners supported by FWAG and the Delivery Team were unsuccessful in securing a Countryside Stewardship Facilitation Fund grant that would have supported this process.

A new strategy is therefore needed taking into account the emerging Landscape Management Plan and what can realistically be achieved based on the current position. This could form part of the scope of works for the Landscape Management Plan, if this has not yet been contracted. This should respond to the Environment Working Group view that the farming community is a key audience for supporting legacy and should consider other 'nudges' that could encourage new management regimes in favour of a landscape-scale approach. There are aspirations to secure a total of 12 Countryside Stewardship agreements across other complementary projects and so taking a Scheme wide rather than individual project-based approach is likely to be beneficial.

Recommendation 6: Develop a strategy for delivering all 12 Countryside Stewardship Agreements, which could involve dropping those no longer possible to focus time on those that are. Additional, complementary 'nudges' such as training and support should also be explored as part of the strategy. The strategy could form part of the scope of works for the Landscape Management Plan.

A second issue appears to relate to the aspiration for 3 social enterprises as a result of the Landscape Management Plan. The assumptions behind this intended output were that landscape-based enterprises such as woodland products, biofuel or animal products could result from new management regimes. It may be that this target for social enterprises is too specific and would be better reframed as a desirable, measurable economic by product of a site management plan. This could be expressed in cash terms if forecasted within a management plan.

Recommendation 7: Review the target to realise 3 social enterprises, potentially reframing this in broader terms to reflect the underlying objective for economic benefits from new landscape management approaches.

A2		Habitats and Species		
A2.1		Woodland, Grassland and Hedgerows		
Output	Target	Actual	Commentary	
Woodland restored/managed (ha)	20	?	800 trees planted at Davy Down 2018, Woodland thinning at Pages Wood 2018. Good progress, though recommend recording area restored/managed data.	
Grassland restored/managed (ha)	40	47	Solar pumps at Wennington Marsh benefiting 47ha of wet grassland. Also grazing scheme at Thorndon (unquantified). Recommend recording area restored/managed data.	
Hedgerow restored/managed (km)	10	0.25	250m at Havering Country Park. Recommend reviewing ambitious target.	
Volunteer days	115	107.8	Via Thames Chase Conservation Volunteers.	
Countryside Stewardship agreements	3	0	Recommend a strategy to deliver all Scheme CSAs, dropping those not possible could be helpful.	
A2.2		Low Nutrient Habitats		
Output	Target	Actual	Commentary	
Low nutrient habitat restored/managed (ha)	10	?	LEHART commissioned to survey and develop plan at Tyler's Common. Recommend recording area restored/managed data.	
Volunteer days	25	0	In progress.	
Countryside Stewardship agreement	1	0	Potentially through LB Havering. Recommend a strategy to deliver all Scheme CSAs, dropping those not possible could be helpful.	
A2.3		Rediscovering the Lost Fens		
Output	Target	Actual	Commentary	
Connections between hubs and Fanns identified and made accessible	1	1	Mardyke Way interpretation board with Community Action Fund project installed Sept 2019. Also planning with Ingrebourne and Rainham Marshes.	
Fen feature restored	1	0	In progress.	
Volunteer days	20	0	In progress	
Countryside Stewardship agreement	1	0	Working with RSPB who will renew existing agreements. Recommend a	

			strategy to deliver all Scheme CSAs, dropping those not possible could be helpful.
A2.4	Micro Landscapes		
Output	Target	Actual	Commentary
Brownfield sites restored/managed (ha)	5	?	Working with Buglife, Land Trust and EWT at Oliver Road Lagoons. Recommend recording area restored/managed data.
Volunteer days	12.5	22.5	Bioblitz at Thames Chase 2018 & 2019
Participants	100	343	Bioblitz at Thames Chase 2018 & 2019 Bioblitz at Davy Down 2019

Across the Habitats and Species (A2) projects, delivery of intended outputs is on track in all areas except for the securing of Countryside Stewardship agreements. This issue has been picked up earlier (Recommendation 6). The main issues relate to the consistency of data collection and whether some targets are overly ambitious.

In terms of data collection, little of the information made available relates to the targets which are expressed in hectares. Either the data should be collected on the basis of the target measurement, or if this is deemed impractical, the targets should be reframed using a different measurement. At this halfway point, it would be worth undertaking a review of measurement units required to measure performance against targets. This will help clarify the desired data format for collection purposes or aid the selection of alternative means of measurement that better fit the data that can be collected.

Recommendation 8: Review the data required to measure progress against targets to ensure that existing data capture methods are suitable. Where this is not effective or accurate, explore alternative means and units of measurement that better fit project realities.

In terms of ambitious targets, the 10km target for hedgerows appears unrealistic in relation to the resources available. We would suggest this target is reviewed in light of future plans for hedgerow restoration and management across the Land of the Fanns. A good target should be ambitious, though does need to be realistic.

Recommendation 9: Review the target for the length of hedgerows restored or managed.

A3	Connections and Links		
A3.1	River Catchments		
Output	Target	Actual	Commentary
Strategic interventions per river	3	2	River Rom 2019 (1.5km) River Ingrebourne (winter 2019/20) River Mardyke (in planning)
River restoration work delivered (km)	6	1.5	River Rom
Volunteer days	30	79	Various river activities 2018 & 2019

Countryside Stewardship agreements	3	0	Unlikely to due land ownership issues. Recommend a strategy to deliver all Scheme CSAs, dropping those not possible could be helpful.
A3.2 Connecting Historic Landscapes			
Output	Target	Actual	Commentary
Historic Landscape plans	2	0	In planning with Essex Wildlife Trust at Warley and Essex County Council (Explore Essex) at Thorndon & Weald
New/upgraded trails and access (km)	3	0	In planning with Essex County Council (Explore Essex) at Thorndon & Weald
Volunteer days	70	0	In planning with Essex Wildlife Trust at Warley and Essex County Council (Explore Essex) at Thorndon & Weald
A3.3 (ADDITIONAL PROJECT) Natural Flood Management			
Output	Target	Actual	Commentary
			Additional EA-funded project with Thames 21. Built 11 leaky dams so far. Recommend identifying intended outputs and outcomes for monitoring purposes and also to help inform future projects.

For the Connections and Links (A3) projects, the River Catchments work is performing very well at the halfway point, particularly in relation to volunteer days which is more than double the Scheme target. The establishment of a spin off project around Natural Flood Management is testament to the demand and support that the project has garnered. The only area of concern is the Countryside Stewardship agreement which are unlikely to be feasible due to land ownership issues. This has been picked up in a previous recommendation (6).

Whilst there has been little tangible progress with the Connecting Historic Landscapes project, the ongoing dialogue with Essex County Council and Essex Wildlife Trust has been noted. There were significant issues at Thurrock Council regarding the project being delivered at Belhus. Now the team will be working with Essex County Council (Explore Essex) at Weald and Thorndon, with an additional site at Warley Place to support development of a new site management plan.

A4	Environment Training		
A4.1	Environment Skills and Training		
Output	Target	Actual	Commentary
Introduction to landscape courses	20	1,688	c.1,688 participants in activities explicitly or implicitly training. Recommend reviewing all training targets in favour of more flexible high-level targets more responsive to need and demand.
Introduction to landscape trainees	200		
Understanding/recording Natural Heritage courses	20		
Understanding/recording Natural Heritage trainees	100		
Management of Natural Heritage courses	10		

Management of Natural Heritage trainees	50		
Natural Heritage Skills courses	10		
Natural Heritage Skills trainees	50		
Creative skills courses	10		
Creative skills trainees	50		
Volunteer days	7		

For Environment Training (A4), the difficulty in relating delivery records to specific targets despite overall performance exceeding expectations implies an issue with the original target structure. This applies across all training projects and informs our earlier recommendation (5) to review these targets and adopt scheme level ones. This would allow for more flexibility in response to training need and demand.

Delivery Programme B: Understanding

B1	Land of the Fanns Narrative		
B1.1	Land of the Fanns book		
Output	Target	Actual	Commentary
Synopsis document in year 1	1	1	Complete
Land of the Fanns book	1	0	In progress
Volunteer days (heritage advisor)	100	111.8	Sue Smith and support

Progress with the Land of the Fanns book (B1.1) against the targets is well on course, with contributed voluntary time already exceeding Scheme wide targets at the halfway point. The considerable effort and commitment of Sue Smith needs to be recognised as central to the success of this project.

B2	Recording Landscapes		
B2.1	Designed Landscapes		
Output	Target	Actual	Commentary
Recorded features per LCA	5	0	Gardens Trust delivered 4 out of 6 training sessions. 22 in training sessions. Recording work in 2020.
Surveyed feature improved	1	0	After recording work complete
Volunteer days	25	0	Volunteers at training sessions. Recommend recording volunteer hours for this project
B2.2	Community Mapping		
Output	Target	Actual	Commentary
Places/stories of local value recorded	100	40	Kinetika secured as a partner. 10 guided walks, 4 drawing workshops and a creative skills day.
Places/stories accessible online	100	40	Stories generated so far. Expect to reach 100.

Places/stories recognised in policies	100	0	Working with Locality to identify community assets to link to, supported by extra funding from the Co-op
Volunteer days	25	27	Primarily devising of walks

The Designed Landscapes (B2.1) project appears not to be performing well based on target measurements. However, there has been activity based around Designed Landscape as reported by the Delivery Team in line with the project description in the LCAP Part 2. We would recommend that the targets are reviewed, particularly in relation to recording features per LCA. It may well be more realistic to measure alternative indicators of project progress such as training sessions. If such an angle was considered, then there could be scope for rationalisation. For example, the training element could be combined with other training initiatives (Recommendation 5) and the management intervention linked to Delivery Programme A. This could yield savings in terms of management time whilst concentrating Heritage Fund resources in fewer projects with advantages for match funding any planned bids.

Consistency in recording volunteer involvement would also be an advantage as it is currently unclear whether course participants will be the volunteers that undertake the future planned improvement works.

Recommendation 10: Review the Designed Landscape targets with a view towards potentially rationalising the training elements as per recommendation 5 and rationalising the physical improvement element into Delivery Programme A.

Recommendation 11: Review volunteer targets for all projects and consider whether they better describe project participants. In these cases, consider reframing the targets accordingly.

The Community Mapping (B2.2) project has been linked to the Landscape Champions of Tomorrow (C3.1) and the Arts Festival (D2.2) as a Kinetika-led place-making project based on the 'T100'³ concept delivered in Thurrock. As an aside, it may be worth considering formally combining these projects once overarching Scheme targets have been set in line with Recommendation 2. This would make it easier to track project progress by Kinetika.

Recommendation 12: Consider formally combining the Community Mapping (B2.2), Landscape Champions of Tomorrow (C3.1) and the Arts Festival (D2.2) to simplify project and financial management, whilst monitoring of the contract with Kinetika.

Progress against the community mapping targets in terms of recording and sharing online correlates with the halfway point of the Scheme. Volunteer targets have already been exceeded, which is a major success so far.

³ Further information about T100: <http://thurrock100.com/about/>

The main area of concern relates to the linking of community identified places and stories to planning policies. The Delivery Team is currently working with Locality to identify community assets to link to, representing a considerable development given the planning and community focussed expertise of this partner. It may not be realistic to aspire to all 100 places and stories being featured in planning policies, however an alternative target may be to record progress towards this at local authority level. For example, a target around engagement with planning teams and consultation exercises for each of the four local authority areas and the County Council. Locality will have expertise in this field and may be able to provide professional advice in this regard.

Recommendation 13: Review the community mapping target for 100 assets to be recognised in policies in favour of positive engagements with planning teams and consultations across all planning authorities within Land of the Fanns. Work with Locality to identify what can realistically be achieved in this area over the remainder of the Land of the Fanns scheme.

B3		Archaeology		
B3.1		Community Archaeology		
Output	Target	Actual	Commentary	
Sites identified for community archaeology	5	0	Community dig in planning, potentially with extra funding and guidance from MOLA	
Community digs	5	0		
Participants	25	0		
Volunteer days	25	0		
B3.2		Travelling Archaeological Exhibition		
Output	Target	Actual	Commentary	
Artefacts identified per LCA	1	?	Unclear. Recommend reviewing target if no longer practical or feasible.	
Exhibitions in all four LA areas	4	3	In progress. LB Barking and Dagenham; LB Havering; Thurrock.	
Audiences for the exhibitions	5,000	892	In progress. Military Day (Hornchurch – 180); Pre-History Festival (Valence House – 315); Orsett Show (295) and Thames Chase Apple Day (102). Recommend recording audience estimates consistently across all events.	
Volunteer days	25	0	In progress. Recommend recording volunteer hours for this project	

Progress across the Archaeology projects (B3) is starting to gain traction thanks to the partnership with Museum of London Archaeology (MOLA), particularly with the travelling exhibitions. Whilst we would expect delivery to pick up significantly for the second half of the Scheme, there are a few areas that may warrant consideration.

The first relates to the targets for community archaeology site identification and digs. The assumptions behind these targets are likely to be superseded by the expertise MOLA can provide as partners. It will be worth reviewing these with MOLA and revising if necessary.

Recommendation 14: Review the community archaeology site and dig targets, drawing on MOLA expertise to refine the original assumptions behind these targets.

The second relates to volunteering. Volunteers do not appear to be engaging with this project, which could be for multiple possible reasons: the early stage of the project, a staff-led approach to how the exhibition is delivered, or the volunteering policies of MOLA as delivery organisation. This is speculation on the part of the evaluators, though would suggest that the Delivery Team assures itself that the volunteering levels anticipated for these projects can be realised.

Recommendation 15: Discuss volunteering aspirations for archaeology with MOLA in order to ensure there are adequate opportunities for volunteers to support project delivery.

B4	Interpretation		
B4.1	Interpreting the Fanns		
Output	Target	Actual	Commentary
Exhibition at Eastbury Manor	1	0	Will be of costumes; yet to make the costumes.
Exhibition at Davy Down	1	0	Series of Wall Murals of pilgrim's journey through the site; interpretation projects; annual community event with guided walks; displays in the pump house; brass rubbing. Starting late 2019.
Exhibition at Thames Chase Forest Centre	1	0	18 th century farm theme. Murals, picket fence, interpretation, character-driven experiences e.g. walks. Working with designers and waiting for ideas.
Interpretation trail at Pages Wood	1	0	Will start in 2020 as part of a larger project with sculptures. Working with Kinetika to do a performance.
Interpretation trail at Bedford's Park	1	1	Walled Garden: welcome board, map, things to do. Interpretation to illustrate vegetables in 18 th century. Expected November 2019. Funding from Veolia, freeing up LotF money.
Interpretation trail at Langdon Hills	1	0	Challenging and delayed, couldn't get match funding.
Interpretation trail at High House, Purfleet	1	0	Ironwork noticeboards, map, community event.
Signage at Eastbrookend Country Park/Dagenham Corridor	1	0	Ready to start but linked to another interpretation project which has delayed this work.

Exhibition at Valence House	1	0	In planning
Exhibition at Chafford	1	0	In planning
Volunteer days	80	33	In progress
B4.1 ADDITIONAL OUTPUTS			
4 Interpretative trails at Chafford	N/A	0	4 trails, plus create a character, interpretation panels and a QR code to link the trails around the site linked to the website.
Interactive interpretation in wooded area of Langton Gardens	N/A	0	Includes willow structures and walls, stumps to sit on for educational purposes and for the public, key creatures sculpture trail and wooden outdoor leaflet holders, plus a totem pole, treasure trail and bug hotels.

Progress across Interpretation (B4) is broadly positive with evidence of activities supporting delivery against all intended outputs, except for Langdon Hills which is proving problematic. A particular early success worth highlighting is the successful delivery of the Bedford's Park Walled Garden interpretation which secured additional funding from Veolia, alleviating pressure on core funding. The number of volunteer days contributed is slightly below half the target, though we would expect this to pick up as progress against all interpretation elements continues. Additional locations have been identified at Chafford and Langton Gardens linked to partnership opportunities at those sites.

B5 Built/Cultural Heritage Training			
B5.1 Heritage Skills and Training			
Output	Target	Actual	Commentary
2-day archaeological heritage courses	10	1	2 days fieldwalking activity (10) Sept 2019
Archaeological heritage trainees	50	10	In progress
History/built heritage courses	10	16	1 x 8 day built heritage course via Princes Trust (8), 5 x oral history training sessions (4); 1 x designed landscape course (22); 1 x 2 days historic brickwork repointing (9); veteran trees and archive surveys planned.
History/built heritage trainees	50	43	In progress
Creative skills courses	10	5	4 photographic courses; 1 creative writing course
Creative skills trainees	50	86	80 in photographic course; 6 in creative writing
Volunteer days	5	?	Unknown. Recommend recording volunteer hours for this project consistently. Recommend reviewing all training targets in favour of more flexible high-

			level targets more responsive to need and demand.
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For Built/Cultural Heritage Training (B5), the issues relating to matching evidence with targets are similar to other training elements. Our earlier recommendation (5) to review these targets and adopt scheme level ones to allow for more delivery flexibility applies here.

Delivery Programme C: Attachment

C1 Raising Awareness			
C1.1 Digital Heritage			
Output	Target	Actual	Commentary
Online CMS available	1	0	Linked to B2.2 working with Kinetika and Rosa Productions on making short films via a residency with volunteers.
App available for download	1	0	Purpose unclear. Recommend reviewing need and reallocating budget, possibly towards education pack/support
Number of downloads	2,500	0	See above.
Volunteer days	35	0	Now linked with B2.2
C1.2 Promoting the Land of the Fanns			
Output	Target	Actual	Commentary
LotF website and social media live	1	1	www.landofthefanns.org FB: Land of the Fanns Twitter: @LandOfTheFanns Instagram: @landofthefanns
Website CMS available	1	1	In place.
Website hits	10,000	7,922	2,212 Page Views Y1 Q3 17/18 1,756 Page Views Y1 Q4 17/18 1,071 Page Views Y2 Q1 18/19 2,883 Page Views Y2 Q2 18/19
LotF screens at hubs across landscape	5	0	Liaising with visitor centre project manager at Essex Wildlife Trust
Heritage bus tours	5	2	August 2019: 56 people booked via Discover ME. Horse and carriage trip in 2018 involved 12 people.
Content competition six monthly	10	5	3 photo competitions (20 people entered first one) 1 drawing competition; 1 writing competition. Recommend following up with participants to get more content for the website.
Volunteer days	35	?	Recommend recording volunteer hours for this project consistently.

For the Raising Awareness (C1) projects, progress regarding the mobile app has been hindered by an unclear purpose. The assumptions regarding the utility of a mobile app for Land of the Fanns have been eroded by technological developments in mobile web since. As such, it may be prudent to reconsider the need for one and reallocate resources elsewhere. For example, increasing the marketing budget, enhancing the offer to schools or reinforcing the training elements possibly with a geographic focus on areas that have engaged less so far.

Recommendation 16: To review the plans and budget that was assigned to the development of the mobile app and reallocate to reinforce marketing and engagement activities.

The web and social media outputs are performing well with the content competition every six months generating interesting content and engagement. There are initial plans to create a network of Land of the Fanns screens at Essex Wildlife Trust centres in progress. We would suggest this is prioritised so that this marketing channel can be utilised as soon as possible for the remaining years of the Scheme.

Recommendation 17: Prioritise work to create a network of screens at visitor centres to support promotion. This is important as the benefits of this intervention will decline the closer the Scheme gets to the end.

It is currently unclear whether there has been any voluntary input into the promotion of the Scheme. In line with recommendation 11, it will be worth reviewing this target and considering whether this relates to participants or volunteers. Following up with contributors to the various six monthly content competitions could be a means of converting participants into volunteers that generate additional web content. An added benefit will be that these contributors are more likely to become Scheme advocates, supporting strategic marketing goals via word of mouth.

Recommendation 18: Follow up with content contributors to generate more content for use on the Land of the Fanns website and social media channels and encourage these people to become Scheme advocates.

C2 Involving People			
C2.1	School Programme		
Output	Target	Actual	Commentary
Online education resource	1	0	Draft completed for promo leaflet. Consultant needed for full pack.
School trips to LotF sites	10	0	Advertised Jan 2020.
Education resource downloads	2,500	0	Too early
Forest School location identified	1	0	Potentially Thames Chase Forest Centre.
C2.2	Volunteer Coordination		
Output	Target	Actual	Commentary
Volunteer role descriptions	1	0	In progress. Could be combined with C3.1 and A1.1

Sharing of opportunities	1	0	No progress
Volunteer days	5	0	No progress
C2.3	Community Action Fund		
Output	Target	Actual	Commentary
£15,000 of community projects per year	£75,000	£39,201	<p>Three of five rounds completed.</p> <p>Round 1: 4/7 applicants successful (£15,000)</p> <p>Round 2: 5/8 applicants successful (£15,001)</p> <p>Round 3: 2/3 applicants successful (£9,200)</p> <p>Quote from Draper's Maylands Headteacher: "We cannot wait to use our new area and, as we march on into Spring, we hope to attract the minibeasts and other wildlife into our little haven. Thank you Land of the Fanns and Thames Chase Conservation Volunteers. You have left a legacy for many happy children!"</p> <p>Recommend capturing positive stories from each funded project.</p>

Progress with the 'Involving People' (C2) projects has been focussed around the Community Action Fund, which has been oversubscribed across the three rounds to date. The third round saw fewer applications and less money granted, though this could enable a larger final round to be offered to celebrate the end of the Scheme. These projects are generating grassroots stories which will be invaluable sources for marketing and promotion, as well as for the final Scheme evaluation.

Recommendation 19: Utilise the Community Action Fund underspend from Round 3 for a larger, final celebratory funding round in Year 4/ Round 5.

Recommendation 20: Ensure that all Community Action Fund projects are documented (e.g. photos, film, quotes) so that they can be used as content for marketing and promotion, and the final Scheme evaluation for the Heritage Fund.

C3	Training the Champions of Tomorrow		
C3.1	Landscape Champions of Tomorrow		
Output	Target	Actual	Commentary
Habitat community eng. courses	10	1,688	c.1,688 participants in activities explicitly or implicitly training.
Habitat community eng. trainees	50		
Interpretation courses	10		
Interpretation trainees	50		
Digital heritage courses	2		
			First Aid and creative skills training by Aisling, working with others. Rosa

Digital heritage trainees	10		Productions in March 2020. Guided Walks training; communicating effectively. Recommend reviewing all training targets in favour of more flexible high-level targets more responsive to need and demand.
Leadership courses	10		
Leadership trainees	50		
Governance courses	10		
Governance trainees	50		
Fundraising courses	5		
Fundraising trainees	25		
Marketing courses	5		
Marketing trainees	50		
C3.2 Land of the Fanns Apprentices			
Output	Target	Actual	Commentary
Apprentices recruited	2	2	2 recruited, one has left and been replaced with a semi-skilled person
Apprenticeships completed	2	1	1 still employed until Nov 2020.
Apprentices secure employment	2	0	Too early

For the Landscape Champions of Tomorrow (C3.1), the issues relating to matching evidence with targets are similar to other training elements. Our earlier recommendation (5) to review these targets and adopt scheme level ones to allow for more delivery flexibility applies here. This project could also be rationalised in line with recommendation 12.

The apprentices project (C3.2) is broadly on track, though due to one of the apprentices leaving early, targets will not be met unless another apprentice is appointed and completes the course. If the apprentice who left has secured employment elsewhere within an environmental or heritage field, this should be recorded as a positive output. As a due diligence issue, we would suggest that the process of replacement of an apprenticeship with a semi-skilled person is fully documented within the Scheme records and approval confirmed by the Heritage Fund as this is distinct from an apprenticeship position.

Recommendation 21: Follow up with the apprentice who has left their position (if feasible) to ascertain their current employment situation. This could demonstrate the longer term impact of the apprenticeship opportunity and be logged as a successful project output.

Recommendation 22: Ensure due diligence by fully documenting the rationale for replacing an apprenticeship position with a semi-skilled role within Scheme records, including securing formal approval from the Heritage Fund. This will mitigate the risk of being deemed outside of Approved Purposes.

Delivery Programme D: Enjoying

D1	Walking the Fanns		
D1.1	Walking the Fanns		
Output	Target	Actual	Commentary
Walks mapped	10	2	2 mapped onto leaflets.

			Circular walk via Davy Down, Field of Peace and Mardyke Wood Circular walk via Dagnam Park and Central Park
Walking routes accessible	10	0	Thames Chase Conservation Volunteer tasks. Recommend recording evidence of trail works as this is being done.
Guided walks per year	10	27	Guided walks on last day each month. 5 in 2019 10 in 2018 12 in 2017
Volunteer days	80	112.5	Clearing footpaths (53 days); Finding/mapping routes (28 days); Leading walks (17.5 days); Planning meetings (14 days)

For the 'Walking the Fanns' (D1.1) project, the number of walks mapped and routes accessible appears to be underperforming. However, conversations with the Delivery Team and stakeholders about project activities linked to the walking elements of the Kinetika-led Arts Festival implies that progress may be going unrecorded. This includes the work of Thames Chase Conservation Volunteers clearing walking routes. We suggest that the records relating to these activities are reviewed to provide more evidence that these outputs are being met.

Recommendation 23: Review records relating to walk mapping and route clearance to ensure that reported progress against targets can be evidenced quantitatively. This is likely to link to the Kinetika-led arts and walking festival activities.

The volunteering activity is a considerable success, exceeding Scheme wide targets by over 40% already. Project records indicate that this is down to the commitment of a small band of dedicated volunteers, who should be commended for their work.

D2	Celebrating the Fanns		
D2.1	Land of the Fanns Conferences		
Output	Target	Actual	Commentary
Annual conference	5	4	159 attendees across 4 conferences (2017-2019)
Finale event	1	0	Too soon.
Volunteer days	10	0	Recommend recording volunteer hours for this project as this is being done.
D2.2	Arts Festival		
Output	Target	Actual	Commentary
Arts organisation secured as partner	1	1	Kinetika secured as partner.
Arts trail/festival	1	0	In development.
Volunteer days	20	0	In progress

Progress within the 'Celebrating the Fanns' projects (D2) is strong given we are now at the halfway point. However, we would suggest that volunteer contributions are fully documented in a consistent manner across all projects. Whilst we know that volunteers have contributed to the conference delivery and arts festival planning, there is no quantitative evidence. This is particularly important in terms of demonstrating in-kind volunteer contributions within the Heritage Fund claims as the average quantifiable values for volunteering are on a downward trend.

Recommendation 24: Ensure that volunteer contributions are monitored and recorded consistently across all projects to demonstrate delivery against volunteer targets, particularly as the average value of volunteering is declining.

Outcomes

This section tells the story of Land of the Fanns so far in terms of outcomes. These relate to the results or effects of an activity. By its very nature, discussion of outcomes and impact halfway through delivery will be somewhat nebulous in comparison to the earlier assessment of outputs. However, obtaining a sense of how people feel about what the Scheme is achieving as outcomes allows us to identify qualitative areas for improvement beyond the technical fixes proposed in the previous section. It also allows us to speculate regarding the likely longer term impact of Land of the Fanns.

To gain a rounded perspective of how well the project is performing we were provided with a list of 50 stakeholders for potential interview from the Delivery Team. The stakeholders included delivery partners, volunteers, strategic partners, voluntary organisation and groups, board members and Thames Chase employees. From this list, 24 people gave their permission to be contacted. Of these, 18 stakeholders were interviewed. In addition, 4 staff interviews and interviews with the Heritage Fund monitor and case officer were conducted. In total, 24 people were interviewed.

The interviews were based on eight structured questions with supplementary questions asked in response to the answers given (see Appendix 2).

Reflections from stakeholders are articulated primarily at Scheme level, though the evaluators have also considered how these fit at project level. This allows lessons to be drawn for the benefit of the Strategic board and Delivery Team (Scheme) and individual project leads (Projects).

Scheme Level

Scheme Outcome Headlines

1. The Scheme is making a difference
2. Strategic board effectiveness is a significant issue
3. The Scheme has had a slow start but is making progress
4. The Scheme is a catalyst for change and has potential to leave a significant legacy (subject to communicable vision, leadership and resourcing)
5. There are good relationships between Delivery Team and stakeholders, though communication could be better

This section is structured around the questions and provides quotes that exemplify the more typical responses. Interesting outlying feedback is included where it is helpful. The comments have sometimes been edited for brevity and clarity.

What has gone well so far?

Community groups report positively about the funding and support received from the project:

It's gone very well: got the money and it went well! Involvement with Aisling and Debbie went very well (relationship - responsive and supportive, despite delays).

Work has gone extremely well especially with the Thames Chase volunteers; lots of cutting down of dead trees.

Engagement has gone very well, lots of smaller groups are involved.

The training package was really successful, gathering a lot of motivated volunteers. New volunteers on board and re-energising the existing volunteers

Other stakeholders also report positively, despite some challenges that have caused delays. Physical works are underway, and some are complete:

One of the best things that's going to happen to the council in a long while. The project is important for protecting the green spaces in the borough. Evidence is that the project is doing a lot of good stuff. Shaky start to sort out legal issues, delaying spend and work and it's been a struggle to get projects ready for work.

Grateful for funding, this has been good although not huge amounts, moving projects forward.

There are indications of the future benefit for the environment:

Management briefs have begun to be implemented e.g. two ponds for great crested newts desilted and reprofiled. Scrub clearance on the common has also started. Deer on the site but they eat the trees, so protection is needed for the old oaks.

The Heritage Fund note that the initial vision, plan and partnership has an excellent foundation for partnership working which has endured the challenges faced so far.

What difference is being made?

The project is generating activity which in turn is improving habitats, engaging people and supporting local heritage. It is too early for some of the benefits to be clear, especially in relation to natural habitats, but there are direct benefits evident as immediate outputs of work e.g. restoring a pond, clearing a wood, and engagement e.g. guided walks, writing events. The benefits of much of the activity overlaps between heritage, people and communities e.g. improving access to an area of countryside brings benefits for flora, fauna and people. For convenience we have broken down the responses by taking those themes as separate headings.

The difference made to heritage

The project is doing some work in relation to built as well as natural heritage:

Built Heritage project with Princes Trust really delivered, working with 12 young people, get a Bronze Arts Award. One of the best things we have done.

More visitors leading to more income to help restoring other parts of the buildings e.g. the stables.

More coordinated approach to how sites are being developed and looked after. There are separate parcels of land in Thurrock and there has not been that coordination in the past. So, this is an improvement, promoted through the heritage elements.

Heritage - more skilled 'hands to the pump' especially in degraded environment like LotF. (There is) increasing knowledge of heritage, better understood landscapes. Going on to research 55 other heritage features.

A few stakeholders report that it is too early to report on outcomes although there are in place outputs (tangible results) from project activities.

Too soon for outcomes, still implementing. Will survey the ponds in the spring but it could be three to five years before results are seen.

Not the visible big differences as yet, but more and more people are starting to understand what LotF is about.

Bit too soon to say. People have attended events etc so there are small differences. The legacy planning will help to make the difference across the landscape.

One stakeholder goes further with criticism of the impact to date by the project:

It's too early to say. Public do not identify with LotF; they recognise Thames Chase. Too many fingers in the one pie (too many partners, no clear brand).

But for others the impacts have been immediate, and they are confident of the future benefits:

So dense (the woods) that public couldn't get in there; even the deer struggle. Open up so the sunlight can get in e.g. bluebells and other wildflowers. Increased access for public and wildlife, looks much.

And there is a clear message from some about the strategic potential and importance of Land of the Fanns and projects like it:

...good understanding from master planners that the green spaces need preserving. This message is being heeded and that the green areas are an advantage alongside the big infrastructure - unspoilt areas.

(There is) more coordinated approach to how sites are being developed and looked after ...there has not been that coordination in the past. So, this is an improvement, promoted through the heritage elements. There is less coordination across the council boundaries.

The difference made to people (and to a lesser extent, communities)

There are a good range of encouraging outcomes gathering pace within the scheme as momentum builds and awareness spreads:

...there are emerging networks which are re-energised to do things e.g. surveys, projects and the like. These groups need support to educate and encourage, take them on a journey. Has potential for the future. More handholding required to help community / organisations to take on more in the right way, improve skills and knowledge.

Engaged people that would not otherwise engage with arts facilities. Writing and making journals - people have kept these, added to them, made an impact on them. Slow impact at the moment but this will increase.

(LotF has) raised awareness of the landscape, some of the river projects and engaging people and partners in that process. 11 interpretation projects will bring some success as well - good combined effect. These things are making a difference, engaging people and partners.

From a community group there is encouraging feedback on the impact of funding from the project:

(LotF will) educate people about the Fenns. Historical recreation really helped bring the history to life e.g of the hermit and the many houses that were on the Fenns in the past. Brought people together even more so. Stories brought together, written down and shared with present and future generations. Networking between community and local businesses to mutual benefit.

What has not gone well?

The weight of feedback has been clearly more in this area than in other areas asking for positive feedback. This is not unusual but there is more criticism here than we might usually see. There are three main themes and the feedback is organised accordingly. To be fair, criticism is aimed at a range of organisations over which the project team has no control, as well as at the board and partners. There is not that much criticism of the project team other than hints that they might have too much to deliver and also manage the strategic demands of the project.

Delays to the start of work

There are a number of reports of delays to the start of work, events and activities, with a variety of causes identified. Delays are a common feature of projects like Land of the Fenns, so this is not unusual, and with work in such a wide variety of areas perhaps it is not unexpected either (another theme picks up on this):

Planning was a problem - council would not waive the planning fee of £600.

Project did not start competently, too vague.

Things have been confusing for us, lots of inconsistent information given.

Contractual arrangements have delayed things. There was no thought given to VAT on some things, so this caused problems for the borough to pay this; took ages to sort out.

Procurement rules problems. Teething problems.

Challenges around recruitment and slow start.

Project has had quite a few setbacks but that's not really in LotF control e.g. location of sewer pipes, planning apps, contaminated land etc.

The Heritage Fund pointed to the significant issues between Havering as the accountable body and the Thames Chase Trust following the retirement of a key Officer within the Council. It was acknowledged that this issue could not have been foreseen at the time the plan was put together.

The role of the board and partners

The most consistent criticism is levelled at the board and partners. There were high expectations of the benefits that the partnership could bring for all, but the reality has been quite different. This is a serious issue for the scheme in terms of:

- Remaining delivery
- Legacy
- Future sustainability
- Strategic vision

Criticism has been strong.

LA partners are a wasted opportunity - there are other LA departments scrambling to maximise social value and this should be linked up.

Partner engagement! Not bringing people on board as envisaged e.g. last board meeting cancelled because not enough people were attending.

The lack of enthusiasm from most of the strategic partners. Not sure they have grasped this idea that it's landscape-wide.

The board is not that engaged, cancelled last meeting before Christmas. LAs struggle to see the relevance to them, a reflection of the times and cuts to services - focus on core work.

May have the wrong people on the board, do not necessarily need more senior people! Needs to be the right type of person, engaged and interested, committed, no matter what level. It's about individuals making things happen, giving things the support they need.

Suspect that the partnership will not persist after the funding period. Lack of engagement from key partners, lack of connection to other projects, lack of strategic joining up.

Need the right level of people attending the working groups e.g. (current attendees are) council officials with no clout and not contributing at meetings. Needs decision makers or influencers.

The Heritage Fund noted the lack of clarity regarding line management arrangements for the team with the Thames Chase Trust. The impression is of isolation and the need for a more robust support network from the Trust and wider partners. The team are encouraged to connect with other Landscape Partnership staff.

The challenges of scale

As mentioned earlier in this report, the project covers a large area and many activities. This in itself need not be a problem, but there is a feeling that a lack of clear vision – or a vision that is not clearly communicated – is hindering involvement and delivery.

Problem with LotF is its scale and can be hard to see the message behind it. Lots of documents which are intimidatingly large (LCAP). Needs a values statement to help communicate its goals succinctly.

There is confusion about what LotF is and what the forest is for.

Need a clear agenda. Need to have an area that people can clearly identify and somewhat surprised that the project is so disparate.

The vision is not being achieved and because of that it is actually a bit damaging to the forest.

This issue of scale is also important at a practical level:

Sense of place and community is a challenge over such a large area; constructing a place that does not exist in people's imagination. Must be a real challenge to connect these parts and establish the idea of Land of the Fanns.

Do all the projects make a coherent whole? The marketing is pretty much non-existent; there is no clear brand. How does it compete e.g. with the Thames Estuary?

The challenges move from the practical to the strategic, emphasising how important it is to have clarity at all levels of a project:

People need to know what LotF means - it needs to have currency as a brand, clearer identity. Is it strategic in the same way as the Thames Estuary? Can it make a strategic connection to the estuary? It's an enormous geographic area; I read the LCAP and thought this a bit overwhelming.

Are there any missed opportunities?

Here again the strongest and most consistent feedback is critical of the strategic board and associated local authority partners. Stakeholders see lots of potential e.g. joint strategies and delivery but are disappointed by the reality.

Lack of joined up activity, especially from the LAs. Heritage Lottery is filling gaps and surprised that LAs are not grasping this opportunity.

Bringing the partners together, even though the project has money to leverage. The project has struggled to do this. Level of people who attend meetings are not high enough to make decisions.

I don't think there is any joining up with LA projects and I don't think they (LAs) are even thinking about that.

Level of enthusiasm still lacking that would drive links between projects - too passive. Partners are not proactive.

Lack of strategic vision: Can the legacy be that LotF delivers those things that the councils cannot deliver? Can they work together to help this happen? I doubt it. Can they link to the Thames Crossing work, with Highways Agency, to fund an environmental project? Partners are approaching HA independently, not together.

Related to this feedback is some criticism of the project team, posing the question of whether the team should drive the board and partners, or the other way around. What should the balance be?

Because the team are not really engaging with strategic planners, they are not linking in to see what the larger scale developments are doing (other than Thames Crossing) and the opportunities here. There are housing developments planned for LotF area. Need to push themselves forward and secure e.g. s106 contributions.

They need to be more proactive and make better use of their supporters and board, rather than ignoring important issues. Be more open to help and have more purpose to meetings.

The Heritage Fund point towards the need for a more outward facing approach towards decision-makers and influencers. Building relationships with strategic stakeholders and raising awareness are key activities that need to be undertaken more proactively by the team and partners. In principle, streamlining the plan in order to be more responsive to opportunities is acceptable and can be an area for further discussion with the Fund.

What one thing would you change and why?

This question is designed to focus the interviewee on the most important issue or problem. Again, the board and partners feature prominently, but so also do more practical delivery issues. A good number of stakeholders had either no feedback for this question, or positive comments:

The team seem good, receptive and helpful.

However, more comments were about the board:

(Board needs a) higher level, strategic person from each council, rather than operational. Better involvement from LAs would be a good thing. Need to encourage them to look across their boundaries.

(Change) the board. Members need to be carefully chosen to have the right qualities.

There was some consideration of the challenges facing the project team and the manager:

I struggle to see the project team's vision. They have lots to do and sometimes cannot see the woods for the trees. Someone needs to drive that vision, with enthusiasm, with communities; this will better drive legacy. It's like they are limping through it - too much to do? Time to rationalise? Someone needs to hold the ring and stay focused.

The Scheme Manager seems beholden to project documents and perhaps this is not helpful. Are the plans too specific? Can we lift some of the pressure off the Scheme Manager and give him more latitude?

What is the legacy and how can this be sustained?

A less contentious area, especially where there are physical outputs from the project with some feeling that this is a route to a strong legacy and sustainability. People were less clear about how the legacy can be maintained.

Will have a good legacy as majority of the funding is going into permanent installations e.g. Great Survivors Trail.

Physical delivery of the works. With that, some people becoming more integrated and empowered with the sites, helping identify more sites for future work. Improve their capacity, help them become more influential.

Definitely 25 volunteers, definitely those landscapes will be better looked after, having a better understanding of the landscape. Re-energised local groups.

Others refer to the character of the Fanns area:

It's got to be something that carries on raising awareness of what makes LotF and Havering unique places. London surrounded by fens, farms and woodlands which have gradually disappeared until you get into Havering.

Wetlands legacy into the GLA's plan to help incentivise these things. Marshes under-appreciated, they deliver multiple benefits, want to develop these benefits and people's understanding of them at all levels.

More structured wetland - wet all year around instead of just in wet weather.

And with these legacy thoughts, benefits for the flora and fauna of the habitats:

Secure the populations of newts and snakes, bring on board more local people as 'champions' for these species. Changing attitudes towards snakes. Securing enough habitats for these creatures to build up resilience.

At the more strategic level, references again to a clear and persuasive vision that organisations want to be part of (or, rather, people who matter in those organisations want to be a part of).

Ideally, LotF becomes a self-funding project that helps to keep it going. A clear ask of funding sources and planners, get their support to achieve their aims. Plans need to be linked together and LotF can help provide that legacy.

The Heritage Fund referred to the Thames Chase Trust as being a clear exit vehicle when the application was assessed. Any review of the exit vehicle should therefore be considered carefully with any deviation communicated to the Heritage Fund early on with clear decision making processes evidenced by the partnership.

The most significant difference is...

Responses to this were as varied as the stakeholders and reflect, generally, the extent and level of their involvement, although not everyone wanted to respond. All the responses are reproduced here to show the variety of thinking.

It would be that there will be more appreciation of the fenland landscape and history. On that acreage (5 acres) it will make a huge improvement.

That people will understand the importance of the landscape around Valence House.

26 separate projects all completed but can only do that if we match fund the HLF contributions. Not quite there yet. To have delivered everything it has promised and maybe a little bit more.

To once again to energise the partners to think at a landscape-scale, understand the message and commit to it. Able to plan and deliver the next ten years, possibly a refreshed Thames

Chase plan. Need partners on board for this, for the next ten years. Review the boundary of the community forest to cover the boundaries of LotF? More areas and more partners?

Grenfall Park and connecting communities via a green infrastructure. People are very disconnected from the landscape and, as a geographer, the park does in fact connect them. Helping them realise they are part of a larger community.

That people understand this as a connected landscape.

Raise the profile of the whole area - heritage, wildlife, make connections with the community, people will understand more, enriching their appreciation of the area where they live.

Would like to see a dynamic group of committed community and authority organisations actively working together to develop and deliver future programmes. Good stuff is emerging, and the evaluation will hopefully reinforce these things. Need to identify leaders and get them in place.

It will have highlighted that this landscape exists.

Produced a mechanism for greater coordination for delivering projects in the area. Lots of people doing bits and pieces but needs bringing together.

Connecting people and their landscapes.

Improvements to habitats and infrastructure that would not otherwise have happened. Secure the future for adders, reptiles and GC Newts in the area.

I think where LotF currently making its biggest impact is around communities. At the moment, this is the strongest outcome, changing perceptions. This is a key measure, but also need to see enhancement and improvement to the landscape and built heritage. Easier to work areas are good but need to reach across the farmed landscape as well.

Emerging Themes

There are six main themes in the responses from the interviewees:

1. The Land of the Fanns project is making a difference

Those stakeholders more directly involved in delivering projects and activities report positive outcomes for people, the landscape and for heritage. At the validation workshop, stakeholders pointed towards awareness and understanding that is increasing. They felt that groups and volunteers were coming together and seeing more possibilities with more connections are being made between people and places. More people are being encouraged to engage with their local landscape, explore new places and new experiences. This is seen as having a positive impact in an area where local

appreciation of the area has historically been low and most people seek outdoor recreation and leisure activities outside the area.

There are more people with the skills to help maintain built heritage and a growing sense of place as more people recall and share the stories that explore their relationship to where they live and the Fanns. It is still early in the project – for example, it is too soon to report on the outcomes from some physical changes – but changes are already visible.

2. An overstretched delivery team, suggesting that there is a need to rationalise some aspects of the work

Where stakeholders are involved in or have sight of delivery there are reports of a slow start as the project began, but that delivery is now speeding up. Poor support from and perhaps relationship with Havering is seen as the major cause of this. This now seems to have been resolved.

Analysis of the project's output data backs this up and recommends reassessing the targets from the start of the project, changing them if necessary. Stakeholders recognise the challenge of delivering a large number of activities across a complex, large and varied geographic area.

This is a common complaint in such projects and is often a result of the project dealing with the reality of delivering planned activities e.g. unexpected planning or funding challenges. The good relationships that are in place have helped the project through the tricky phases. Care must be taken to ensure the existing goodwill is maintained and so clear communication with minimal changes of direction, terms or targets is needed.

3. The need to broaden engagement.

The numbers of people engaged through volunteering and community activities is impressive and reflects the considerable effort that has been expended in this area. However, the output analysis and the interviews all suggest that the people engaged are coming from a rather narrow demographic and the scheme is not yet successfully engaging with a wider audience which was part of the original intention. The interviews and validation workshop responses all suggest that there is a real interest in and commitment to wider engagement so this needs to be a key focus for the remaining delivery period

Recommendation 16: To review the plans and budget that was assigned to the development of the mobile app and reallocate to reinforce marketing and engagement activities.

4. Weaknesses in data collection and monitoring

There is an inconsistency in data collection that not only impacts upon the evaluation process it also potentially compromises the promotion and marketing of the scheme. Along with reassessing the delivery targets it would be well worth reviewing data collection methods to ensure consistency across the projects and to improve the effectiveness of the collection process. The aim should be to have a comprehensive set of output data at the time of the final evaluation so the full story of the landscape partnership can be told.

5. Governance, a need for leadership across the landscape

There are concerns that the board lacks effective engagement from partners, either because it lacks decision makers or because, frankly, board members are not that interested in the project. For many, the Land of the Fanns is a low priority alongside other more urgent and core demands. The most recent board meeting was cancelled due to a low number of attendees. This is potentially a big missed opportunity to develop a more strategic, coordinated approach to managing and improving the landscape, the built heritage and developing greater community cohesion. The local authority partners are mentioned specifically e.g. as a 'wasted opportunity', perhaps because they struggle to see the relevance to their priorities.

There appears to be an ongoing issue regarding the relationship between the Thames Chase Community Forest and Land of the Fanns, with feedback at interviews highlighting respective marketing and branding of the two landscape scale initiatives and how they should relate.

Our broader observations are that this is a symptom of wider operational issues between the Delivery Team and the Thames Chase Trust as lead partner. As Trust employees the Delivery Team should be an integrated component of the organisation, which is especially important for the Scheme given the LCAP assumption that the Trust would act as the legacy vehicle. Whilst teething issues establishing a new team are normal, at the half way point there appears to be divergence rather than convergence between the two partners. This is affecting the day to day working relationship between the Trust and the Delivery Team, which has been described as hanging over everyone like a shadow. Identification of the underlying issues with a process for their successful resolution is therefore a priority (see Way Forward section below) if the underlying assumptions regarding scheme legacy are to remain valid.

6. Land of the Fanns is a catalyst for change and can have a significant legacy

Stakeholders generally recognise that the project has lots of potential to achieve important physical improvements to the Fanns landscape, to bring together a wide range of stakeholders and to further develop as a 'brand' that develops the sustainability of the legacy. What will be important in the future is a clear vision that helps people understand what the Land of the Fanns is and how it crosses the many administrative boundaries it sits in. In addition, there needs to be a stronger push from the team and the board to communicate why the Land of the Fanns area matters, answering the 'so what?' question.

Crucially, there are opportunities for strategic connections with major developments that are not being exploited. Stakeholders recognise the project's potential to achieve lasting change and to link meaningfully with other developments (e.g. Thames Crossing, Romford Town Centre regeneration, projects run by EWT and the RSPB etc.). As a result of apparent board apathy, a lack of drive and a clear, communicable vision, the legacy and sustainability might not achieve this potential.

Achieving lasting change may also be hindered by having too much to do with too little resource; the midpoint of the project provides a good opportunity to think carefully about what is really achievable and desirable for the remainder of the project and beyond.

Partnership working is seen as a key legacy and a process that needs to be enhanced during the remaining time of the scheme.

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This may appear a somewhat negative list of concerns but in our experience, they are fairly typical of landscape-scale projects, programmes and schemes of this sort. The project is achieving much of what it plans to do but many interviewees are rightly focused on the legacy and the sustainability of the Land of the Fanns initiative. Now is the time to plan for the future and this work is already underway.

The main risk is that weak strategic leadership has left the project team busy 'wrestling an octopus', struggling to develop and promote a vision for the Land of the Fanns area that has a strong enough identity to transcend the many administrative boundaries it covers. Carving out this identity seems to be a key part of the project's legacy and sustainability. The interplay with Thames Chase Trust and the Community Forest project is a related issue that requires resolution, given the impact it appears to be having on day to day working relationships.

Way Forward

In line with the rationale for Landscape Partnership schemes, the strategic direction should come from a position of collective leadership – the Partnership. This is not happening effectively in Land of the Fanns. Effective scheme governance relies on a clear separation of leadership and management. Weak leadership - down to ineffective local authority representation on the Strategic Board – is resulting in scheme leadership having to be picked up by the Delivery Team. Stakeholders look to this team rather than the Strategic Board for leadership.

However, the experience of delivery shows that the team are struggling with the vast scope of the current Plan. They are not empowered to revise or amend this Plan, which should be the role of the Partnership through the Strategic Board (in consultation with the Heritage Fund). In these circumstances, it is not a surprise that the Delivery Team are having to focus entirely on meeting the original grant agreement and can do little more, which is leading to disappointment from some quarters. The Delivery Team have been left to deliver an ambitious plan whilst being expected to embed legacy and broader strategic benefits without a clear steer from strategic players across the landscape. This presents a considerable risk that Land of the Fanns will end when the Delivery Team salaries are no longer funded.

The Land of the Fanns must move towards a position where the Delivery Team have more strategic support, guidance and advice to help facilitate the delivery of a more streamlined LCAP and legacy. This support must come from decision-makers, influencers and supporters with a stake in the area that can endure beyond the funding period. As a potential source of such people, the establishment of Environment and Heritage Working Groups has proven to be more successful than the Strategic Board, attracting a range of stakeholders and delivery partners with a proactive interest in what the Land of the Fanns has to offer. This positive work has ensured a pool of scheme advisors are available to Land of the Fanns with potential to become scheme leaders that could form part of the future solution.

The assumption when the funding bid was written that local authorities have the capacity to play a strategic leadership role has not been borne out by the experience of the Strategic Board to date. Whilst financial contributions are being made by local authorities, there is an expectation that this will provide the capacity that the local authorities individually lack following a decade of cutbacks. The Land of the Fanns local authority funding commitments are made via the Thames Chase Delivery Group. The local authorities are investing in the Thames Chase Plan led by the Thames Chase Trust, which is then apportioning some of this income to Land of the Fanns as the mechanism for delivery. Based on this existing arrangement, there could be an opportunity for the Thames Chase Trust to represent the Delivery Group local authority partners at the Land of the Fanns Strategic Board as part of their obligations, vacating seats at the Strategic Board for fresh blood.

Given that it is essential that the Strategic Board works as a team to steer, drive and maintain oversight of Land of the Fanns, it is important that the number of members of the Board does not become unwieldy – around 10 members would be sensible. By subsuming the local authority component of the partnership within the aegis of Thames Chase Community Forest as represented by the Thames Chase Trust, there arises an opportunity to review the composition of the Strategic Board whilst keeping it tight.

We therefore recommend reforming the Strategic Board into the ‘Land of the Fanns Board’ with updates to associated governance documents and terms of reference which are informed by the parallel legacy planning work. As the scheme progresses towards the latter half, it is imperative that energy, ideas and enthusiasm are applied at leadership level to ensure there is a future for strategic partnership working after the funding ceases.

The composition of the Land of the Fanns Board should draw on applications from Working Group members as engaged stakeholders, many of whom represent respected bodies and organisations. The focus of the new board should be the perpetuation of landscape scale working after the scheme, including leveraging existing projects and funding to support legacy initiatives.

As a starting point, Strategic Board members that are not represented by the Thames Chase Delivery Group would have the right to nominate one person to the Land of the Fanns Board, should they wish to nominate. One of the seats must be Havering as the accountable body. In making their nominations, Strategic Board members should be mindful of the skills the Land of the Fanns Board

requires and their nominee will bring, with the expectation that their nominee will attend the Land of the Fanns Board regularly and contribute actively to the work of the Land of the Fanns Board.

Recommendation 25: Reconstitute the Strategic Board as the Land of the Fanns Board, rationalising local authority representation via the existing Thames Chase Delivery Group (which would be represented on the new board by the Thames Chase Trust) whilst opening the Land of the Fanns Board to applications from Working Group members. The new Land of the Fanns Board should ideally have membership in single figures with updated terms of reference that are revised to take account of emerging legacy objectives. Havering should retain a seat as the accountable body, with other non local authority Strategic Board members invited to nominate a person should they wish to do so.

A separate issue relates to the dysfunctional relationship between the Land of the Fanns team and the Thames Chase Trust as the host organisation. Strategically, this appears to be due to a lack of consensus regarding how the Community Forest and the Land of the Fanns as landscape scale initiatives sit alongside one another, impacting on the operational integration of the Delivery Team within the Trust as employer. Whilst this sits outside the scope of this report, it has nonetheless been raised and affects the day to day operation of the scheme. It is recommended that the issues being raised on both sides are explored and mediated by a third party independently with no history or connection to either the Thames Chase Trust or the Land of the Fanns.

Recommendation 26: Undertake an independent review of the working relationship between the Thames Chase Trust and the Land of the Fanns Delivery Team to identify the core issues and develop a workable solution through mediation. To ensure impartiality, this must be conducted by a third party with no previous connection to either the Trust or Delivery Team.

Recommendations

Scheme Level

Recommendation 1: Develop a scheme wide set of output targets that respond to the Scheme objectives in the LCAP and test this with stakeholders.

Recommendation 2: Review project output delivery to date against the revised scheme wide output targets to inform a project rationalisation exercise.

Recommendation 3: Ensure that socio-economic questions are consistent across all data capture forms including age, ethnicity, postcode, disability and working status so that measurement against LCAP target audiences can be undertaken.

Recommendation 4: Ensure that project geography is taken into account when undertaking the project review and rationalisation exercise. This should include a review of place-based engagement

activities undertaken by the two Engagement Officers so that the public in less engaged parts of the landscape have the chance to become involved.

Recommendation 5: Review all formal training targets with a view towards a Scheme wide approach that allows more flexibility in response to need and demand. Rationalising the training elements of the Scheme could yield benefits in terms of reduced management time and streamlined promotion of training opportunities.

Recommendation 8: Review the data required to measure progress against targets to ensure that existing data capture methods are suitable. Where this is not effective or accurate, explore alternative means and units of measurement that better fit project realities.

Recommendation 26: Reconstitute the Strategic Board as the Land of the Fanns Board, rationalising local authority representation via the existing Thames Chase Delivery Group (which would be represented on the new board by the Thames Chase Trust) whilst opening the Land of the Fanns Board to applications from Working Group members. The new Land of the Fanns Board should ideally have membership in single figures with updated terms of reference that are revised to take account of emerging legacy objectives. Havering should retain a seat as the accountable body, with other non local authority Strategic Board members invited to nominate a person should they wish to do so.

Recommendation 27: Undertake an independent review of the working relationship between the Thames Chase Trust and the Land of the Fanns Delivery Team to identify the core issues and develop a workable solution through mediation. This must be conducted by a third party with no previous connection to either the Trust or Delivery Team.

Project Level

Recommendation 6: Develop a strategy for delivering all 12 Countryside Stewardship Agreements, which could involve dropping those no longer possible to focus time on those that are. The strategy could form part of the scope of works for the Landscape Management Plan.

Recommendation 7: Review the target to realise 3 social enterprises, potentially reframing this in broader terms to reflect the underlying objective for economic benefits from new landscape management approaches.

Recommendation 9: Review the target for the length of hedgerows restored or managed.

Recommendation 10: Review the Designed Landscape targets with a view towards potentially rationalising the training elements as per recommendation 5 and rationalising the physical improvement element into Delivery Programme A.

Recommendation 11: Review volunteer targets for all projects and consider whether they better describe project participants. In these cases, consider reframing the targets accordingly.

Recommendation 12: Consider formally combining the Community Mapping (B2.2), Landscape Champions of Tomorrow (C3.1) and the Arts Festival (D2.2) to simplify project and financial management, whilst monitoring of the contract with Kinetika.

Recommendation 13: Review the community mapping target for 100 assets to be recognised in policies in favour of positive engagements with planning teams and consultations across all planning authorities within Land of the Fanns. Work with Locality to identify what can realistically be achieved in this area over the remainder of the Land of the Fanns scheme.

Recommendation 14: Review the community archaeology site and dig targets, drawing on MOLA expertise to refine the original assumptions behind these targets.

Recommendation 15: Discuss volunteering aspirations for archaeology with MOLA in order to ensure there are adequate opportunities for volunteers to support project delivery.

Recommendation 16: To review the plans and budget that was assigned to the development of the mobile app and reallocate to reinforce marketing and engagement activities.

Recommendation 17: Prioritise work to create a network of screens at visitor centres to support promotion. This is important as the benefits of this intervention will decline the closer the Scheme gets to the end.

Recommendation 18: Follow up with content contributors to generate more content for use on the Land of the Fanns website and social media channels and encourage these people to become Scheme advocates.

Recommendation 19: Utilise the Community Action Fund underspend from Round 3 for a larger, final celebratory funding round in Year 5.

Recommendation 20: Ensure that all Community Action Fund projects are documented (e.g. photos, film, quotes) so that they can be used as content for marketing and promotion, and the final Scheme evaluation for the Heritage Fund.

Recommendation 21: Follow up with the apprentice who has left their position (if feasible) to ascertain their current employment situation. This could demonstrate the longer term impact of the apprenticeship opportunity and be logged as a successful project output.

Recommendation 22: Ensure due diligence by fully documenting the rationale for replacing an apprenticeship position with a semi-skilled role within Scheme records, including securing formal approval from the Heritage Fund. This will mitigate the risk of being deemed outside of Approved Purposes.

Recommendation 23: Review records relating to walk mapping and route clearance to ensure that reported progress against targets can be evidenced quantitatively. This is likely to link to the Kinetika-led arts and walking festival activities.

Recommendation 24: Ensure that volunteer contributions are monitored and recorded consistently across all projects to demonstrate delivery against volunteer targets, particularly as the average value of volunteering is declining.

Appendix 1: Monitoring and Evaluation Framework



Monitoring & Evaluation Framework – August 2016

PROGRAMME A	RESTORING & RECONNECTING THE LAND OF THE FANNS
PROGRAMME B	UNDERSTANDING THE LAND OF THE FANNS
PROGRAMME C	ATTACHMENT TO THE LAND OF THE FANNS
PROGRAMME D	ENJOYING THE LAND OF THE FANNS

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
PROGRAMME A: RESTORING & RECONNECTING THE LAND OF THE FANNS								
A1	Landscape Management							
A1.1	'From Local to Landscape'	To co-ordinate landscape management efforts across the Land of the Fanns through better partnership working between public and private landowners, uplifting farmland through Countryside Stewardship and supporting landscape-focussed social enterprise	LOTF team	10 landowners participating in management 5 Countryside Stewardship agreements Landscape Management Plan 20 days of business support 5 Training and Knowledge sharing events 3 social enterprises	Names and activity notes Map, photo Document Names and activity record Names and activity record Incorporation record	Landscape management efforts are co-ordinated and strategic, enabling economies of scale and wider benefits for environment and economy	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current landscape management arrangements
A1.2	Community Tree Nursery	To develop a community tree nursery on a not-for-profit commercial basis providing genetically diverse stock for local sale	Thames Chase Trust	Business plan Tree nursery established Tree nursery maintained	Business Plan Financial forecasts Map, photo Tree numbers Names and activity record	Local provenance is used for local woodland planting and hedge laying, with volunteering and education at the core	Photos before and after; legacy planning	Photos before and after; legacy planning

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
				Tree nursery supporting legacy	Financial forecasts year 5+; 10 year management and maintenance plan			
A2	Habitats & Species							
A2.1	Woodland, Grassland & Hedgerows	To restore 60 hectares of woodland, grassland and hedgerows, linking these to Countryside Stewardship schemes	LOTF Engagement Officer - Environment	20 ha of woodland restored/ managed	Map, photo	Landscape distinctiveness has been enhanced and supported by ongoing management	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current habitat management arrangements
				40 ha of grassland restored/ managed	Map, photo			
				10km hedgerow restored/ managed	Map, photo			
				115 days of volunteer time	Names and activity record			
				3 Countryside Stewardship agreements	Agreements			
A2.2	Low Nutrient Habitats	To restore remnants of low nutrient habitats, which have almost vanished from the landscape.	LOTF Engagement Officer - Environment	10 ha of low nutrient habitat restored/ managed	Map, photo	An example of largely lost historic landscape has been restored and supported by ongoing management	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current habitat management arrangements
				25 days of volunteer time	Names and activity record			
				1 Countryside Stewardship agreement	Agreements			
A2.3	Rediscovering the Lost Fens	To highlight and interpret the lost 'Fann' landscape through access and restoration work	LOTF Engagement Officer - Environment	Connections between hubs and Fanns identified and made accessible	Map, photo	An example of largely lost historic landscape has been restored and supported by ongoing management	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current habitat management arrangements
				1 fen feature restored	Map, photo			
				20 days of volunteer time	Names and activity record			
				1 Countryside Stewardship agreement	Agreements			
A2.4	Micro Landscapes	To highlight and interpret bio diverse brownfield habitat, through management and engagement work	The Land Trust	5 ha of brownfield sites restored/ managed for invertebrates	Map, photo	An example of invertebrate rich brownfield habitat is understood and appreciated by local people	Evidence from key participants as part of Scheme evaluation; Legacy planning	Photos before and after
				25 days of volunteer time	Names and activity record			
				100 participants in engagement activities	Names and activity record			
A3	Connections & Links							
A3.1	River Catchments	To improve the riparian environments of the Land of the Fanns through Catchment Partnership working	South Essex & RBI Catchment Partnerships	1 strategic intervention per River	Map, photo	The riparian environment has been enhanced and supported by ongoing management	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current habitat management arrangements
				6km of river restoration work delivered	Map, photo			
				115 days of volunteer time	Names and activity record			
				3 Countryside Stewardship agreements	Agreements			
A3.2	Connecting Historic Landscapes	To improve access and understanding at two strategic historic landscapes within the Land of the Fanns	Thurrock Council and Brentwood Council	2 Historic Landscape plans	Map, photo	Strategic historic landscapes are more accessible and understood by our audiences	Evidence from key participants as part of Scheme evaluation; Legacy planning	Photos before and after
				3 km of new and upgraded trails and access points	Map, photo			
				70 days of volunteer time	Names and activity record			
A4	Environment Training							

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
A4.1	Environment Skills & Training	To provide people with the skills needed to restore, understand and promote natural heritage within the landscape	LOTF Engagement Officer - Environment	20 courses providing an introduction to the landscape	Names and activity record	Local capacity to manage and appreciate the natural elements of the landscape has been increased	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current landscape relevant skills and training opportunities
				200 people trained				
				20 courses based on understanding and recording Natural Heritage provided	Names and activity record			
				100 people trained				
				10 course based on the management of Natural Heritage Assets provided	Names and activity record			
				50 people trained				
10 course based on Natural Heritage Skills provided	Names and activity record							
				50 people trained				
				10 courses based on creative skills provided	Names and activity record			
				50 people trained				
PROGRAMME B: UNDERSTANDING THE LAND OF THE FANNS								
B1	LOTF Narrative							
B1.1	Land of the Fanns book	To produce a publication that brings together the history and stories of the Land of the Fanns area	Scappler & Gowan	Synopsis document in year 1	Documentation available	An authoritative narrative on the Land of the Fanns is available to inform and guide peers and other projects	Builds on current LCAP framework, forming authoritative guidance for associated projects	Landscape Conservation Action Plan
				Land of the Fanns book	Publication available			
B2	Recording Landscapes							
B2.1	Designed Landscapes	To identify and record the changes in the Land of the Fanns landscape over time to build understanding and appreciation of its significance	LOTF Engagement Officer - Heritage	5 recorded features per Landscape Character Area	Map, photo	The landscape is better recorded and understood by our audiences	Evidence from key participants as part of Scheme evaluation; Legacy planning	Landscape Conservation Action Plan
				1 surveyed feature has been improved	Map, photo			
				25 days of volunteer time	Names and activity record			
B2.4	Community Mapping	To record heritage places and stories valued by communities to strengthen cultural identity and place-making in the Land of the Fanns.	LOTF Engagement Officer - Heritage	100 places and stories of local value recorded	Map, photo	The landscape is better recorded and understood by our place-makers	Evidence from key participants as part of Scheme evaluation; Legacy planning	Landscape Conservation Action Plan
				100 places and stories accessible online	Website link			
				100 places and stories reflected in local place-making policies	Inclusion in local strategies/policies			
				25 days of volunteer time	Names and activity record			
B3	Archaeology							

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
B3.1	Community Archaeology	To engage people through archaeological activities relating to the landscapes and rivers of the Land of the Fanns.	LOTF Engagement Officer - Heritage	5 sites identified for community archaeology	Map, photo	Landscape archaeology is better recorded and understood by audiences	Evidence from key participants as part of Scheme evaluation; Legacy planning	Landscape Conservation Action Plan
				5 community digs	Map, photo			
				25 participants	Names and activity record			
				25 days of volunteer time	Names and activity record			
B3.2	Travelling Archaeological Exhibition	To raise awareness and understanding of the archaeology across the Land of the Fanns	LOTF Engagement Officer - Heritage	1 artefact for each Landscape Character Area identified	Map, photo	Landscape archaeology is better recorded and interpreted for audiences	Evidence from key participants as part of Scheme evaluation; Legacy planning	Landscape Conservation Action Plan
				Exhibited in all 4 local authority areas	Map, photo			
				5000 people view the exhibitions	Visitor counts			
				25 days of volunteer time	Names and activity record			
B4	Interpretation							
B4.1	Interpreting the Fanns	To raise awareness and understanding of the landscape through interpretation at strategic locations across the Land of the Fanns	LOTF Scheme Manager	Exhibition at Eastbury Manor/ Valence House	Map, photo	Strategic locations within the landscapes are more accessible and understood by our audiences	Evidence from key participants as part of Scheme evaluation; Legacy planning	Interpretation Strategy and Landscape Character Assessment
				Exhibition at Davy Down	Map, photo			
				Exhibition at Thames Chase Forest Centre	Map, photo			
				Interpretation trail at Pages Wood	Map, photo			
				Interpretation trail at Bedford's Park	Map, photo			
				Interpretation trail at Langdon Hills	Map, photo			
				Interpretation trail at High House, Purfleet	Map, photo			
				Signage at Eastbrookend Country Park/Dagenham Corridor	Map, photo			
				70 days of volunteer time	Names and activity record			
				Exhibition at Eastbury Manor/ Valence House	Map, photo			
B5	Built/cultural Heritage Training							
B5.1	Heritage Training & Skills	To provide people with the skills needed to restore, understand and promote built, archaeological and cultural heritage within the landscape	LOTF Engagement Officer - Heritage	10 2-day archaeological heritage courses provided	Names and activity record	Local capacity to manage and appreciate the built, archaeological and cultural elements of the landscape have been increased	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current landscape related skills and training opportunities
				50 people trained	Names and activity record			
				20 courses based on history and built heritage provided				
				100 people trained				

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
				10 courses based on creative skills provided 50 people trained	Names and activity record			
PROGRAMME C: ATTACHMENT TO THE LAND OF THE FANNS								
C1	Raising Awareness							
C1.1	Digital Heritage	Development of an app or equivalent that brings together Land of the Fanns information and is accessible in the outdoors	LOTf Scheme Manager	Online Content Management System (CMS) available App available for download 2,500 downloads during life of scheme 35 days of volunteer time	Web link Web link Analytics Names and activity record	The cultural richness of the Land of the Fanns can be accessed via mobile in an engaging, accessible way	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current digital interpretation opportunities within the Land of the Fanns
C1.2	Promoting the Land of the Fanns	To promote and celebrate the Land of the Fanns via digital channels, co-ordinated marketing and audience-generated content.	LOTf Admin and Finance Officer	LOTf Website and social media channels live Website Content Management System (CMS) available 10,000 website hits during life of scheme 5 LOTf screens at hubs across the landscape 5 heritage bus tours during life of scheme Content (photo, text, video etc) competition every 6 months 35 days of volunteer time	Web link Web link Analytics Map, photo Names and activity record Names and activity record	Awareness of the Land of the Fanns grows year on year	Evidence from key participants as part of Scheme evaluation	Current marketing arrangements within the Land of the Fanns
C2	Involving People							
C2.1	School Programme	To support teachers and young people to use the landscape in education through a Land of the Fanns education resource and a potential Forest School as legacy	LOTf Scheme Manager	Online education resource 10 school trips to Land of the Fanns sites 2,500 downloads during life of scheme Viable Forest School location identified	Web link Names and activity record Analytics Viability/need study	The natural and cultural heritage of the Land of the Fanns is used as a teaching resource	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current landscape provision within education, and Skills and Training Audit
C2.2	Volunteer Co-ordination	To co-ordinate existing heritage and environment volunteering opportunities across the landscape in support of the Scheme aims	LOTf Admin and Finance Officer	Volunteer role descriptions Sharing of volunteer opportunities	Weblink E-Newsletter	It is easy for people to become involved in Land of the Fanns	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current volunteering opportunities

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
C2.3	Community Action Fund	To fund a suite of local community projects that complement the delivery of the Landscape Partnership Scheme	LOTF Scheme Manager	£15,000 of community-led projects per year	Map and photo	Attachment to the Land of the Fanns with be strengthened through community-led projects	Evidence from key participants as part of Scheme evaluation; Legacy planning	N/A
C3	Training the Champions of Tomorrow							
C3.1	Landscape Champions of Tomorrow	To develop the landscape champions of the future by training volunteers and partners to support project delivery and secure the programme legacy	LOTF Scheme Manager	10 habitat Community Engagement courses provided 50 people trained 10 Interpretation courses provided 50 people trained 2 Digital heritage courses provided 10 people trained 10 Leadership course provided 50 people trained 10 Governance courses provided 50 people trained 5 Fundraising course provided 25 people trained 5 Marketing Course provided 50 people trained	Names and activity record Names and activity record Names and activity record Names and activity record Names and activity record Names and activity record Names and activity record	Local capacity to deliver the scheme and maintain the legacy of the landscape has been increased	Evidence from key participants as part of Scheme evaluation; Legacy planning	Current landscape related skills and training opportunities
C3.2	Land of the Fanns Apprentices	To develop the skills and experience of 2 local people through formal apprenticeships during the life of the Landscape Partnership Scheme	Forestry Commission	2 apprentices recruited during life of Scheme 2 apprenticeships successfully completed 2 apprentices successfully secure employment/self employment	Names Activity record Jobs relating to landscape	2 young people have started environment or heritage based careers as a direct result of the LOTF LPS Showcase for the use and benefits of using apprentices in Community Woodland activities.	Evidence from 2 apprentices as part of Scheme evaluation	Current landscape related apprenticeship opportunities
PROGRAMME D: ENJOYING THE LAND OF THE FANNS								

Ref	Project Name	Aim	Monitoring Lead	Output/Target	Evidence/Indicator	Outcome	Evidence/Indicator	Information need at scheme outset
D1	Walking the Fanns							
	Walking the Fanns	To enable access to the Land of the Fanns through targeted path improvements and a walking programme.	Thames Chase Trust	10 walks mapped 10 walking routes accessible 10 guided walks per year	Web link Map and photos Names and activity record	It is easier to experience landscape heritage on foot	Evidence from key participants as part of Scheme evaluation; Legacy planning	PROW and path condition and availability of information
D2	Celebrating the Fanns							
D2,1	Land of the Fanns Conferences	To bring together partners, groups and individuals from across the landscape area for an annual celebration of the Land of the Fanns	LOTF Engagement Officers	Annual conference Finale event	Photos Photos	People are united by a shared interest in the landscape	Evidence from key participants as part of Scheme evaluation; Legacy planning	N/A
D2.2	Arts Festival	To develop an art trail/festival that celebrates the Land of the Fanns	TBD	Arts based organisation become a partner Arts trail/festival	Names and activity record Map and photos	People explore the cultural heritage of the landscape through the arts	Evidence from key participants as part of Scheme evaluation; Legacy planning	Landscape scale arts and culture opportunities

Appendix 2: Interview Questions

Questions

1. What is your connection to the Land of the Fanns project?
2. What in your view has gone well so far?
3. What difference is this making to Heritage, People & Communities? Can you give me examples?
4. What in your view has not gone as well as you hoped? Why do you think this is?
5. Are there any missed opportunities that the project could make more of e.g. linking to other relevant work in the area?
6. What one thing would you change and why?
7. What do you think will be the legacy of the activities you've been working on and how might these be sustained after the funding ends?
8. Please complete the following sentence. By the time it has finished the most significant difference the LotF will have made is...