



# **Managing spaces for nature and heritage**

## **Guide for voluntary groups including fundraising**



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**[www.carbonlandscape.org.uk](http://www.carbonlandscape.org.uk)**

# Managing spaces for nature and heritage

## Guide for voluntary groups

### including fundraising advice

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The Carbon Landscape Partnership aims to support community-led projects towards sustainability. This is a 5 -year programme aims to benefit people and wildlife, make connections between communities, explore history and heritage, celebrate local culture and help put your place on the map.

When we use the word heritage in this toolkit we mean all aspects of the natural and cultural heritage.

**Sense of Place** is everything that is distinctive about a place – landform (e.g. wetlands, grasslands, mosslands and woodlands), vegetation, land use, field boundaries, buildings, settlements, history, traditions, dialect, industries, skills, food and drink; things that resonate with both residents and visitors. It is sometimes called 'local distinctiveness' and can be about the ordinary aswell as the endangered.

We can facilitate free Roundview workshops which is a big-picture, positive vision of sustainability. Here it is described in relation to the Carbon Landscape.

<https://www.carbonlandscape.org.uk/resource-category/introducing-carbon-landscape>

It gives a practical way to steer our actions and projects in the right direction. These workshops will provide an opportunity to learn more about long-term sustainability and develop ideas for your local area. What you tell us will help shape the activities of the Carbon Landscape project. It is specifically linked to, and explained in, the context of the Carbon Landscape heritage and character areas [www.roundview.org](http://www.roundview.org)

## **1.. Best Practice to create a Sense of Place<sup>i</sup>**

Local Ownership	<ul style="list-style-type: none"><li>• Depends on substantial voluntary effort by local stakeholders</li><li>• Initiated and steered by local communities</li><li>• Allows for public participation from all stakeholder groups in all decision-making processes and activities in a democratic manner</li><li>• Stimulates joint ownership and management, with input from all stakeholder groups including local communities, academic advisers, local business, local authorities and government structures</li><li>• Focuses on local identity</li><li>• Generates benefits to local communities including sense of pride, regeneration and income</li><li>• Encourages collaboration with local craftspeople, artists, writers, actors and musicians</li></ul>
Conservation	<ul style="list-style-type: none"><li>• Encompasses a geographical territory which can be determined by shared natural and/or cultural characteristics</li><li>• Consists of a network of different sites and buildings, sometimes with a central or gateway hub</li><li>• Promotes conservation of heritage resources in situ</li></ul>
Towards sustainability	<ul style="list-style-type: none"><li>• Stimulates sustainable development and sustainable use of resources</li><li>• Provides a meeting point for heritage and responsible tourism</li><li>• Looks at continuity and change over time rather than freezing things in time allowing for change and development for a better future</li></ul>
Other factors	<ul style="list-style-type: none"><li>• Emphasis is usually placed on the process of heritage management, rather than on heritage products for consumption</li><li>• Equal attention is often given to tangible and intangible heritage</li><li>• Encourages on-going documentation of past and present lives and people's environmental, economic, social, cultural and political interactions</li><li>• Promotes research at a number of levels, including local and academic and uses a wide range of approaches.</li><li>• Encourages a holistic approach to interpretation</li><li>• Illustrates connections between technology and the individual, nature and man, past and present</li></ul>

## 2.. Jargon Busting - Aims, outcomes and outputs

**Success = Delivery of outputs in line with budget leads to intended outcomes.**

Terminology can be confusing and may include terms like “objectives”, “targets” and “needs”. The definitions here are generally understood by most funders but always use the terms that funders describe in *their* guidance so you have shown that you have read them.

### Aim

What is the dream? What will success look like if it is achieved? E.g.

***‘by 2025 Great Manchester Wetlands will be a thriving, resilient and inspirational landscape that delivers real benefits to local communities and the local economy.’***

### Outcomes

Outcomes are the changes required to deliver the aim, thereby meeting the needs of the project. Outcomes are the downstream consequences of the outputs. For example, the Carbon Landscape is working towards three outcomes:

- 1. To restore a derelict landscape, ensuring connectivity and resilience in an area facing significant threats*
- 2. To reconnect people with their landscape through improved access, increased learning and volunteering opportunities*
- 3. To instil pride and engender community ownership in our Carbon Landscape, providing skills for local people, groups and beneficiaries to become custodians for our future*

The outcomes need to be SMART:

<b>S</b>	<b>Specific</b>	Outcome to be stated in a clearly defined manner.
<b>M</b>	<b>Measurable</b>	If it cannot be measured it will be difficult to assess
<b>A</b>	<b>Achievable</b>	Given time period, resources allocated, funding, local conditions, permissions
<b>R</b>	<b>Relevant</b>	Does it meet the long-term aspirations of the group?
<b>T</b>	<b>Time bound</b>	When will it be achieved?

Whilst it can at times feel like a frustrating process and easier to go straight onto the outputs, outcomes need to be achieved through a consensus in the group. They are indicative of the direction of the group. If the “healthy boundaries” are not agreed at the outset this is where problems can arise later. It is therefore important that outcomes are NOT:

- Vague and subject to multiple interpretations
- Over ambitious or unachievable
- Overly complex
- Overly bureaucratic

### Outputs

These are the day-to-day things you deliver whose impact will achieve the outcomes. Funders will look at these and weigh up if they are getting good value for money. For example, some of the outputs for the Carbon Landscape include:

- *To improve 5 flagship sites to create 120ha of high quality priority habitats*
- *To work in partnership with all landowners / managers and improve a further 380ha of high quality natural habitats*
- *To improve 3 Carbon Landscape gateway sites and improve and promote 20km of access routes with a focus on the formation of a Carbon Trail and various Loops, with signposting, waymarking and interpretation*
- *To engage communities and groups in the Carbon Landscape through 20 Sense of Place projects involving 6000 local people.*

- *To deliver a training programme for 200 people per year, giving at least 50 members the confidence to continue activities long term*
- *To deliver an events and education programmes that build on Roundview themes that will inspire 2500 people and 1200 children about their Carbon Landscape.*
- *To provide a Volunteer Hub co-ordinating 500 high quality opportunities, and managing 20 Landscape Champions.*

### **Sustainability**

- *Environmental* – ensure it has the lightest footprint.
- *Cultural* – ensure it adds to local culture.
- *Financial* – how will the costs be met beyond the life of the funded period.

### **Management of outcomes and outputs**

During the lifetime of a project there is a need for different styles of management. For example, in the first instance, there is a need for enthusiasm and persuasion to build support for the idea. Later on there will be a need for fundraising, financial management, project management and probably for interpretation, marketing and monitoring skills. In the longer term you will need to find ways of evaluating the project and maintaining interest in the project from members of the community when the excitement of developing the project is gone and it is time to focus on the more mundane tasks such as maintenance. Difficult decisions might need to be made in relation to changing the personnel on managing groups and bringing in (specialist) help from outside of the community which may mean some loss of control. Large projects mean a need for project and financial management. Your organisation will need to be constituted with good governance procedures in order to apply for and receive a grant.

Checklist:

- Are the outcomes right for the group?
- Have the outcomes involved an element of wider consultation? (see **Evidencing need** below)
- Do you need to bring in additional skills to progress?
- Bringing in external partners may lead to loss of control. Is your management structure supportive of that?
- Can you work under the wing of another organisation?
- Cash flow if funds are paid in arrears.
- Health and safety.
- Safeguarding
- Do you need your own insurance?
- Have you got enough people hours?
- Has the project been properly costed including contingency?

### **3.. Evidencing need**

#### **Local ownership**

The willingness for a project has to come from within the local community. A long time ago, the current author (who has been a community development worker for 19 years), realised that if a project idea does not generate in the local community it will flop the second organisational support is withdrawn. When organisations support local community and voluntary ambitions, then voluntary and social enterprise projects can continue for decades.

Most communities are complex, with many interest groups, often incorporating a range of views on local issues. Because of this, effective and inclusive consultation and involvement takes time. It is also important to be realistic with expectations. Local communities easily become disheartened if, as a group, you build expectations and then do nothing. Also within the voluntary sector there should be the expectation that if you personally have an idea, then you should carry out any drudgery associated with that idea e.g. doing all the things funders require writing bids, getting all the information together, delivering flyers in the rain etc. There is never any shortage of blue sky thinking within groups, what actually makes projects happen are the “doers” and not those who talk a good game. If a task feels unfamiliar or uncomfortable then that is where social change is most likely to happen. Funders don't like the idea that you assume that you know what's best for your users. They want to see that your users have been fully involved in shaping the project.

#### **Being inclusive**

Endorsement and participation by all of the community is a basic principle of community development. Consider whether people living with disabilities can use your greenspace. A good idea is to invite a group of adults with varying disabilities to test the greenspace and give you their opinion. The audit should include these items with large print and images:

- Are the signs clear and helpful?
- Are there any gates to go through? Can a wheelchair easily get through?
- If you have to use stairs are there bright yellow lines for people to see?
- What are the surfaces like? Are there any lips where it is hard for wheelchairs to get over?
- Is there enough passing space for two wheelchairs or people with a guide dog?
- Can you finish a walk without using steps?
- Can you read and understand the interpretation information?
- Are there wheel chair accessible toilets?
- Are there blue badge parking spaces?
- Are the picnic tables at the right height for wheelchair users?
- Are the bird hides wheelchair accessible and is visibility low enough?

Useful information - <http://disabledramblers.co.uk>

Risley Moss is currently the only walk in the Carbon Landscape listed on <http://walkswithwheelchairs.com>

#### **Evidencing need**

Some groups may be under-represented whereas others may shout the loudest, yet they may not be integral to making the project a reality. There will always be a need to balance these two competing interests. Focus groups are probably the single most effective way to ensuring a project happens.

- What is the problem you want to address with your project?
- How do you know the unmet need exists?
- What will beneficiaries receive?
- Why have you prioritised this need?
- Why is your project an appropriate response to the need?
- What is the wider impact?

<b>Group</b>	<b>Technique</b>
Local residents	Door to door knocking, face-to-face interviewing, flyers advertising an internet survey, public meeting
Greenspace users	Face-to-face interviews on a site or at an event. Parents are good to consult whilst children are doing a craft activity. Public meeting
Community groups	Invite to a focus group or an internet survey including Friends Groups, local charities, youth groups, churches, neighbourhood teams, Tenant & Resident Associations
Interest groups	Invite to a focus group or an internet survey including heritage and history societies, naturalists, ramblers.
Elected representatives	Attend the surgeries of parish, district or county councillors
Organisations working with marginalised groups	These are often an excellent recruiting ground for volunteers. They will have already have the contacts in place. Arrange a face-to-face meeting. The beneficiaries of these organisations may not have the confidence to attend public meetings but could have their own focus group.
Businesses	Especially if they are managed by local residents they are often happy to support their local greenspaces.
"Non-joiners" not represented above	Internet surveys or public meeting publicised on social media and by posters in local venues e.g. libraries, news agents, local stores, takeaways, community settings.

### **Sample questions for focus groups and questionnaires (don't bore you want useful information)**

- Would you like to see \* happen? – give options
- What are the barriers to that happening? – give options
- What support are you personally able to give the project?
- Which groups should we consult?
- Why do use the site? (e.g. ramblers, dog walkers, bird watchers);
- How far are you willing to travel?
- What do you like about the site?
- What do you dislike about the site?
- Are there any access issues?

Analyse the results and act on the responses honestly especially if the consultation tells you different from what you were hoping to hear. Internet surveys with over 50 responses can be useful for collecting data e.g. *87% said they would like to see a new wildflower meadow at Bumpkins site.* However, the data that will inform your future project management will come from focus groups especially where members of that group have also committed to actions. The focus group can be an agenda item at the regular Friends group meeting. If a group doesn't engage that is also absolutely fine. It may form evidence to counteract any problems in the future. The key element is that they are offered the opportunity.

### **4.. Writing a business / project plan**

#### **A) Executive summary**

This is a summary of the entire plan and is usually contained at the start of the document. It should be completed at the very end but placed at the beginning to try to find a 'wow factor'. For example

*The Carbon Landscape Partnership is creating a step change in the restoration of an ancient landscape once altered by industry. The Carbon Landscape is at the heart of the vision for the Great Manchester Wetlands Nature Improvement Area:*

***'by 2025 Great Manchester Wetlands will be a thriving, resilient and inspirational landscape that delivers real benefits to local communities and the local economy.'***

There are 22 projects including:

- **Landscape Restoration** ensuring movement of wildlife through corridors linked to citizen science.
- **Sense of Place** encouraging groups to work closely together and develop the skills to take on more ownership.
- **Volunteer Hub** increasing volunteering, developing ambassadors for the future through Landscape Champions, Trainees, Work Placements, AQA qualifications and training.
- **RoundView** and the 3 themes of our landscape – formation, exploitation and restoration.
- **Carbon Trail** – enhancing access opportunities linking nature reserves, and encouraging access by foot or by bike.

The partners – Lancashire Wildlife Trust, Wigan Council, Warrington Council, Salford Council, Inspiring Healthy Lifestyles, Greater Manchester Ecology Unit, City of Trees, Woolston Eyes Conservation Group, Healthy Rivers Trust, Natural England, Environment Agency, Cheshire Wildlife Trust, University of Manchester.

## **B) Organisation**

Be brief and factual.

- What is your legal structure?
- Is the project in line with constitution / Articles of Association / Charitable Objectives?
- Who are the stakeholders?
- Does your organisation have the resources such as finance, staff, volunteers?
- Does your organisation have the expertise such as track record, knowledge, quality assurance and training? If not, where will these skills come from?
- Does your organisation have a clear management structure?
- Does the application have the support of the senior people in the organisation?
- Does your organisation influence policy makers in your particular field?

## **C) Description of the project**

- Write a project description
- Aims, outcomes and outputs (see above)
- How does the project address need? Decide through a process of community consultation.

## **D) The Market**

See Consulting Communities Section above about evidencing need. In addition:

- Who is the audience or beneficiary?
- How have the needs of your community been met in the past?
- How are they currently being met?
- What prompts your audience to use your service?
- Does the future market actually exist or rely on external forces?
- Where is your competition?
- What opportunities and threats do they present for you?
- Market research techniques desktop and community consultation. Desktop on its own is poor data.

## **E) Marketing**

- How are you going to tell the public or interested groups about your project?
- See Communications and Events below.

## **F) Personnel**

- What are your organisation's values? And how are they lived out?
- Staffing - will it rely on paid staff and volunteers?
- What style of leadership and management do you have in the organisation?
- Who, in reality, are the really important decision makers within the organisation?

- Do you need training to develop new skills to achieve the business plan?
- What policies, procedures and systems will you need to develop or modify to support the objectives of the Business plan?

### **G) Partnerships**

Working in partnership with another organisation can scale up your project. You have to be very clear about what stage you are with another organisation. Don't ever exaggerate the status of your relationship with another organisation. Similarly, don't allow yourself to be used by larger organisations who may drop you once any funding is secured.

### **H) SWOT Analysis**

- Unique selling points
- Strengths
- Weaknesses
- Opportunities
- Threats

### **I) Operations and logistics**

- Suppliers
- Equipment
- Legal requirements
  - Health and Safety Law [www.hse.gov.uk](http://www.hse.gov.uk)
  - Covid
  - Safeguarding and DBS Checks
- Insurance (Zurich offer tailored insurance for Friends Groups)
  - Public liability insurance
  - Employers liability insurance – required for volunteers
  - Events insurance
  - Machinery insurance for accidents and thefts

### **J) Financial plan**

- Present financial costs as appendices.
- Your financial data will be scrutinised in some detail if you want funding and therefore you need to ensure that the figures provided are as robust as possible.
- Income predictions should be both conservative and realistic.
- Costs should be documented in full and assumptions clearly shown.
- Whilst the costs should be fairly predictable, the sales predictions are going to be much more subjective.

#### **Income**

- Grants
- Corporate sponsorship
- Sales
- Donations
- Membership

#### **Capital and set up costs (one off)**

- Purchase price of items or property
- Repair and conservation work
- New building
- Other capital work (interpretation)
- Equipment and materials
- Other costs (capital)

- Professional fees relating to any of the above (capital)
- You will need to detail the costs of setting up the project and show how these costs will be funded.
- For larger items get three quotes.
- Make sure you add postage and packaging or delivery as a cost.

### **Revenue or ongoing costs (occur every year)**

#### Heritage Lottery Headings

- Staff PAYE
- Pension
- Staff recruitment
- Training for staff
- Paid training placements
- Training for volunteers
- Travel for staff
- Travel and expenses for volunteers
- Equipment and materials (activity)
- Other costs (activity)
- Professional fees related to above (activity)
- Recruitment
- Publicity and promotion
- Evaluation
- Other costs
- Full cost recovery (overheads)
- Contingency
- Inflation
- Maintenance costs
- Non-cash contributions
- In kind support volunteer time

#### Typical business plan headings (excluding staff volunteer related)

- Use of premises
- Rents, rates and insurance
- Printing, postage and stationery
- Advertising
- Telephone and broadband
- Website
- Machinery expenses
- Travel expenses
- Consultancy fees
- Accountancy
- Subscriptions
- General expenses

### **Budgets and Cash flow**

Budgets are a prediction of the future finances and profitability of an organisation. They normally look at profitability. However, a project can be profitable but run out of money in the bank, especially if a grant is paid in arrears. Cashflow is therefore very important. Any organisation needs to know that it will be able to pay its debts. Cashflow forecasts try to predict the amount of money coming in and out which means you can predict how much money is in the bank at any time.

## **Financial credibility**<sup>ii</sup>

- Have you supplied your latest annual accounts?
- Do they give a picture of a well-run viable organisation?
- What are the major sources of income at the moment?
- Will these sources continue?
- If not, what is being done to secure the organisation's future?
- Is the budget realistic?
- What proportion of the total required is being requested from the funder?
- Where will the balance come from?
- Is match funding pending?
- Does the budget for the project balance income and expenditure?
- Does the budget represent value for money?
- What happens if the whole budget is not raised? Will it be possible to function on less?
- Will plans have to be adjusted?
- What will happen when the funder's grant runs out? Is there a strategy for obtaining continuing funding?
- Will the project become self-sufficient or terminate at that point?

## **Funding options (see below)**

- How the group currently funded?
- Ratio of self-generated revenue to grants/loans?
- What are the strengths/weaknesses of your funding composition?
- What is our attitude towards loan finance? Do you have the power to borrow? What type of relationship do you have with your bank?

## **5.. Income Generating**

Funders are generally enthusiastic about giving you a one-off grant to help you get started, solve a problem or boost your capabilities. They are less keen on subsidising the day to day running. They also like to see team involvement and don't like it being the sole ambitions of one person. What would happen if that person got run over by a bus? There has to be some people resilience. Funders criteria change all the time and these are correct at the time of writing. This list is a starting point and is not intended to be comprehensive.

## **Grant making Trusts**

There are around 8,000 grant-making trusts in the UK. It is a growing sector with around 200 new grant making trusts set up each year. These trusts give out around £3 billion a year. By comparison the Big Lottery Fund gives out around £500 million per year. The top 500 largest UK companies make grants of £500 million per year. However, 7700 of these grant making trusts are run by volunteers and as a consequence are very stretched.

- Make sure if you apply to them you are fulfilling their criteria.
- Create a schedule setting out the deadlines for relevant trusts month by month.

National grant making Trusts that have been supportive of environmental and heritage projects:

- Ernest Cook - <http://ernestcooktrust.org.uk>
- Esmee Fairbairn - <https://www.esmeefairbairn.org.uk>
- Peter de Haan - <https://www.pdhct.org.uk/>
- Tudor Trust (must tackle social exclusion) - <https://tudortrust.org.uk/>
- Woodroffe Benton - <https://www.woodroffebenton.org.uk/>
- Yapp Environmental - <http://www.yappcharitabletrust.org.uk/>

## **Other nationwide grant makers**

- Big Lottery “Reaching Communities” (over £10k) <https://www.biglotteryfund.org.uk/funding/programmes/reaching-communities-england>
- Big Lottery “Awards for All” (up to £10k) <https://www.biglotteryfund.org.uk/funding/programmes/national-lottery-awards-for-all-england>
- Heritage Lottery Fund “Our Heritage” (£10k to £100k) <https://www.hlf.org.uk/looking-funding/our-grant-programmes/our-heritage>
- Heritage Lottery Fund “Sharing Heritage” (up to £10k) <https://www.hlf.org.uk/looking-funding/our-grant-programmes/sharing-heritage>
- Vcashpoint (young people volunteering) <https://vinspired.com/cashpoint>

## **Corporate Social Responsibility Schemes**

- ASDA – approach local store
- B&Q – approach local store
- Cooperative Grocery - <https://causes.coop.co.uk/>
- Greggs - <https://www.greggsfoundation.org.uk/grants>
- Lloyds TSB (young people) - <https://www.lloydsbankfoundation.org.uk/>
- LUSH - <https://uk.lush.com/article/charity-pot-funding-guidelines>
- Morrisons Bags - <https://www.morrisonsfoundation.com>
- Santander - <https://www.santander.co.uk/uk/about-santander-uk/csr/communities>
- Tesco carrier bags - <https://www.groundwork.org.uk/Sites/tescocommunityscheme>

## **Local Landfill operators**

- Biffa - <http://www.biffa-award.org>
- Enovert (formerly Cory) - <http://www.enovert.co.uk/Trusts/Enovert+Community+Trust>
- Suez - <https://www.suezcommunitiestrust.org.uk/apply-for-funding/postcode-checker/>
- Viridor - <http://www.viridor-credits.co.uk/apply-for-funding>
- Wren - <http://www.wren.org.uk/apply/wren-grant-scheme>

## **Wigan (specific)**

- Brighter Borough Fund supported by local councillors - <https://www.wigan.gov.uk/Business/Finance-and-Grants/Community-funding/Brighter-Borough-Fund.aspx>
- The Deal for Communities - <https://www.wigan.gov.uk/council/the-deal/deal-communities/communities-investment-fund.aspx>

## **Salford (specific)**

- Hamilton Davies (covers Irlam and Cadishead) - <https://hamiltondavies.org.uk/>
- Salford CVS (various) - <https://www.salfordcvs.co.uk/live-grants>

## **Warrington (specific)**

- Cheshire Community Foundation various pots – <http://cheshirecommunityfoundation.org.uk/apply-for-funding/>
- Warrington Charities Trust (up to £500) - <http://warringtoncharitiestrust.org/>
- Hamilton Davies (covers Rixton) - <https://hamiltondavies.org.uk/>
- Speak to your Neighbourhood Representative at Warrington Council

## **Top tips for writing a good application<sup>iii</sup>**

- Less is more – just don't bore.
- Brief, clear and frank. The objective is to pack in as many facts as possible in a short document.
- In project description explain the nuts and bolts “outputs” and do not go on just about need. The evidence of community consultation will explain that.

- No meaningless or unambiguous words. The average 12-year-old needs to understand the application. and you can test out the simplicity of your language online. The Gunning Fog Test <http://gunning-fog-index.com> Within reason the lower the score the better.
- No jargon, acronyms (unless explained the first time) or exaggeration.
- Stay formal
- Appropriately use headings and bullet points.
- Once you have finished an application don't look at it for a day or two then come back and read it with fresh eyes
- Get someone who doesn't know the project to proof read it as they may bring up things you haven't considered.
- Budget must be added up correctly.

### **Reasons for rejection**<sup>iv</sup>

It is estimated that only 1 in 10 funding applications is successful so don't get disheartened. There is just not enough funding to go round. Try and learn from your rejections.

- Did not meet the stated requirements
- Sent too much unnecessary information
- Application was badly written or presented
- Did not state how funds would be used
- Application was obviously not personalised to the trust
- Insufficient information for a decision to be made
- Application was too lavishly produced.

Other reasons might include.

- 'There are too many charities already doing the same thing'
- 'I've never heard of them so they can't be doing a very good job.'
- 'They have run up a huge deficit. I don't see why we should provide money'
- 'They spend far too much on administration and fundraising.'
- 'They are extremely rich. They don't need our help.'
- 'They are expensive. We could spend our money more wisely elsewhere.'
- 'Their work is extremely controversial.'
- 'It sounds like work that should be funded by statutory sources.'

### **Other ways of income generating**

The biggest limitation in fundraising maybe your vision at the very start. Your vision might be far too small and that might hold back your entire organisation.

- Donation bucket on a stall or at an event
- Trading
- Crowd funding
- Corporate Social Responsibility
- Wealthy Individuals

## **6.. Troubleshooting a Project**

**Success = Delivery of outputs in line with budget leads to intended outcomes.**

However, that is not real life and so it is important not to bury your head in the sand if things are going wrong. You may wish to:

- talk to your funder about varying outputs as it still may lead to intended outcomes;
- bring in additional skills as you progress;
- bring in external partners but can also lead to a loss of control or change of direction and will need strong management;
- change your management structure;

- ensure good governance. If you have problems with your management structure, which is common with volunteer committees, you may require some independent help.
  - Community Knowledge Officers Wigan & Leigh Council.
  - <https://www.salfordcvs.co.uk/>
  - <https://www.warringtonva.org.uk/>

## **7.. Interpretation best practice**

Interpretation is ‘the art of helping people explore and appreciate our world’. It is a communication technique that helps your audiences to get the most out of the natural and cultural heritage resource.

### **The five Ws**

#### **Who is your audience?**

- Why do they come? (e.g. ramblers, dog walkers, bird watchers);
- How old? (suitable levels of information);
- How do they travel? (singly, families, peer group);
- How far are people willing to travel? (affects advertising);
- What interests them?
- How long will they stay?
- Are there any access issues?

**Where is the interpretation placed?** for maximum impact whilst keeping the public safe.

**What narratives do you want to tell?** “The one clear message we want users to take away about the site is \*. Tie everything to a main theme. For example, in exploring Great Manchester Wetlands we want to appreciate the landscape was destroyed by heavy industry and now is regenerating as greenspace providing habitat to internationally important species. However, this landscape is still under threat from development pressures. This requires the public to cherish their greenspaces.

**Why interpretation?** enhancing the visitors’ experience, attracting more visitors, getting visitors to stay for longer, getting visitors to behave in a particular way or travel in a particular direction, having something else to be proud of in your area.

**When?** You may want to capture when wading birds are in full plumage or listen to the dawn chorus for birds.

### **Different interpretation techniques<sup>v</sup>**

<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>
Guided tours	<ul style="list-style-type: none"> <li>• First-hand delivery</li> <li>• Flexible</li> <li>• High quality and effective if with skilled/trained guides</li> <li>• Can present a complex story</li> <li>• Can generate revenue?.</li> <li>• Can minimise damage to a sensitive resource</li> </ul>	<ul style="list-style-type: none"> <li>• Administration for attendance</li> <li>• Need significant marketing</li> <li>• Only reach a fairly small audience</li> <li>• Relatively high cost per participant</li> <li>• Significant health and safety planning required Messages only delivered during event itself</li> </ul>
Events	<ul style="list-style-type: none"> <li>• Hands-on so more memorable</li> <li>• High fun factor</li> <li>• Attractive to family groups</li> <li>• Flexible</li> <li>• Can minimise damage to a sensitive resource</li> </ul>	<ul style="list-style-type: none"> <li>• Same as guided tours although it is possible to reach a large audience.</li> </ul>
Theatre presentations	<ul style="list-style-type: none"> <li>• High entertainment value</li> <li>• Can present a complex story</li> <li>• Can generate revenue?</li> </ul>	<ul style="list-style-type: none"> <li>• Same as guided tours.</li> <li>• Can be expensive.</li> </ul>

	<ul style="list-style-type: none"> <li>• Can minimise damage to a sensitive resource</li> </ul>	
Interpretation boards	<ul style="list-style-type: none"> <li>• Year-round delivery of message</li> <li>• Can reach large audience</li> <li>• Can help orientate visitors</li> <li>• Need no supervision</li> <li>• Can easily combine text and pictures</li> <li>• Can be used to indicate ownership/management</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance tends to be neglected</li> <li>• Static and inflexible unless designed to accept changes</li> <li>• Sometimes prone to vandalism</li> <li>• Hard for users to remember once away from the panel</li> <li>• Can only really communicate one main thing/theme</li> </ul>
Brochures	<ul style="list-style-type: none"> <li>• Portable presentation of routes can aid orientation as well as appreciation and understanding</li> <li>• Can generate revenue if sold</li> <li>• Can contain more detail than a panel &amp; can easily combine text and pictures</li> <li>• Can be retained as a souvenir</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to distribute on un-staffed sites</li> <li>• Administration required for sales, distribution, updates and reprints</li> <li>• Can be discarded as litter</li> <li>• Tendency to print too many</li> </ul>
Audio trails with headset	<ul style="list-style-type: none"> <li>• Important for visually-impaired visitors</li> <li>• Can create characters for users to relate to and learn from</li> <li>• Narrative style suits storytelling</li> <li>• Can be multi-lingual</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively expensive to rent or buy</li> <li>• Administration required to loan hand/head sets</li> <li>• Isolate users</li> </ul>
Digital information on a static website	<ul style="list-style-type: none"> <li>• Visitors information pdfs can be loaded to the phone prior to visit.</li> <li>• Can display digital maps etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to use if raining.</li> <li>• Small screen</li> <li>• Isolate users</li> </ul>
Smart phone apps	<ul style="list-style-type: none"> <li>• Potential to meet modern visitor expectations</li> <li>• Can deliver different levels of information for a range of users</li> <li>• Can offer interactivity</li> <li>• “Augmented reality” can offer a wow factor e.g. the Forestry’s commission Gruffalo spotter.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile data charges</li> <li>• Need specialist technical support.</li> <li>• Expensive to produce and run</li> <li>• Hard to meet high performance expectations of the computer game generation</li> <li>• Soon becomes obsolete</li> </ul>

It is possible to keep abreast of the most recent developments with the Association for Heritage Interpretation [www.ahi.org.uk](http://www.ahi.org.uk)

## **8.. Communications and Events**

### **Logos**

If you receive match funding from the Carbon Landscape Partnership it will necessary to display the following logos. These are available in higher resolution from the Carbon Landscape Team.



## **Accessibility to the whole community**

Communications must be accessible to the whole community. There will be no barriers to anyone because of age, ethnic origin, sexual orientation, people living with disabilities or mental health conditions, religion or other similar beliefs, family or carer responsibilities, marital or some other personal characteristics. Express text in simple and concise language, avoiding jargon and acronyms wherever possible. Strive to conform to accessibility guidelines. If an event is advertised and it is not suitable for all ensure a positive explanatory note accompanies it e.g. *this guided tour involves walking over rough terrain and climbing steps.*

## **Top Tips for communications**

- Messages should be simple and not cluttered with jargon
- Use quotes to give the impression that someone is telling a story
- People like to latch onto personalities
- Volunteering and other ways of getting involved always interest people who want to “do their bit”
- Species stories are always big sellers – e.g. willow tits are rarer than pandas
- Be upbeat – make bad news into positive news such as an opportunity
- Build up an extensive picture library

## **Keep a file of credibility<sup>vi</sup>**

- Media coverage
- Testimonials
- Evaluations
- Successful projects
- Successful events
- Individual case studies
- Sponsorships
- Grants
- Prominent patrons
- Supporters

## **A 30 second “heart-felt” pitch**

When you are talking to people you want to be able to capture the essence of your project in a few words. Here is an example:

*Our wildlife is being squeezed out, isolated and we have a real risk of losing species locally if we don't create a safe and effective corridor for them to move through. By creating a network of safe spaces for wildlife to move between, and inspiring local people to experience these areas in new ways, we will re-imagine our landscape. The Carbon Landscape is a 3.2 million pound project funded by the Heritage Lottery Fund and the first major project of the Great Manchester Wetlands Partnership.*

## **Media approaching you**

- The BBC want to interview someone about your field of activity. Do they call your organisation or do they call someone else?

The most likely way a journalist would find your organisation is through a google search. A funder is also likely to use this approach. Have a good understanding of your online presence.

## **Press Releases**

Before you even attempt to write a press release, think about the things you like to read, watch and listen to in the media. Most of us are generally interested in things we haven't heard before, find surprising or help solve our problems. So before drafting your press release, it's worth asking yourself these questions:

- Is there anything "new" in my story?
- Is there anything unusual or unexpected about it?
- Would this be of interest to anyone outside our circles?

Once you commit to the press release

- Don't try and be clever with headlines. That is the journalists job. It is better to say exactly what the press release is about in the subject bar of the email.
- Getting a journalist to open your email is only the first step but if your first sentence doesn't grab them then they may not read further. Therefore, the "top line" is most important. Your first line should be a summary of your story (in no more than 20 words) and read like the opening of a news story e.g.
- Journalists are generally taught to get as many of the five Ws in the opening lines of a news story (who, what, where, why, when) so ensure you include this information in the text without waffle.
- Use quotes to give the impression that someone is telling a story.

### **Top Tips for Posters (paper and jpegs)**

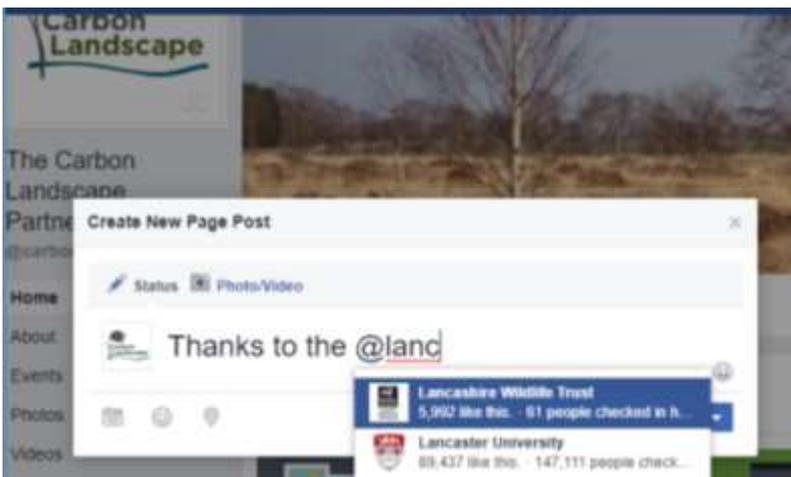
- Select a large, eye-catching photograph - the most important thing is to first choose a large, high quality photograph that effectively represents your event.
- Select a colour theme using bold colours.
- Add information - depending on the shape of your image you may decide not to have a block of colour at the top but have it at the bottom instead, or as well. You may also need to put coloured text boxes over the image to fit all your content into, depending on how much information you have to add onto the poster or flyer.
- If you are laminated a colour poster for outside use ensure it has been colour photocopied as ink jet printers ink run.

### **Social media**

The preferred method of social media is Facebook and Twitter. For public facing events or sharing good news stories you need a "page" on facebook. If you would like to create a community of interest where you can perhaps discuss day-to-day management issues then you need to create a "closed group."

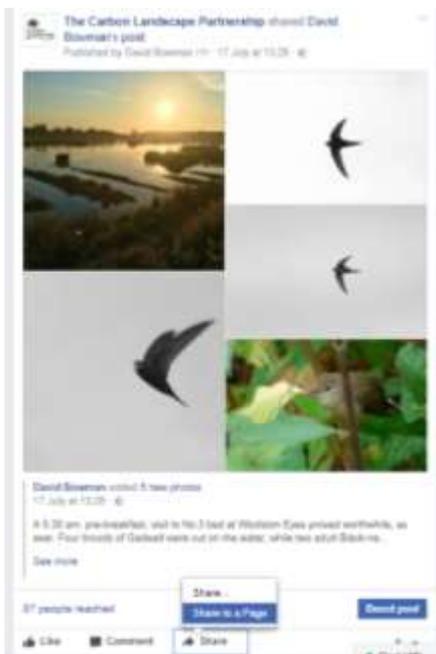
### **Tagging**

Tagging is a useful tool on social media. Tagging refers to linking your page to other pages or personal accounts, making a hyperlinked connection between the pages and increased opportunity to raise awareness of other activities, groups and movements within the Carbon Landscape catchment.



As seen above to tag a page on Facebook the Carbon Landscape Partnership page must have already liked the page intended to be tagged. This page can then be tagged by writing a post on the Facebook page wall and inserting the @ symbol directly before typing the name of the page you wish to tag.

We also wish for groups to tag @carbonlandscape and @hlfNorthWest (regional office of Heritage Lottery Fund). This will help increase traffic.



### **Sharing on facebook**

Sharing is a useful tool in gaining support and resilience within the community. Once the post has been identified on a community, partner or other relevant site click the share button at the bottom of the post. Double check you are posting on and as your group (bottom right icon) do not to share posts on to via personal pages.

### **Twitter retweet**

The Twitter equivalent to “sharing” a facebook post. Simply press the circulating arrows as seen below and type in a comment similar to encourage people to engage with the post.



As Twitter is the fastest paced social media platform it is advised that engagement is active and tweets are responded to via retweeting, messaging or again tagging the relevant page. Posts can also be liked by pressing the heart button, which will inform the precipitant of your recognition without you posting words.

### **Hashtags**

Hashtags (#) are a really useful tool in collecting together information on social media sites. By searching for a hashtag then your phrase without any spaces between you can pull together posts from other profiles, known or unknown and see the network of communications around the topic. This is strongly encouraged on all social media platforms for all posts as a tool for the public to easily engage with the Carbon Landscape project. HLF and other funders hashtags should be used on all relevant posts to make them aware of the project and partnership’s actions. These hashtags include; #loveheritage #HLFsupported

### **Running an Event Checklist**

- Plan the event - Write out the tasks that are required and assign them playing to different people’s strengths
- Take responsibility for own tasks and delegate if possible
- Communicate effectively to the team
- Consider communications to the intended audience – posters, press release, social media. What is the purpose of the event?
- Look at organisation policies and procedures especially health and safety and safeguarding
- Write a risk assessment in line with the insurance policy
- Consider what could go wrong and plan a contingency

- Will the event be cancelled in the advent of bad weather?
- On the day – make it clear to the team what time they should arrive and how the set up will work
- Monitor the event – how many attendees
- Evaluate the event – what worked and what didn't.

## 9.. Monitoring and Evaluation

### Definitions

**Baseline data** enables you to see exactly has changed as a result of your project activity in terms of numbers but also often in terms of demographics

**Outputs** are the things you deliver *e.g. put in 50 metres of new path.*

**Outcomes** are the downstream consequence of the outputs *e.g. because the Friends groups used this toolkit this has enabled them to learn how to fundraise (short term impact), after 6 months they raised £15k to improve disability access and start up a pop up tea room (medium term impact) and after 18 months they are more financial sustainable and able to offer their facilities to other groups (long-term impact).*

**Monitoring** is about reporting on outputs *e.g. 1000 people attended a wildlife walk.* Many funders dictate the level of monitoring required.

**Evaluation** is measuring your aim against outcomes.

- What worked well and why?
- What didn't work well and why?

Clearly it is easier to monitor your outputs over evaluating your outcomes.

### Monitoring techniques<sup>vii viii</sup>

Aim	Data source	Commentary
Counting beneficiaries	Visitor numbers through ticketing, automatic counters, sign in sheets	Can be time consuming if it requires people to be there
Photos or videos of activities		These are worth a thousand words. Facial expressions are particularly important.
Diversity monitoring	Questionnaire as to age, gender, ethnicity, socio economic background, disability	People don't like doing them. It can slow activities down. Do not extrapolate from small samples.
Feedback from beneficiaries	<ul style="list-style-type: none"> <li>• End of workshop questionnaire / post its</li> <li>• Face to face survey</li> <li>• Focus group</li> </ul>	Particularly important for evaluating outcomes
Feedback from board, staff or volunteers	<ul style="list-style-type: none"> <li>• Questionnaire (online, email or paper)</li> <li>• Face-to-face interview</li> <li>• Focus group</li> </ul>	As captive audiences these are generally easier to get engagement from, and are too often overlooked as an important source of information around how a project has gone. This data should never be presented as an alternative to consulting with actual recipients of project activity.
Feedback from partners	<ul style="list-style-type: none"> <li>• Questionnaire (online, email or paper)</li> <li>• Face-to-face interview</li> </ul>	Again this data should never be presented as an alternative to consulting with actual recipients of project activity.

	<ul style="list-style-type: none"> <li>• Focus group</li> </ul>	
Feedback on digital resources	<ul style="list-style-type: none"> <li>• Page Views / Downloads</li> <li>• Google Analytics</li> <li>• Facebook Likes</li> <li>• Twitter Sentiment analysis</li> <li>• Self-completion survey (online or sent via email)</li> <li>• Face to face survey (on-site)</li> <li>• Focus group</li> </ul>	Setting baseline data is important to see what any increase has been, especially if you are updating a website as part of creating your project.

Smaller grants under £10k are likely to require end of grant monitoring. Larger grants may require quarterly monitoring.

- Check that you are meeting all the conditions of the grant.
- Ensure that everybody in your organisation knows what the obligations are.
- Provide regular reports and feedback about how the project is progressing.
- Most funders will only release the next stage of funding once they have received satisfactory interim reports.
- You can keep in touch with funders through meetings and site visits.
- Use a diary system to remind you about all these requirements to notify.
- If you run into problems let the funder know as soon as possible. They may be able to offer advice or vary the terms and timetable of the grant.
- Don't try to hide problems from funders.

### General principles of evaluation

The evaluation report has to be objective and free from bias, so it pays to not be the same person who designed the project. An independent evaluator is best but even in the cases of self-evaluation there are guidelines for best practice. Evaluation reports need to be able to clearly offer project insights, highlighting areas for improvement and learning for the future. It should be obvious in reporting that the evaluation approach has offered projects an opportunity to learn and reflect and that stakeholders have also been involved with that reflective exercise. It is a good idea for your evaluation to be a “glossy document”, with professional graphic design and lots of photos. Depending on budget the document only needs to exist as a pdf on your website. It is one of the best tools to show that you are a sound organisation that can deliver projects with impact in the future.

The Heritage Lottery want to know.

- **What worked well and why?**
- **What didn't work well and why?**

### Techniques for evaluation<sup>ix</sup>

Technique	Purpose	Advantages	Challenges
Survey (paper or internet-based)	Easiest way to get volume of information providing beneficiaries truly engaged	<ul style="list-style-type: none"> <li>• People can complete anonymously</li> <li>• Inexpensive</li> <li>• Good for quantitative data</li> <li>• Good for comparative data</li> <li>• 10% return rate considered acceptable</li> </ul>	<ul style="list-style-type: none"> <li>• Non conversational</li> <li>• Not getting body language cues</li> <li>• Cannot elaborate or qualify by follow up questions</li> <li>• Impersonal</li> </ul>
Case study interview	To fully understand someone's	<ul style="list-style-type: none"> <li>• Can capture “magic moments”</li> </ul>	<ul style="list-style-type: none"> <li>• Qualitative data can be hard to analyse</li> </ul>

	impressions or experiences, or learn more about their answers to questionnaires	<ul style="list-style-type: none"> <li>• Interviewer can be flexible and probe for more detail</li> <li>• Beneficiary should be interviewed by someone independent</li> </ul>	<ul style="list-style-type: none"> <li>• Interviewers can bias beneficiaries responses</li> </ul>
Focus group interview	To explore the “hive mind” through group discussion that can reach hidden depths.	<ul style="list-style-type: none"> <li>• Can gain reliable, detailed responses</li> <li>• Can be an efficient way to obtain depth of information in short time</li> <li>• Opportunity to probe responses more deeply</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Can be difficult to analyse responses</li> <li>• Need a good facilitator to keep discussion on track and ensure all participate</li> <li>• Can be complicated to organise</li> </ul>
Observation e.g. a volunteer session or event	To understand how people use a project (for example interpretation)	<ul style="list-style-type: none"> <li>• View experiences happening in “real time” not reporting afterwards</li> </ul>	<ul style="list-style-type: none"> <li>• Can be difficult to interpret observations</li> <li>• Observers can influence behaviour of project participants</li> <li>• Can be expensive</li> </ul>
Desktop review	Explore how a project works without interrupting it. Having access to all files.	<ul style="list-style-type: none"> <li>• Obtain comprehensive and historical information.</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming</li> <li>• Information might be incomplete</li> <li>• Inflexible means of data collection</li> <li>• Restricted to what already exists</li> </ul>

Here, is a sample answer that the Heritage Lottery have provided:

*Overall, the new events programme has been successful and played a crucial part in increasing visitor numbers to Wrest Park. In 2011/12 visitors to the site had doubled from the previous year... We feel that the addition of a varied family events programme has worked very well and already helped to widen our audience, specifically, the changes made to our St. Georges Day Festival has helped encourage visits from BME audiences. Surveys carried out during the 2012 event tell us that satisfaction levels had increased with 91% of people rating their visit as ‘very good’ compared with 86% in 2011 and 71% in 2010.*

*We felt that the outdoor theatre events did not work as well as we had expected them to. During consultation, this had been something various user groups had asked for but in reality they were not well attended – this could be down to the weather – or the fact that outdoor theatre is already well established at our nearby competitors, Woburn and Shuttleworth. In 2013 Wrest will host one theatre event in June and again evaluate its success. It will also have a music event each Sunday afternoon throughout July, which will aim to increase repeat visitors to the site and will be an additional event which is covered by the entrance fee of the visitor.*

### **Outcomes with long-term impact<sup>x</sup>**

<b>Outcomes for Heritage</b>	<b>Outputs that lead to outcomes</b>	<b>Example ways to measure</b>
Heritage will be better managed	Implementation of new plans for management and maintenance; Securing additional staff, Trustees or other resources; More effective use of existing resources	Improved finances; Now achieving national or sector quality standards Greenspace being accessed and used by new groups
Heritage will be in better condition	Repair, renovation or work to prevent further deterioration New work e.g. increasing the	Achievement / journey towards professional or heritage standards

	size of an existing habitat to benefit priority species	
Heritage will be better interpreted / explained.	New displays in a museum; A smart phone app; Talks or tours; An accessible guide; Online archives or records.	Visitors and users will provide feedback on the new resources their ease of use, quality of information, impact on understanding
Heritage will be recorded	Identifying places or collections that are of relevance to a particular community and making information about them available; Recording people's memories as oral history; Surveying species or habitats and making the survey data available; Cataloguing and digitising archives	Data about the volume of heritage that has been identified/recorded; Data about the gaps that this may have filled; Comment about the quality of the data.
<b>Outcomes for people</b>	<b>Example ways to measure</b>	
People learn about heritage.	Visitors and users reaction to heritage topic including new learning; Visitors and users provide feedback on the new resources e.g. their ease of use, quality of information, impact on their understanding e.g. learnt new facts or information, made sense of something new, gained a better understanding or deepened understanding, made links between areas that had not done previously, created an interest in something new.	
People will have developed skills.	Staff, volunteers and beneficiaries will be able to demonstrate new competencies e.g. in new specific skills (e.g. project management, wildlife conservation; digital skills etc.) and increased qualifications.	
People will have changed their attitudes or behaviours	Changed views of visitors / users e.g. different perception of the importance of biodiversity or of the contribution made by young people in the community; Changed behaviours – e.g. others may have started doing conservation work joined the management group of your Friends organisation, decided on a career in heritage or got involved in other community projects.	
People will have had an enjoyable experience	Visitors, beneficiaries, staff and stakeholders can give feedback on expectations of experience, whether they will visit/participate again, whether they will recommend to others, if they are inspired.	
People will have volunteered time	Feedback from volunteers might cover new skills, increased confidence, and a sense of purpose, enhanced wellbeing, and greater self-esteem, a feeling of making a contribution to heritage, community, and society.	
<b>Outcomes for communities</b>	<b>Example ways to measure</b>	
Environmental impacts reduced	Changes in biodiversity, reduction in impacts to water, earth, air or reducing private transport, reduction in carbon emissions; Environmental conditions improved.	
Wider range of a community has engaged	Change in audience profile over the course of the project i.e. people from a wider range of ages, ethnicities, social backgrounds, more disabled people; or groups of people who have never engaged with your heritage before.	
Local economy boosted	Financial spend in the local economy; Increased footfall at heritage site and impact that it creates on locality	
Local area is a better place to live, work visit	Community feedback on impact of invigorated heritage site e.g. attracting more people, more pride in local area, more facilities for local people	
Your organisation is more resilient	Change in management focus; Change in financial outlook; New financial resources; Change in resources & expertise; More local stakeholder involvement; More partnership working; New skills	

## Problems with evaluation<sup>xi</sup>

- If no budget is allocated to evaluation during project planning, it means it cannot be done properly
- If no baseline data have been collected, there is nothing to compare the monitoring results against
- Too much information is collected
- The information collected is not used
- Monitoring and evaluation are seen as burdens imposed by funders
- Evaluation is done as an after-thought or half-heartedly
  
- Seeing evaluation as an assessment of success or failure

## Suggested structure for evaluation

How do you propose to disseminate the evaluation? A pdf sitting on your website or facebook page is a good way to do this.

- A) Foreword** by the chair or your organisation putting the evaluation in context of the history of the organisation e.g. *“We have come a long way from ....”*
- B) Executive Summary** using tables

Outcome	Key achievements	Key partnerships	Impact
<i>Reconnection through volunteering</i>	<i>500 volunteer hours 80% reporting putting skills learned at training into their volunteering Landscape champions creating a cascading effect increasing volunteering by 50%</i>	<i>John Doe Conservation Group</i>	<i>Volunteering days have been the key method for increasing the conservation of wetlands. Future strategies include further investment in volunteer skills with Friends groups working together whenever a big effort is required.</i>

## Section for every project theme: suggested heritage, people and communities

- C) The project as planned** – what did you want to happen? Brief background
- D) What actually happened?**
  - Use the table “Monitoring Techniques” as a guide.
  - Use the table “Techniques for Evaluation” as a guide.
  - Case studies over statistics are the best way to capture “magic moments” around transformation.
  - This section should also reflect on areas like project management, staffing, timetable, approach to ongoing evaluation etc.
- E) Review**
  - **Overall what do you think worked well and why?**
  - **Overall what didn't work well and why?**
  - Use the table “Outcomes with long-term impact” as a guide.
  - **Short term impact of outcomes** – awareness, learning, knowledge, skills, motivation to do more
  - **Medium term impact of outcomes** – actions, behaviours, practice, decision, policies
  - **Long-term impact of outcomes** – larger scale changes against norms at an economic, social and / or environmental level.

The evaluator may like to consider:

- Did the project under or overachieve?
- How much of the difference would have happened anyway, even if no project had been undertaken at all? (In evaluation jargon this is known as ‘deadweight’)
- Press coverage.
- How well was monitoring and evaluation data kept?
- Did everyone interviewed speak highly of the organisation?

- Has there been mass participation by local populations? (If appropriate).
- Is the organisation truly embedded in the local community?
- Are there any key lessons to be learned?
- What are the most pressing issues for the management of the project / organisation going forward?
  
- The efficiency of the project results achieved for £s spent
- Verifying that your project is doing what you set out to do

#### **F) Summary of Lessons Learned**

- What are the key things that the organisation has learned?
- On reflection what would you do differently next time?

#### **G) Evaluators Conclusions**

- What is the legacy?
  
- What was innovative about the project?
- Can the innovative aspects be replicated in other situations?
- Recommendations for future sustainability.

#### **H) Back cover endorsements**

Three sentence endorsements from various individuals and groups.

Acknowledgements – Jenny Griggs would like to thank Landscape Champion David Nowell for bringing the England Northern Uplands Sense of Place Project Toolkit to her attention.

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<sup>i</sup> Gerard Corsane, International Journal of Biodiversity Science Management, September 2006

<sup>ii</sup> Ian Benson Training

<sup>iii</sup> Ian Benson Training

<sup>iv</sup> Ian Benson Training

<sup>v</sup> Bowles Green Limited on behalf of England Northern Uplands Sense of Place Project (2008) *Sense of Place Toolkit*

<sup>vi</sup> Ian Benson Training

<sup>vii</sup> Ian Benson Training

<sup>viii</sup> Heritage Lottery Fund (2017) Introductory Evaluation Guidance

<sup>ix</sup> Adapted from Bowles Green Limited on behalf of England Northern Uplands Sense of Place Project (2008) *Sense of Place Toolkit*

<sup>x</sup> Heritage Lottery Fund (2017) Introductory Evaluation Guidance

<sup>xi</sup> Bowles Green Limited on behalf of England Northern Uplands Sense of Place Project (2008) *Sense of Place Toolkit*