

Pendle Hill Landscape Partnership Scheme Mid-term Review



Photos from the Pendle Hill Facebook page

Final version ~ June 2020

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Acknowledgements

I would like to offer my thanks for the information and insights provided by the core team, project delivery partners and board members involved in the Pendle Hill Landscape Partnership that enabled this mid-term review to be carried out. Collection of much of the information contained within the report has been conducted remotely during the Coronavirus outbreak through April and May 2020, so any errors and misinterpretations are in good faith and remain my responsibility.

Simon Lees, Countryside Training Partnership

June 2020

Summary ~ Pendle Hill Landscape Partnership at the mid term

Pendle Hill is a Landscape Partnership Scheme funded by the National Lottery Heritage Fund delivered over a four year period between April 2018 and March 2022. At the mid-point of programme delivery, it can be evidenced and observed that:

Pendle Hill is one of the best examples of an innovative, integrated and well managed Landscape Partnership Schemes that we have had the pleasure to work with. The enthusiastic and committed core staff team have developed a working philosophy of joining and collaboration with project partners, the partnership board and local communities that has led to the delivery of some key achievements so far including:

- **10,100 participants** involved in **322 different learning, events and participation** activities
- **149 heritage skills workshops** delivered for **378 volunteers and other participants**
- **1,100 days or 5½ full time work years** from **500+ volunteers**
- **44 community groups** actively engaged and participating
- **40 local businesses** engaged with the Landscape Partnership Scheme
- **37 ha of biodiversity and landscape** areas have been **enhanced and maintained** with over **11,000 trees planted**
- **4.3 km of footpath and access routes** improved or maintained **connecting local communities** in the area
- **2.7 km of traditional boundaries** restored and **5 wildlife sites managed to improve biodiversity and landscape**
- **18 artists' commissions** to **improve access, participation and enjoyment** of the landscape
- Delivery of **15 new interpretation features** and digital products created to **increase understanding and awareness**
- **13 technical reports** to support the strategic development of the **natural and heritage of the area**
- **13 qualifications** gained through **placement and training workshops**
- Employment for **8 staff members** who make up **the core team** and opportunities for **12 trainees** to **gain heritage skills and experience**
- **A wider audience of 555,000** reached through **broadcast and online media**

1. Introduction and context

Pendle Hill Landscape Partnership (LP) Scheme is funded by the National Lottery Heritage Fund (NLHF) and delivered by the Forest of Bowland Area of Outstanding Natural Beauty (AONB) with Lancashire Council (as the accountable body) in partnership with Pendle Borough Council, Ribble Valley Borough Council, Environment Agency, Marketing Lancashire, Champion Bowland, Heritage Trust for the North West, four Pendle and Ribble Valley parish representatives, and four people representing local land owners, estates, farming and commoner interests.

The Partnership oversees a programme of 15 discrete yet inter-related projects that are taking place within a 124km² landscape area containing Pendle Hill which is the distinctive outlier of the Forest of Bowland AONB. Delivery is scheduled between April 2018 and March 2022, although this timetable will be subject to review and change following the considerable social and economic changes resulting from the Coronavirus pandemic that affected project delivery from March 2020.

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

This report presents an independent assessment of where the Pendle Hill Landscape Partnership has got to after two full years of project delivery and makes suggested improvements and recommendations for the second phase of project delivery to March 2022:

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

- A discussion with the Programme Manager and Programme Assistant and undertaking detailed review of Scheme paperwork to assess the evidence base and overall progress of project delivery to March 2020
- A series of four discussions with members of the Pendle Hill LP team, project delivery partners and board members to reflect on progress to date, capture lessons learned and ideas for the future
- An online survey conducted to gather the views of wider stakeholders



Activities from People Enjoying Nature (PEN) ~ March 2020

2. Review of scheme documentation

Based on feedback from conversations with the Pendle Hill project team and the project delivery partners the main reflections and findings from a review of scheme documentation to date are presented and discussed in three main areas:

2.1 ~ Overall project progress

Unlike many other Landscape Partnership Schemes, project progress is **NOT** presented to the Steering Group every quarter using a Red/Amber/Green assessment of overall progress against activity and financial spend. In discussion with the Scheme Manager and Programme Assistant existing project outputs, finance and volunteer information was combined into one document and assessments of project progress were made at the mid-term stage.

Project	Outputs			Output Status	Finance				Financial Status	Volunteers			Vol Status	Overall status
	Name	Output	Target		Actual to Date	Spent to Date	Total Budget	Funds Remaining		Match funding situation	Total Number	Total Value		
Traditional Boundaries	Year of volunteers engaged		16	16					Match funds will exceed their £10k Agency 01/2020 although sufficient match is secured to meet target as long as volunteering can be identified and secured	1	£1,600.00	£0.00	On track to meet targets	
	Year of volunteer days delivered		170	170										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										
Wild About Pendle Hill	Year of volunteers engaged		11	11				Further community payments to be identified and claimed	0	£1,650.00	£0.00	On track to meet targets		
	Year of volunteer days delivered		100	100										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										
Pendle WINNS	Year of volunteers engaged		10	10				Further community payments to be identified and claimed	300	£11,800.00	£20,000.00	On track to meet targets		
	Year of volunteer days delivered		100	100										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										
People Hill Summit	Year of volunteers engaged		10	10				All match funds secured and spending in place - match funding will be secured to support other projects	1	£2,100.00		On track to meet targets		
	Year of volunteer days delivered		100	100										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										
Access for All	Year of volunteers engaged		10	10				All match funds secured and spending in place - match funding will be secured to support other projects	0	£0.00		On track to meet targets		
	Year of volunteer days delivered		100	100										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										
Trainees	Year of volunteers engaged		1	1				£20000 will be received from employers and agents - part of this is currently at risk. If this proves effective other projects will receive - up to £50k grant for Access (Living Planet) - currently in evaluation stage	0	£0.00		Of concern		
	Year of volunteer days delivered		10	10										
	Year of community work		10	10										
	Year of public events - including 100000		10	10										
	Year of public events generated through partnerships - including		10	10										
	Year of people volunteering monthly		10	10										
	Matched of day to day volunteering		1000	1000										
	Matched of traditional heritage activities		1000	1000										
	Year of public events		10	10										
	Year of public events delivered		10	10										

Extract from traffic light sheet prepared for the mid-term review

From the information presented, a summary of overall project status shows that 11 projects are green (on track to meet targets), 3 projects are amber (minor issues or delays) with 1 project assessed at red (of concern).

Green ~ on track to meet targets	Amber ~ behind target	Red ~ of concern
<ul style="list-style-type: none"> Wild About Pendle Hill Pendle Hill Summit Discover Pendle Hill Hill Worth Pendle Hill Fund People Enjoying Nature Pennine Radicals Community Archaeology Volunteering and Learning Gatherings Interpretation 	<ul style="list-style-type: none"> Traditional Boundaries Pendle WINNS Access for All 	<ul style="list-style-type: none"> Trainees

Helpful notes and mitigation measures are in place for all projects and achievement of their individual outputs. Information given for the four projects highlighted amber or red in this March 2020 report shows a proactive approach to managing delivery risk.

Project	Risk	Project manager observations
Traditional Boundaries	Financial ~ Match funding risk for capital works	Project commenced Y2 and likely to close early to mid-year 4. Restoration contracts well underway and targets are likely to be met. Training events and competitions delivering well, although summer 22 extension is likely to be required to meet targets. Concerns re match funds for capital works, no volunteer match required
Pendle WINNS	Securing third party agreements	Project was originally to run Y1 and 2 only, then extended to Y3, now likely to also require Y4 to meet targets. Issues with landowners unable to sign up to agreements for woodland creation at the scale required, and lack of staff in post have led to delays in negotiating alternative sites. COVID lockdown in 2020 will exacerbate this delay. RRT are confident in meeting targets in time. Vol match at 50%
Access for All	Securing third party agreements ~ planning permission	The Summit project took officer time away from this project in Y1, and planning permission delays in Downham seriously delayed Y2 projects. With this now largely complete projects in Y3 & 4 should be more straightforward although Spring Wood could be another large project for Y3/4. Graduate Trainee support is invaluable. Further co-ordination and promotion of routes planned for Y3&4
Trainees	Policy change ~ since Stage 2 submission Financial ~ Match funding risk	Considerable delays in Y1 due to ESF project and staffing issues, plus lack of suitable courses and accreditation. One apprenticeship now in place and at least 2 further expected, plus 2 partner Grad Traineeships. However this may be impacted by C-19 crisis and effect on businesses involved. Match funds lower than planned. High spending project

Of the four projects highlighted, two projects (Pendle WINNS and Access for All) are behind planned schedule due to delays in securing third party agreements and are a lower risk than the other two projects (Traditional Boundaries and Trainees) where concerns remain due to securing the relevant external match funding and policy changes since the stage 2 submission.

Covid 19 risk response ~ all 15 Pendle Hill LP projects are at risk of some or substantial change, due to the many unknowns and unforeseen social, political and economic changes that will arise from the Coronavirus pandemic.

It should be acknowledged for the second half of the Pendle Hill LP Scheme all projects will be subject to variance and change due to the impact of the Coronavirus pandemic. In the notes prepared for the mid-term review many of the projects are very likely to require an extension of at least 6 months, if not longer, depending on the time taken to ease the lockdown measures.

The Pendle Hill LP Scheme is in active dialogue with the National Heritage Lottery Fund and the appropriate plans will be put in place and implemented when any changes to the Scheme delivery dates have been agreed.

2.2 ~ Financial progress

Actual expenditure from quarterly claims to NLHF has been compared with the cashflow forecasts contained within the Landscape Conservation Action Plan (LCAP) part of the Stage 2 submission.

LCAP				Scheme Delivery			
Claim	Date	Estimate cumulative	Yearly	Claim	Date	Actual cumulative	Yearly
1.	Jun 18	£73,100	£746,074	1.	Jun 18	£48,179	£464,864
2.	Sep 18	£247,602		2.	Sep 18	£148,697	
3.	Dec 18	£409,209		3.	Dec 18	£310,073	
4.	Mar 19	£746,074		4.	Mar 19	£464,864	
5.	Jun 19	£819,685	£649,676	5.	Jun 19	£572,547	£474,516
6.	Sep 19	£903,520		6.	Sep 19	£658,711	
7.	Dec 19	£1,096,675		7.	Dec 19	£752,971	
8.	Mar 20	£1,395,750		8.	Mar 20	£939,380	
9.	Jun 20	£1,495,039	£658,710	9.	Jun 20		£800,000 To Mar 2021
10.	Sep 20	£1,601,683		10.	Sep 20		
11.	Dec 20	£1,796,150		11.	Dec 20		
12.	Mar 21	£2,054,460		12.	Mar 21		
13.	Jun 21	£2,145,308	£544,387	13.	Jun 21		£800,000 to Mar 2022
14.	Sep 21	£2,231,753		14.	Sep 21		
15.	Dec 21	£2,395,846		15.	Dec 21		
16.	Mar 22	£2,598,847		16.	Mar 22		

Observations relating to the **planned expenditure** from the Stage 2 submission are:

- The large amount of planned expenditure of nearly £750,000 by the end of year one reflecting the availability of known external funding at the time of preparing the LCAP.
- £2 million or nearly 80% of the overall scheme total was due to be claimed by the end of year three, giving some allowance and flexibility to catch up should delays and problems arise with a smaller amount of planned expenditure just over £500,000 in year four.

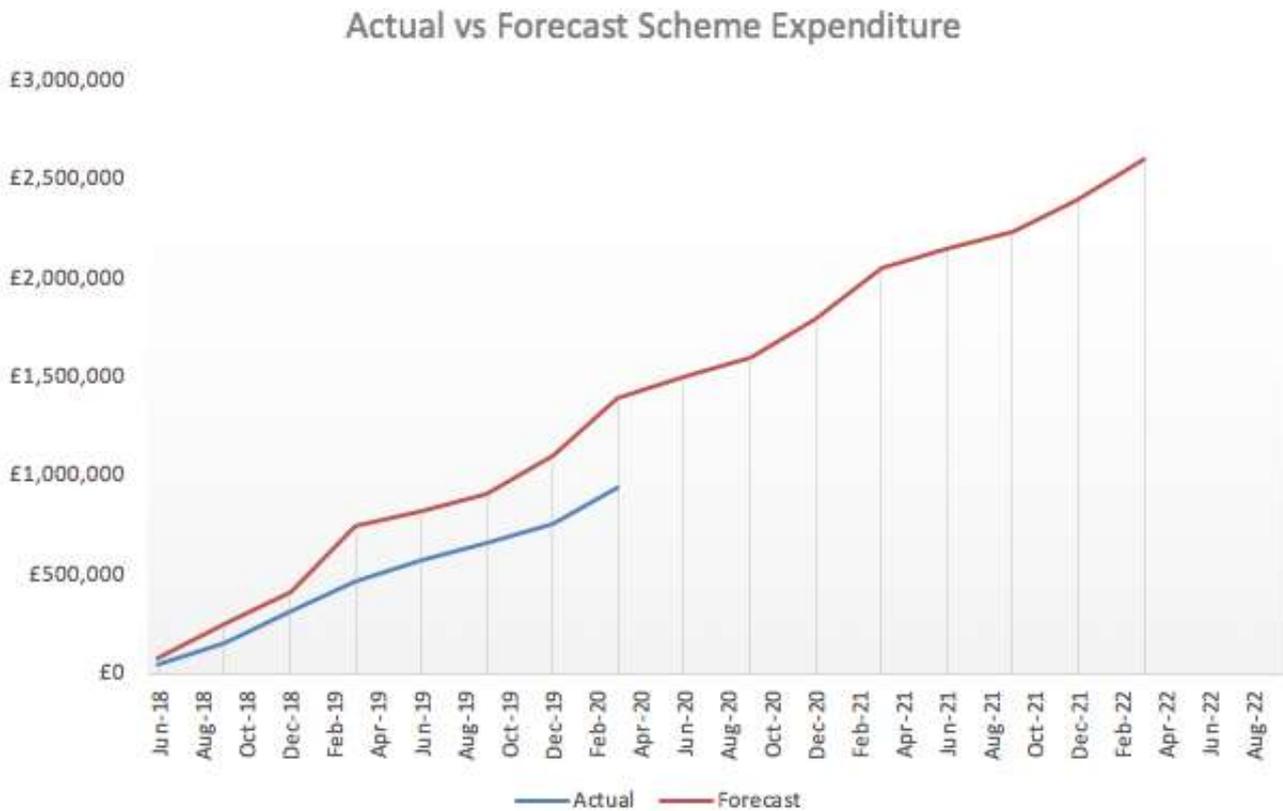
The main observations relating to the **actual expenditure** to March 2020 are:

- The similar levels of annual expenditure in year one (£465K) and year two (£475K) of project delivery
- An overall spend of £939,380 to date leaves a balance of £1,659,467 remaining to be claimed over the last eight quarters.

This figure at £200K per quarter (or £800K annually) is an emerging risk that needs to be managed and progress reported. To achieve the overall expenditure figure, the remaining eight claims **will each have to be higher** than the largest single claim to date (£186,409 in March 2020). Recognising that there is always a lag between work committed and receiving invoices to make claims and adding the impact of the coronavirus pandemic (and possible time extension) on the delivery of the scheme, two recommendations are suggested:

1. ~ a revised cashflow forecast is produced to the final agreed end of scheme delivery date.

2. ~ to help manage overall financial risk, actual expenditure be reported against the LCAP figures and revised figures to give an overall picture of progress against the scheme total in a similar way as shown in the graph below.



A selection of the new illustrated notices

2.3 ~ Reviewing output data against Landscape Conservation Action Plan

To get another view of overall progress, the monitoring and evaluation framework proposed to use individual project output data that could be aggregated into the different categories that used to be an annual reporting requirement to the Heritage Lottery Fund. These headline categories include:

- Advice, Access, Biodiversity & Landscape, Built Heritage, Employment, Industrial, Maritime & Transport, Participation & Learning, Training & Skills and Volunteers

Whilst no longer a requirement to complete NLHF output data workbooks, a benefit of following such an approach is that we are able to produce output data at a Scheme Level and aggregated reports that identify intentions and ambitions “in the round” at a landscape scale. For the Pendle Hill LP Scheme the mid-term review and final evaluation will continue reporting against these helpful headline categories.

When comparing to the aggregated outputs as presented by projects in the LCAP, a Red / Amber / Green assessment was made to give an indication of overall progress at the halfway stage.

Based on this output information collected to March 2020 it is pleasing to note that most of the intended outputs at a Scheme Level appear to be on target or in some cases, such as those outputs for participation and learning, ahead of schedule. The full table of the outputs achieved to date against the information submitted to HLF is presented in **Appendix 1**.

The tables summarising this work with key observations are shown below. The source information for this work was from a document summarising output, finance and volunteers activity prepared for the mid-term evaluation (Mid Term Evaluation_GBTLs.xls), some of the intended outputs are slightly different to those prepared for the Stage 2 application, this is due to further review and refinement of activity by the project team.

	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Advice	19 technical reports and plans to support the development of the natural and cultural heritage within the Pendle Hill landscape 8 farms supported in the application for agri-environment funding to improve the natural heritage and biodiversity in the landscape	13 technical reports and plans to support the development of the natural and cultural heritage within the Pendle Hill landscape 3 farms supported in the application for agri-environment funding to improve the natural heritage and biodiversity in the landscape	Advice outputs are on schedule Outputs for technical reports and site management plans and research are on target. The number of farms supported in applying for agri-environment funding is on target
Biodiversity and Landscape	50ha of landscape restored, planted or improved made up of: <ul style="list-style-type: none"> • 13ha of woodland restoration • 19ha of woodland planted • 18ha of peatland improved 6km of traditional boundaries restored 10 habitat and wildlife sites managed or restored	37ha of landscape restored, planted or improved made up of: <ul style="list-style-type: none"> • 5ha of woodland restoration • 14ha of woodland planted • 18ha of peatland improved 2.7km of traditional boundaries restored 5 habitat and wildlife sites managed or restored	Biodiversity and landscape outputs are on schedule As a whole, the total output figures indicate biodiversity and landscape activity to be very well managed. Woodland restoration is the one area of work that is slightly behind but no cause for concern at this stage.
Cultural and built heritage	14 cultural heritage sites or features restored or enhanced	0 cultural heritage sites or features restored or enhanced	Cultural heritage outputs are behind schedule Restoration of cultural heritage outputs remains to be delivered. Work with Pendle Hill Fund and Pennine Radicals to ensure these outputs are still appropriate and achievable.
Employment	8 staff making up the Pendle Hill Landscape Partnership core team.	8 staff making up the Pendle Hill Landscape Partnership core team. Scheme Manager, Business Support Officer, Outdoor Learning Officer, Farming and Wildlife Officer, Community Engagement Officer, Countryside Access Officer, AONB Sustainable Tourism Officer, Trainee	Employment outputs are on schedule The full staff team have been in post since commencement of Scheme Delivery in April 2018 with personnel changes for just the Business Support Officer.

	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Participation and Learning	<p>11,100 people participating in heritage and landscape events</p> <p>377 different activities and events delivered</p> <p>27 local businesses engaged</p> <p>23 Artists' Commissions</p> <p>23 community groups engaged</p> <p>19 new interpretation features and digital products created to increase awareness</p> <p>14 press releases and e bulletins to promote the activities of the LP Scheme</p> <p>170,000 wider audience reached through broadcast and online media</p>	<p>10,100 people participating in heritage and landscape events</p> <p>322 different activities and events delivered</p> <p>40 local businesses engaged</p> <p>18 Artists' Commissions</p> <p>44 community groups engaged</p> <p>15 new interpretation features and digital products created to increase awareness</p> <p>103 press releases and e bulletins to promote the activities of the LP Scheme</p> <p>550,000 wider audience reached through broadcast and online media</p>	<p>Participation and learning outputs are ahead of schedule</p> <p>Activities, walks, talks and events have been held with some considerable success.</p> <p>Total communications activity was not estimated by all projects at the outset but is being recorded as additional outputs</p> <p>Given the overall picture, scope exists to work with harder to reach audiences for the second half of project activity.</p>
Access	<p>6½ km of footpath and access routes improved and maintained</p> <p>6 new concessionary routes or themed walks created</p> <p>4 gateway sites improved with orientation and interpretation</p>	<p>4.3 km of footpath and access routes improved and maintained</p> <p>2 new concessionary routes or themed walks created</p> <p>1 gateway sites improved with orientation and interpretation</p>	<p>Access outputs appear to be on schedule</p> <p>Activity on improving access routes and the creation of heritage routes in underway. Delivery of Gateway Site improvements to be the focus for the second phase of project delivery.</p>

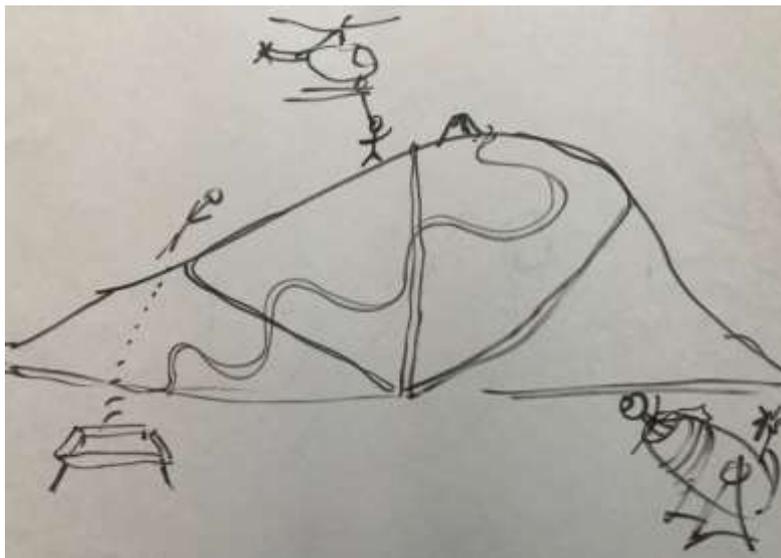
	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Volunteers	<p>540 volunteers engaged in activity across the landscape partnership area</p> <p>2,420 volunteer days to be delivered</p>	<p>c. 530 volunteers engaged in activity across the landscape partnership area</p> <p>1,139 volunteer days to be delivered</p>	<p>Volunteer outputs appear to be on schedule with noted variance to claims</p> <p>1,139 volunteer days achieved to date is in line with the 2,420 days anticipated by individual projects in the LCAP. This "bottom up" figures is at a slight variance with the £83,525 cumulative figure from the NLHF claim forms. Translating the figure to volunteer days this would be the equivalent of 995 days to date... The difference of 144 day is noted but is not of material difference to warrant the time and effort needed to rectify and any error is on the right side from a funders perspective.</p>
Training and Skills	<p>A programme of 245 heritage skills workshops and courses</p> <p>886 volunteers and participants attending the skills workshops and courses</p> <p>31 qualifications gained through placements and training workshops</p> <p>22 trainee placements with partner organisations</p>	<p>149 heritage skills workshops and courses delivered to date</p> <p>378 volunteers and participants attending the skills workshops and courses</p> <p>13 qualifications gained through placements and training workshops</p> <p>12 trainees with partner organisations</p>	<p>Training and Skills outputs are on schedule</p> <p>Training programme is on schedule to deliver intended outputs.</p>

Building on the findings from the review of the four individual projects highlighted as at risk in section 2.1, the material impact on achieving anticipated outputs for the whole scheme appears to carry a minimal risk.

From a scheme perspective, the main observations at the halfway stage are:

- **Cultural heritage sites** ~ the anticipated work on the 14 cultural heritage sites warrants closer attention and possible risk management measures or a review of outputs for the second half of programme delivery implemented.
- **Access** ~ the delivery of the improvements to the remaining 3 gateway sites should be a focus for the second half of project delivery.
- **For the volunteer outputs** ~ note the difference of 144 days between the output data sheets and the NLHF claims but this is of small material difference and any error is on the right side from a funders perspective.

3. Virtual discussions and online feedback



Creative contributions summing up experiences of the LP Scheme so far...

In May 2020 members of the Pendle Hill LP team, project delivery partners and board members participated in a series of four webinar discussions that identified the key successes, challenges encountered so far and recommended improvements for the second half of programme delivery. Two of the conversations were recorded and some personal highlights from the core team and project partners have been captured and edited into a short five minute film that can be seen at <https://www.youtube.com/watch?v=WjOVfC9RHdk>.

Information collected from all the conversations have been combined with the responses from a short online survey and the key emerging themes are summarised and presented as follows:

3.1 ~ What are the success stories so far that we should be celebrating?



**Countryside
Training
Partnership**

Some great big success stories



The wonderful Landscape Partnership team

“The enthusiasm of the team has created a spiders web of interest, already we have found out more than we thought we would”

The energy, enthusiasm and dynamism coming from the team has been acknowledged by everyone as one of the key successes of the Pendle Hill LP Scheme to date. The way that the team have come together should be celebrated along with generating a culture that is caring and creating a community that includes the many volunteers working on the different projects. It is noticed that the team take a very inclusive approach to the work and that any challenges that have emerged during the delivery phase are met with proposals from the team turning them into opportunities.

The graduate trainee programme has provided valuable support to the activities of the partnership as well as equipping the trainees with valuable skills and experience for future employment.

Integrated activity with partners working closely together

Interaction across the programme and between the projects is a notable feature of the Pendle Hill Landscape Partnership giving a holistic approach to project delivery, with an impressive range of partners including key landowners who are committed to the Scheme. Supporting this integrated way of working is the development of the Pendle Hill logo and brand that is helping to bring projects together and will provide the basis for future interpretation activity.

The farmers network is recognised as providing a great service becoming a focus point for worries and concerns and is a practical example of integrating with the work of the Landscape Partnership. It has been highlighted as an example of joined up working as evidenced through the following public responses.

Bringing the Farm networking group together has been great, we've enjoyed seeing the restoration and preservation works on and around Pendle Hill. The workshops have been really useful, and we have learnt a lot of things we never knew before. We are really proud to have introduced new wild flowers back into our traditional meadow, and have the help and guidance from the PHP. We also ran a hedge laying competition and this was another really successful event which also got a lot of villagers and local businesses involved.

Online survey response

“Over the past year as I have become more aware of the aims I have been impressed with the progress of the partnership. I am very keen to encourage greater public access to the countryside.”

Participant feedback

This approach to partnership working is not just inward looking and focussed on delivery of the Landscape Partnership but also engages with new partners and integrates activity into other local landscape scale initiatives such as the Ribble Life Catchment Partnership.

How can the partnership capitalise on the Covid 19 lockdown?

This integrated way of working is a real strength of the Pendle Hill Scheme and is recognised by board members that there is an opportunity to think about how the partnership can capitalise on this approach post the Covid 19 lockdown as a result of people getting out walking, taking more exercise and being curious about their local surroundings.

Extensive participation and engagement

The numbers of volunteers that we have engaged with “rain or shine”

The wide range and extent of participation and engagement is highlighted by the team, partners and board members as something to celebrate at the halfway stage. The diverse list of successes that helped to increase knowledge and awareness of the area includes:

- Huge and unexpected cast list for Pendle Radicals
- New links being made with 31 schools in the area
- Traditional rural skills training, the hedgelaying will provide a living and lasting legacy
- Good commitment from landowners
- Little saplings is very engaging and is now fully booked
- Popularity of family nature events and walks with people
- The international draw of the archaeological dig has been interesting to follow
- Meet you at the top ~ walk with people connecting two sides of the hill
- Working with a broad range of enthusiastic volunteers
- The new audiences engaged from work at Victoria Park, Pendle

I am really proud of the connections that have been made from a standing start- building up a network isn't easy, and a lot of work has been done to make connections, particularly those that will have longevity beyond the lifespan of the PHLP project.

The engagement of students! The visit to the archaeological site inspired students in years 7 & 8 to go back to school and independently research other local historical sites they could visit to consider the land features and look for remains of walls.

Online survey responses

A creative approach collecting a rich source of materials and local stories

A unique feature of the Pendle Hill LP Scheme is the creative approach to project delivery that has been adopted by the team and partners that has been a catalyst for the collection of a varied source of materials and emerging stories that have helped introduce more people to the landscape.

The Pendle Mobile Hut has been created as a touring art space and has generated a lot of interest both locally and nationally. The hut has proved to be a great tool to introduce people to their local natural environment and the heritage of Pendle Hill and encourages participation in other activities.



“This work has started to uncover a wealth of heritage and history that we just do not want to put down”

Using stories to raise awareness of issues and the place has been a feature of some of the engagement activity with historic characters such as Ethel Carnie Holdsworth (a working-class writer and social activist) and Tom Criddle Stephenson (a journalist as influential as Wainwright) becoming stories of people and place and topics that will be explored in greater detail.

Participants and onlookers alike are inspired to appreciate our surroundings. The variety of activities available is astonishing with opportunities for all ages and interests. The communication from the Landscape Partnership has been good.

Online survey response

“Punk's Not Dead! Our kid (Chig) doesn't get out much these days (health reasons) but I enticed him out with the promise of one last gig. He wasn't disappointed, he loved it, so thanks for all the hard work that went into making it happen.”

Social media comment

Just some of the other notable examples of using creativity that the Pendle Hill Landscape Partnership Scheme has used so far to facilitate changes in perception, discovery and learning includes:



Peat project and the creation of the peat pie, bringing art and ecology together

The Pendle Peat Pie, a new regional dish created in collaboration between an artist and a local chef in conversation with an ecologist. The pie is being used as an opportunity to engage with people about the value of peat and peat restoration on Pendle Hill and to talk about cultural traditions and the landscape.

72 seasons

Based around ‘sakura’ the cherry blossom season, one of 72 seasons described in an ancient Japanese calendar where the seasons change every 4 or 5 days. Inspired by this, the Landscape Partnership have identified 72 seasons for Pendle Hill and have already recruited 202 seekers in 2020 to see if they are the right seasons.





Embedding art into landscape projects

A one day workshop run with the Galloway Glens Landscape Partnership. The focus was on bringing artists and practitioners working in landscape scale projects together for a conversation around the benefits of integrating art into environmental projects from the outset to help enrich, engage and educate both local communities and reach new audiences.

Pennine Radicals Banner Culture

An exhibition of 213 banners that took place within Brierfield Mill and achieved engagement outputs in one activity. The exhibition took in banner making in all its forms, from traditional processions to impromptu DIY messages of dissent. Sourced from heritage collections, campaigns, artists and communities, the result was a kaleidoscopic view of a century of protest, belief and identity.



Practical project delivery on the ground

In addition to the participation, engagement and creative approaches, the activities of the partnership have seen many positive impacts on the landscape with the following highlighted at the mid-term stage:

- The orientation board at Higham and the positive feedback received on the finger post signs are good examples of local solutions being supported by the Pendle Hill Fund
- Work on the summit, both the peat work, the path restoration and summit shelter have been visible high quality work with positive feedback on social media
- The grants for walls, tree planting and hedge laying have had a positive impact on the landscape
- Traditional boundary restoration such as the hedge planting is acknowledged. The dry stone walling training is well received with large numbers of trainees
- Honeypot locations such as Barley have been managed to try and avoid increased impact. Spreading out the interest and activity to other locations seems to have worked so far

We had only just begun to work with the partnership - planting trees in an effort to improve flood defences. Doing this in January was very topical and therefore the children learned a great deal from actually being on site - a very memorable learning experience.

The hedge laying is a great success because it is a living and lasting legacy. Not only arranging to soil sample but also organising a meeting to discuss the results with an expert was informative interesting and useful.

Online survey responses

3.2 ~ What have been the challenges that have been encountered so far?

Some of the key issues and questions being asked by members of the Pendle Hill Landscape Partnership include:



and some of the challenges faced...

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Priorities and resources

“It was a big undertaking; the banner exhibition just took over”

For a Landscape Partnership that has delivered so much, combined with an innovative and creative approach it is not surprising that priorities and resources were highlighted as one of the key challenges that have been faced so far. Some of the comments from the core team and project delivery partners reflecting this issue include:

- Being aware of the wider issues, yet not getting dragged in
- Recognising that the project is time limited
- Less plates are spinning than at the beginning but keeping it all together is important
- Fitting it all in, maintaining focus in order to be as effective as possible
- Allowing for time to deliver training and capital elements of the project
- Small project teams amongst partners have faced changes in personnel
- Managing ambitions within the capacity available
- Where to stop? ~ the project will carry on expanding to fill the space

For many partners Project management resources are acknowledged to be tight and in some instances have proved to be very management heavy to support project delivery. The time required to carry out the co-ordination work was underestimated at the outset during project development and the successful momentum generated has led to the challenge of knowing where to stop.

Changing strategic policy and funding environment

Delivering the landscape partnership scheme and aligning this with other match funding cycles has been an ongoing challenge and this uncertainty is acknowledged by all parties involved and reported to the Partnership Board and NLHF as appropriate.

For the apprentices and trainee programme, changes in government policy since the development phase has made delivery of this project more difficult and securing the external funding for this element of the project has been a “rollercoaster of successes and failures”

Planning consents and third party agreements

Tied in with changing policy, securing landowner agreements and relevant planning consents has proved to be time consuming and had an impact on the delivery of some activity such as the permissions needed to install interpretation. Relying on third parties to meet some of the targets from the LCAP means that some activity may fall through and any changes will have to be managed accordingly.

Investing, connecting and managing expectations

Amongst the considerable successes that have already been delivered it is recognised that there is a balance to be made with engagement activity and the time and effort to engage with a community or hard to reach groups that may not realise anything or contribute to the wider scheme outputs and outcomes.

The many engagement activities that have been delivered from Meet you at the Top through to the journey of the mobile hut around the hill have been concepts that have started to challenge the “two sides of the hill” mentality but finding and working with those hard to reach communities and groups such as young people remains to be addressed.

Needing more of a concentrated effort to reach BAME audiences. Possibly I underestimated how much more support these audiences would need to engage with nature?

Making in-roads into hard to reach communities, and coming up with creative solutions to barriers.

Online survey responses

Capturing and communicating impact

There is such a wealth of quality activity, material and richness of resource that is being produced by the Pendle Hill Landscape Partnership that it has proved very difficult to distil down and select examples to illustrate success and delivery for this report. This theme of capturing and communicating impact was highlighted in the discussions, including some of the following comments and questions coming from the team and partners:

- Measuring stories, how do we capture (and best present) all the good things that we are doing?
- We have been investing in the process to ensure innovative digital products. It will be important to ensure that we are fitting it all together
- The importance of getting the message across ~ Pendle Hill was just a hill that everyone had ignored, people didn't realise what was there, the Landscape Partnership is beginning to change that
- How do we reach as many people as possible?

Additional observations relating to this point made by partnership board members and a response from the online survey included:

- Communicating all of this back to the Borough Council and parishes, on a personal level
- Sharing our stories to keep democratic representatives present on the Board
- A simple explanation is needed of what we do!

I wish I knew more about all the other projects, and I do pay attention to the films made, and look at the things posted on the Facebook page.

Maybe there could be a series of proud moments, which just contain a little more information?

Online survey response

The Landscape Partnership has developed a good reputation and established a positive presence in the area including the development of some striking visual illustrated notices. Having highlighted this as a challenge, capturing and communicating impact of the work of the partnership will be particularly important and an opportunity to capitalise on following the Covid 19 restrictions as people are appreciating the natural and heritage resources that are on their doorstep.

Where next? Programme and project Legacy

Thinking about next steps and how to make the investment secured through the National Lottery Heritage Fund and other funding partners sustainable will become a focus for the Landscape Partnership over the remainder of the Scheme. Clarity on the role of the partnership and balancing the need to promote work and activity, in the form of seeing physical signage against just being comfortable knowing what impact the scheme has achieved will be part of ongoing discussions.



“Every project and activity got a mention”

Reflecting on virtual board discussions

4. Observations and focus for the next phase

Covid 19 response ~ The information collected and presented within this mid-term review summarises the principle achievements of the Pendle Hill Landscape Partnership to March 2020. The impact of the coronavirus pandemic will mean that there will be some changes to both individual projects and the scheme that will be proactively managed based on known social and health guidance.

As of May 2020 the likely impact for Pendle Hill will be an extension for the programme delivery period beyond March 2022. Ongoing work over the next two to three months will involve individual projects assessing what activity has been lost and what can be made up and identifying those projects that will need more time and effort to deliver the ambitions of the LP Scheme.

“This project has given me a passion. All of my life I have had a driving force and for a few years since retiring I haven't had one. I felt rudderless. Now I have got it back. Thank you.”

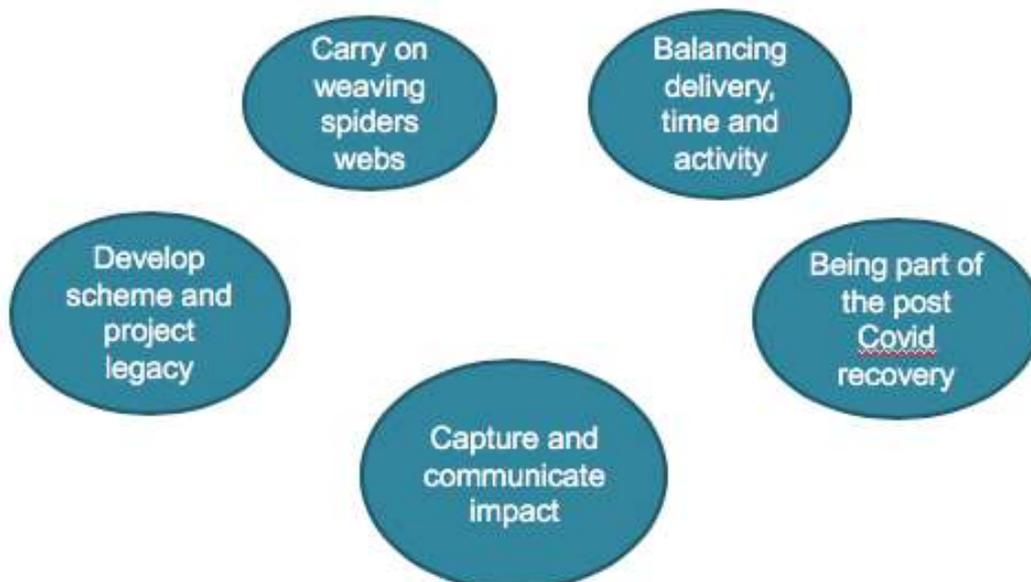
Radicals Volunteer

For the second half of project delivery the main observations that have been identified through discussions with members of the Pendle Hill Landscape Partnership include building on the many positives, addressing the challenges of priorities and resources, capturing and communicating impact and legacy planning as well as being part of the post Covid recovery.



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Some emerging themes to focus on...



4.1 ~ Carry on creating a spiders web of interest

From the management information presented and (virtual) discussions that have taken place as part of this mid-term review, Pendle Hill is one of the best examples of an innovative, integrated and well managed Landscape Partnership Scheme that we have had the pleasure to work with. The enthusiastic and committed core staff team have developed a working philosophy of joining and collaboration with project partners, the partnership board and wider stakeholders that has led to the delivery of some key achievements on the ground.

All partners' should be aware of the opportunities to carry on joint projects together, continuing to build on the positive aspects of the Scheme so far and the connections being made between people, landscape and nature.

The presence and strength of the Gatherings programme that looks to broaden community engagement through creative practice will help support this ambition and some of the ideas discussed at the mid-term review included widening the "In Conversations" theme to include a farmers' conversation about the importance of boundaries.

4.2 ~ The balance between time available, what can be delivered and activity type

Balanced against the enthusiasm for the continued way of working it is acknowledged by some partners that there needs to be a realistic assessment of what can and can't be achieved within the time and resources available. The current lockdown is an opportunity to reassess quality versus quantity, prioritise and focus on where each project needs to go next.

This balance about time available can extend to the types of project delivered within the Landscape Partnership area recognising the importance of seeing positive landscape change. One online comment recognised the fun element of the arts projects yet questioned their sustainability and would welcome further physical landscape improvements that have a longer term benefit.

Highlighting this point and the importance of seeing a balance of creative and physical activity is this following email that praises the positive impact of the capital works, helping to address issues that had been raised long in advance of the presence of the Landscape Partnership Scheme.

With the loosening of the restrictions I have had the opportunity of taking a number of walks on and around Pendle Hill - it is very pleasing to see the positive effects of the various works on the ground including the Chatburn/Downham bridleway, tree planting in Twiston, hedge laying at Smithies Bridge Farm, wall restoration at Pendleside along with the peat and footpath restoration on Pendle Hill.

I was particularly pleased on my walk yesterday to see the footpath and peat restoration work running south from the Scout Cairn - I raised the desirability of work being done here on numerous occasions at the Pendle Hill Advisory Group meetings a great many years ago.

4.3 ~ Being part of the post Covid recovery

All members of the Pendle Hill Landscape Partnership recognised the opportunity of linking activity to being part of the recovery from the coronavirus pandemic.

The imposition of the lockdown has highlighted the importance of local green space and the potential for a continued increase in participation and use of the rights of way network. This

increase in use has had an impact on footpath maintenance and highlights the importance of user education and the need to stay on designated or permissive rights of way.

The opportunity to reconnect people with nature and the outdoors will be an important part of planning the recovery work recognising that any new activities may have to be undertaken in different ways such as working with smaller groups than would have been the case given any necessary changes to take account of social distancing measures.

4.4 ~ Capturing and communicating impact

'We keep trying to get lost on Pendle, but the paths are so good now it has become almost impossible'

It is recognised that there is a need to build on the many successes and capture and communicate the impact of work of the Pendle Hill Landscape Partnership including the use of social media and digital technologies that have helped support continued working during the lockdown.

This communication should continue the work of spreading out the awareness of the Pendle Hill area away from the known honeypots and producing material that captures the impact of the project on people and the landscape. The output information collated within this report will be an important starting point along with collecting outcome information that reflect the benefit, impact and change achieved by the projects.

A second element of future communication is to target harder to reach audiences and groups and work out, with other stakeholders and gatekeepers, the most appropriate mechanisms for increasing diversity in participation and engagement activities.

4.5 ~ Building the scheme and project legacy

The identification of clear legacy for the scheme is a goal for the partnership as a whole supported by any necessary management and maintenance commitments or the evolution and continuation for individual projects. The legacy for the scheme will be discussed and agreed with the partnership board. One possible strategic theme and/or focus highlighted was to capture the findings from the natural and social capital strands of 'What's a Hill Worth' and share these findings in the context of developing Natural and Social Capital policy.

To help build legacy a project perspective, securing the remaining match funding for the trainees and environmental improvements will be an important next step to achieving the original ambitions and help build a case for the continuation of activity into the future.

Going forward I just really want to (finally) secure the EA funding contribution. It would be great to secure more funding and help the programme over achieve in terms of Environmental improvements. It would be great to see some kind of mechanism for future improvements if other funding sources became available. This could be through the Ribble Life Catchment Partnership.

Observation on what next and continuation?

5. Recommendations

5.1 ~ Reporting overall progress

From the conversations and investigation of the scheme documentation held as part of this mid-term review the key recommendations would be:

Scheme Reporting

From 2.1 Overall Project Progress ~ use the summary project progress chart that aggregates project output, finance and risk information to show overall project delivery “in the round”.

Conversation with the Scheme Manager suggest that this information is presented to the partnership board on a six monthly basis. To note that the four projects that have been identified amber or red in May 2020 and if these projects still remain at risk in six months’ time it is recommended that a review of project outputs be undertaken with identified support and change measures be conducted and **reported to the Steering Group by December 2020:**

From 2.2 ~ Financial Progress ~ it is recommended that financial progress against the budget profile is reported and noted that project expenditure will be the equivalent of £200,000 per quarter or £800,000 per year for the existing delivery period. Expenditure is to be monitored and be integrated with the cost implications of a possible time extension from the Covid 19 recovery work along with any review required for completion of the four at risk projects.

Consider production of a revised cashflow forecast and for actual expenditure be reported against these revised (and committed?) figures to give an overall picture of progress against the scheme total.

From 2.4 ~ Reviewing output data against LCAP ~ note significant progress that has been made and the potential risks attached to:

- **Cultural heritage sites** ~ the anticipated work on the 14 cultural heritage sites and possible mitigation measures or a review of outputs for the second half of programme delivery.
- **Access** ~ a focus on the delivery of the improvements to the remaining 3 gateway sites.

5.2 ~ Strategic developments for the second half of the delivery phase

From 3 and 4 ~ The online discussions and focus for the next phase ~ note the identified successes, identified challenges and five emerging themes from the virtual discussions for the second phase of programme delivery.

There is a desire to build on the successes and learn from the experiences of the first half of delivery of the Pendle Hill Landscape Partnership Scheme, so in addition to the suggested improvements for reporting progress and managing project delivery, it is recommended that some work bringing together the core team, delivery partners and partnership board is focussed around:

- Capturing and communicating impact
- Building the scheme and project legacy

Capturing and communicating impact

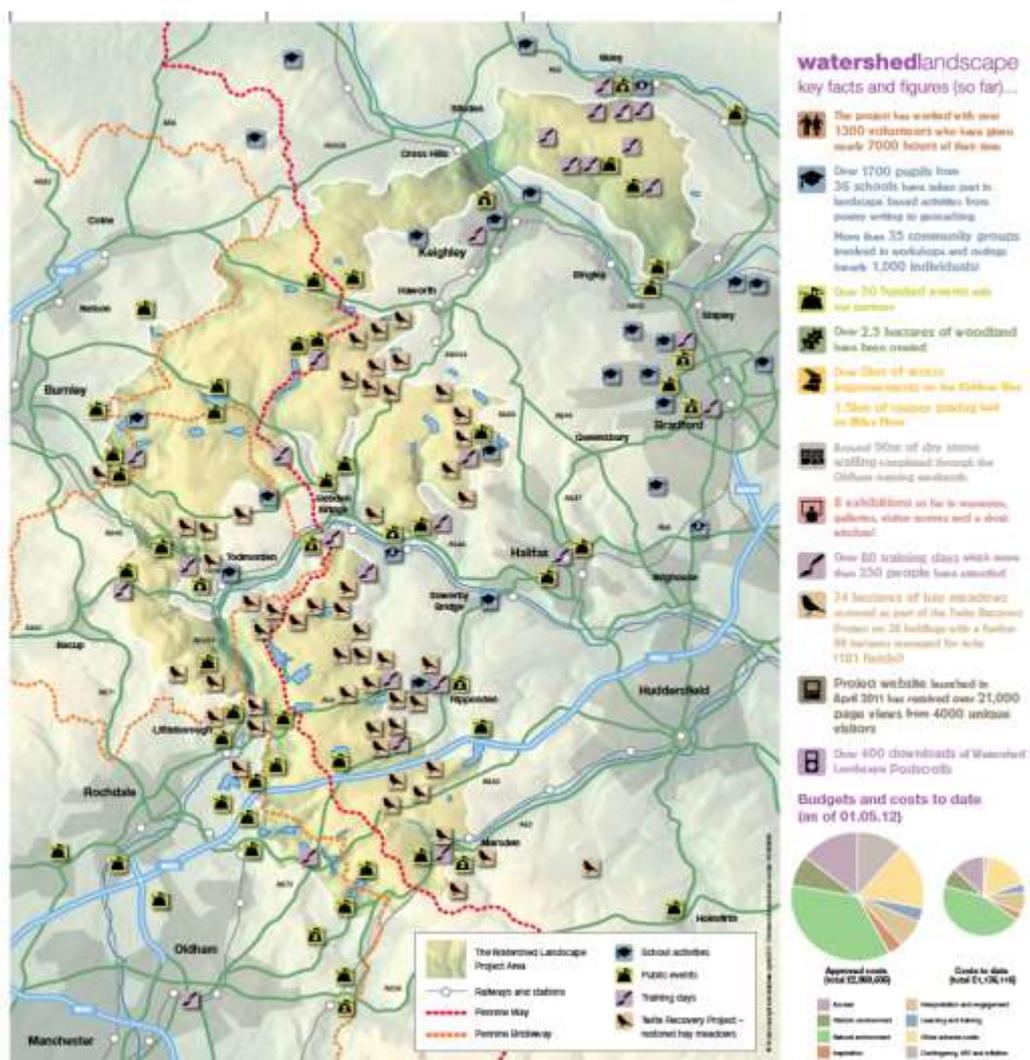
Increased communication between the project partners will maintain momentum of delivery to date, continue to strengthen the partnership and encourage further joint working opportunities. Externally there is a need to communicate the achievements of the Pendle Hill Landscape Partnership through a mix of events, activities and media coverage of all forms.

This should be more nuanced than just developing a publicity campaign to raise awareness, with the focus being on drawing together the different strands of project delivery so that the LP scheme can communicate successes and demonstrate that it is more than just “the sum of the parts.” Some possible ways of capturing and communicating impact could include:

1. The Partnership on a Page

To help support members of the Pendle Hill Board to communicate the role and activities of the partnership, use some of the headline outputs from this mid-term review and plans for the second half of the Landscape Partnership to produce the “Partnership on a page” (or two). This could be in a similar style to the “Pendle on a page” summary document produced to help with communication of project activity at the commencement of the scheme.

Other Landscape Partnership Schemes have used output and outcome information to communicate their impact through activity maps or infographics as shown in the following example from the Watershed Landscapes, “Story so Far” leaflet produced at the mid-term.



2. Project case studies

Individual case studies are an effective way to demonstrate what has been achieved summarising activity and the outputs and outcomes delivered. As projects approach completion, consider the production of project case studies in the form of project completion reports. The Inner Forth Landscape Initiative undertook this exercise as part of their legacy planning, with a list of project achievements from the delivery phase.

Inner Forth Landscape Initiative End of Project Report

52.7 Fruitful Communities

Project Overview: The 'Fruitful Communities' Project (FCP) followed on as a new phase of CSNT's successful 'Fruitful Landscapes' Project (2015/2016), and aimed to support communities to increase their capacity to gain the necessary skills, knowledge and experience to enable them to create, maintain and use the orchard resource of the Inner Forth in the longer-term.

From 1 June 2016 to 31 May 2017, schools, community groups, individuals and landowners associated with orchards, enthusiastically engaged in a varied programme of learning events and activities to build skills and give them the knowledge and confidence to manage and use their orchards in the longer term, and engage their own communities further.

The two main areas of focus were:

1. Orchard creation, management, care and culture.
2. Orchard skill development, training & recording.

Project lead organisation and other organisations involved: Lead: Forth Environment Link's Forth Valley Orchards' Initiative (FVIO)
Funders: The Inner Forth Landscape Initiative (IFLI), CSNT, and supported by Falkirk Community Trust (FCT).
Other organisations: See full report for a list of other participants.

Project Location: Various orchard locations throughout the IFLI area.

Project dates: 1 June 2016 - 31 May 2017

Project Outputs

Measure	Target	Delivered	Notes
Workshop sessions delivered	12	15	Includes Master Orchardist Volunteer workshops
Community orchard consultations carried out	2	0	Consultations linked to proposed new orchard creation in Falkirk.
New orchards created (Falkirk)	2	0	Time limitations and reduction in Falkirk Council personnel support. Support for one new orchard given for Braehead Community Garden, Stirling.
Orchards managed and new habitats created	5	15	Kennetpans; Kinnell Orchard; High Valleyfield; Culross PS; Riverside PS; Riverside Community Orchard; Helix Nursery; Tulliallan Community Garden; St Marys RC PS; Deanburn PS; Braehead CG; Sacred Heart PS; The Pineapple;

Inner Forth Landscape Initiative End of Project Report

Photographic Evidence

Funding Partners

LOTTERY FUNDED

Additional in-kind support from:

- Falkirk Community Trust – Countryside Ranger Service, Helix Park Team, Volunteer Co-ordinator, Kinnell Museum, Parks & Sustainability Team
- The Orchard Project – Helping Britain Blossom
- Volunteers and FEL Orchard Mentors – Ian Shearer, Sarah Watts, Rob Thomson, Michael Starkey, Kateryna Sydorova, Christie Meams, Laura Wells, Cathy Duncan
- Landowners and land managers

Project completion report from Inner Forth Landscape Initiative

Specific examples of the end of project reports can be found here:

https://www.innerforthlandscape.co.uk/files/projects/Training%20Tomorrow's%20Talent/D1_4_End_of_project_report_for_website.pdf

https://www.innerforthlandscape.co.uk/files/A1_3_End_of_project_report_for_website.pdf

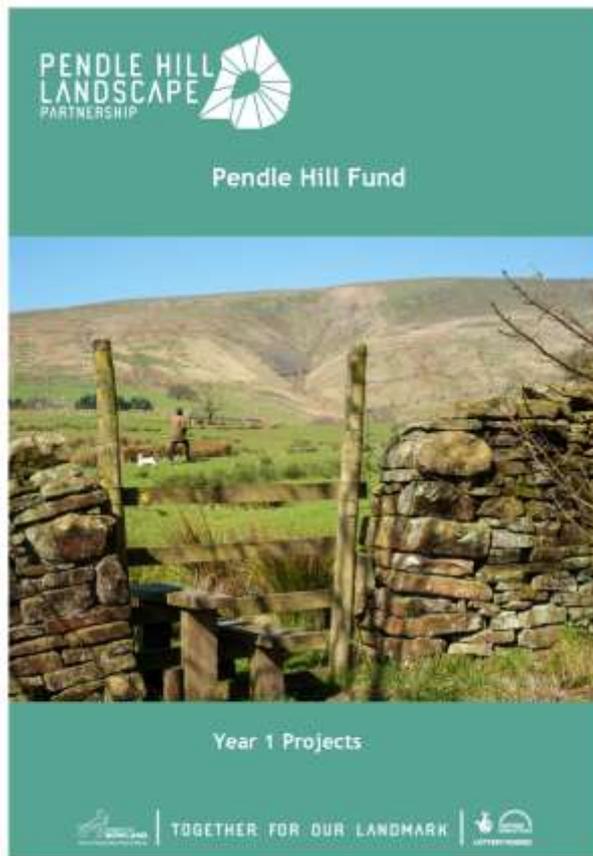
3. Collecting and sharing proud moments

"I would like the chance to talk to the other project partners, to see if our audiences can mix a bit more"

Comments collected through the mid-term review highlight a desire to know more about other projects without creating extra layers of activity and work. Many of the projects are collecting and reporting information in a very thorough way and could be easily adapted to include some headline achievements or proud moments for collation and dissemination to other partners.

The quarterly project reports to NLHF are very comprehensive and will be an excellent source of material for the final evaluation and could be the focus for collecting any additional project information that can then get shared not just to NLHF but amongst all project delivery partners.

Other ideas to develop this way of communicating information and impact could include the continued use of short, virtual zoom gatherings for projects to share successes, a social media plan that highlights and shares more information about the different projects on, say a monthly basis. In addition the continued collection of quotes and population of the “Little BIG moments” table started by the core team with a focus on comments and stories that reflect personal benefit, impact and change.



Individual project report examples

Pendle Hill LP- Feedback

Little Big Moments

Date	Who and Where (name and location of moment)	How (Verbal, witnessed, email, social media etc.)	What comment (What happened, was said, the feedback etc.)	Response (What was PHLP response if any, has this moment been used in publicity etc.)
13/07/18	Michael Leeds Lanlee Supplies	Email to Jayne about archaeology visit	I just wanted to say thank you for organising our visit last night, our staff really enjoyed it! It was very eye opening for many of us as we have not really had the opportunity to do that sort of thing before! Please will you let the team that showed us round know that we are very grateful for their time and efforts.	Said thanks
12/07/18	People on FB, after we put up a status about the summit work	Facebook	Thank you so much for all your hard work. Amazing difference. We're blessed to have Pendle Hill...thank you for looking after it xx Looks great!!! I must make a third attempt...and maybe I'll see the view this time! Thank you	liked

Little BIG Moments comments sheet

Building the scheme and project legacy

There is an opportunity and desire from the conversations with the project partners and board members to sustain the progress and improvements made during the delivery period of the Pendle Hill Landscape Partnership Scheme.

Within the partnership there needs to be the continued engagement with all stakeholders. From managing the expectations of those people who want to get involved through to scoping out opportunities, options and proposals for future management options or to access further finance.

From working with other LP schemes, those partnerships that have carried on in one form or another have been able to answer one or all of the following questions to help identify their overall Legacy ambitions. This is a recommended process to repeat and work on that will become focus for the Pendle Hill LP Board over the next 12 to 18 months.

Partnership – what is the appetite for partners to be involved?

Opportunity – what are the strategic opportunities that exist?

Purpose – what is the USP of this partnership?

At a detailed level project maintenance plans need to be drawn up and responsibilities agreed to meet on going maintenance liabilities. A key starting point for this will be to use the NLHF Legacy planning guidelines with the outcome being a strategy and action plan for consultation and agreement amongst all project partners.

This process should be led by the Scheme Manager with support from the project partners, working with the Partnership Board to help realise the legacy ambitions for the Pendle Hill Landscape Partnership scheme.



**Taking Part has meant:
"An invaluable chance to rediscover myself and my creative side."**

Feedback from volunteer survey

I participated in quite a number of activities with the Pendle WINNS project over the last 18 months or so, including tree planting, balsam bashing and more recently rhododendron burning. I have found the days to be therapeutic and invigorating - a great escape from my day job as a doctor!

I am hoping life post-lockdown will allow the volunteering days to take place again.

Appendix 1 ~ Pendle Hill Landscape Partnership outputs achieved to March 2020

	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Advice	<p>19 technical reports and plans to support the development of the natural and cultural heritage within the Pendle Hill landscape</p> <p>8 farms supported in the application for agri-environment funding to improve the natural heritage and biodiversity in the landscape</p>	<p>13 technical reports and plans to support the development of the natural and cultural heritage within the Pendle Hill landscape</p> <p>3 farms supported in the application for agri-environment funding to improve the natural heritage and biodiversity in the landscape</p>	<p>Advice outputs are on schedule</p> <p>Outputs for technical reports and site management plans and research are on target.</p> <p>The number of farms supported in applying for agri-environment funding is on target</p>
Biodiversity and Landscape	<p>50ha of landscape restored, planted or improved made up of:</p> <ul style="list-style-type: none"> • 13ha of woodland restoration • 19ha of woodland planted • 18ha of peatland improved <p>6km of traditional boundaries restored</p> <p>10 habitat and wildlife sites managed or restored</p>	<p>37ha of landscape restored, planted or improved made up of:</p> <ul style="list-style-type: none"> • 5ha of woodland restoration • 14ha of woodland planted • 18ha of peatland improved <p>2.7km of traditional boundaries restored</p> <p>5 habitat and wildlife sites managed or restored</p>	<p>Biodiversity and landscape outputs are on schedule</p> <p>As a whole, the total output figures indicate biodiversity and landscape activity to be very well managed. Woodland restoration is the one area of work that is slightly behind but no cause for concern at this stage.</p>
Cultural and built heritage	<p>14 cultural heritage sites or features restored or enhanced</p>	<p>0 cultural heritage sites or features restored or enhanced</p>	<p>Cultural heritage outputs are behind schedule</p> <p>Restoration of cultural heritage outputs remains to be delivered. Work with Pendle Hill Fund and Pennine Radicals to ensure these outputs are still appropriate and achievable.</p>
Employment	<p>8 staff making up the Pendle Hill Landscape Partnership core team.</p>	<p>8 staff making up the Pendle Hill Landscape Partnership core team.</p> <p>Scheme Manager, Business Support Officer, Outdoor Learning Officer, Farming and Wildlife Officer, Community Engagement Officer, Countryside Access Officer, AONB Sustainable Tourism Officer, Trainee</p>	<p>Employment outputs are on schedule</p> <p>The full staff team have been in post since commencement of Scheme Delivery in April 2018 with personnel changes for just the Business Support Officer.</p>

	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Participation and Learning	<p>11,100 people participating in heritage and landscape events</p> <p>377 different activities and events delivered</p> <p>27 local businesses engaged</p> <p>23 Artists' Commissions</p> <p>23 community groups engaged</p> <p>19 new interpretation features and digital products created to increase awareness</p> <p>14 press releases and e bulletins to promote the activities of the LP Scheme</p> <p>170,000 wider audience reached through broadcast and online media</p>	<p>10,100 people participating in heritage and landscape events</p> <p>322 different activities and events delivered</p> <p>40 local businesses engaged</p> <p>18 Artists' Commissions</p> <p>44 community groups engaged</p> <p>15 new interpretation features and digital products created to increase awareness</p> <p>103 press releases and e bulletins to promote the activities of the LP Scheme</p> <p>550,000 wider audience reached through broadcast and online media</p>	<p>Participation and learning outputs are ahead of schedule</p> <p>Activities, walks, talks and events have been held with some considerable success.</p> <p>Total communications activity was not estimated by all projects at the outset but is being recorded as additional outputs</p> <p>Given the overall picture, scope exists to work with harder to reach audiences for the second half of project activity.</p>
Access	<p>6½ km of footpath and access routes improved and maintained</p> <p>6 new concessionary routes or themed walks created</p> <p>4 gateway sites improved with orientation and interpretation</p>	<p>4.3 km of footpath and access routes improved and maintained</p> <p>2 new concessionary routes or themed walks created</p> <p>1 gateway sites improved with orientation and interpretation</p>	<p>Access outputs appear to be on schedule</p> <p>Activity on improving access routes and the creation of heritage routes in underway. Delivery of Gateway Site improvements to be the focus for the second phase of project delivery.</p>

	What we said to HLF in the LCAP?	Outputs achieved to March 2020	Mid-term review observations ~ June 2020
Volunteers	<p>540 volunteers engaged in activity across the landscape partnership area</p> <p>2,420 volunteer days to be delivered</p>	<p>c. 530 volunteers engaged in activity across the landscape partnership area</p> <p>1,139 volunteer days to be delivered</p>	<p>Volunteer outputs appear to be on schedule with noted variance to claims</p> <p>1,139 volunteer days achieved to date is in line with the 2,420 days anticipated by individual projects in the LCAP. This “bottom up” figures is at a slight variance with the £83,525 cumulative figure from the NLHF claim forms. Translating the figure to volunteer days this would be the equivalent of 995 days to date... The difference of 144 day is noted but is not of material difference to warrant the time and effort needed to rectify and any error is on the right side from a funders perspective.</p>
Training and Skills	<p>A programme of 245 heritage skills workshops and courses</p> <p>886 volunteers and participants attending the skills workshops and courses</p> <p>31 qualifications gained through placements and training workshops</p> <p>22 trainee placements with partner organisations</p>	<p>149 heritage skills workshops and courses delivered to date</p> <p>378 volunteers and participants attending the skills workshops and courses</p> <p>13 qualifications gained through placements and training workshops</p> <p>12 trainees with partner organisations</p>	<p>Training and Skills outputs are on schedule</p> <p>Training programme is on schedule to deliver intended outputs.</p>