



Landscape Conservation Action Plan

A new vision for a new era

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Part 3: Full Project Plans

1A: Small Detail, Big Difference

<p>Date 1 August 2020</p> <p>Version 1</p> <p>Author Gary Lewis</p> <p>Project Lead Tamara Landscape Partnership Senior Heritage Officer</p>	<p>Lead Organisation Tamara Landscape Partnership</p> <p>Schedule for project reviews NB - A project review will be carried out after any significant change that will affect project outputs and outcomes or every 6 months.</p>
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Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

The project aims to place the historic environment on a similar footing and level of understanding as biodiversity and the natural environment. The project works on the premise that small inputs can lead to significant gains, particularly if there is community input and buy-in alongside key expert support.

Distinctiveness is a key driver – what makes a community what it is and what is important to that community will be at the forefront of all aspects of this work. There is also an opportunity to extend the methodology of the recent Cornish Distinctiveness project to identify 'Tamar Valley Distinctiveness' that extends beyond Cornwall.

Vernacular buildings – those unique to a geographical area and made using local skills and knowledge - and distinctive regional details play a key role in giving a place its identity. This project aims to work with local communities to identify these key elements and compile an evidence base to inform future management and identify potential threats.

Other subject areas include river-based and water heritage, market gardening, historic daffodil collection, orchards (cherry/apple/plum) and hidden/undiscovered archaeology. This work will further develop some work streams carried out during the Helping Hands for Heritage project (2014-16) previously funded by the National Lottery.

The following workstreams are proposed:

- Community-led Historic Environment Action Plan. This could be for the whole of the scheme area or a combination of smaller areas. This will be based on the Historic Environment Development Plan written during the Development Phase and can be found at Appendix 14 of the Landscape Conservation Action Plan.
- Historic heritage input into Village Design Statements or Neighbourhood Plans
- Case Study/Legacy Plan written in Year 5 of the delivery phase based on experience and evidence during Years 1-4

- Guidelines and community survey toolkits for both the Historic Environment Action Plan and Village Design Statement
- A reduction in the number of sites on the Heritage at Risk Register
- Increase in the number of records added to the Historic Environment Record of Devon and Cornwall
- Proposing some currently unlisted heritage features for statutory listing or scheduling
- Involvement with Historic England's Monument Management Scheme, aiming to stabilise currently declining sites
- Mineworkers' smallholdings - new research into the historic and cultural importance of these in the scheme area

The development and delivery of this project has been informed and will continue to be shaped by the Landscape Guidelines sections of the Landscape Character Assessment for the Tamara Landscape Partnership Scheme area. For the full Landscape Character Assessment see Appendix 1.

1.02 Project Outputs

- Community-driven Historic Environment Action Plan
- Heritage input into 15 Village Design Statements/Neighbourhood Plans
- Case studies – written in Year 5 based on project experience
- 2 toolkits – Guidelines and community survey packs for Historic Environment Action Plan and Village Design Statements
- Reduction in number of sites on Heritage on Risk register
- 20% increase in number of records added to the Historic Environment Record
- 10 currently unlisted heritage features identified and proposed to be added to statutory listing/scheduling
- Evidence of increase in number of heritage features safeguarded in planning process by access to strong evidence base
- Involvement in Historic England Monument Management Scheme
- New research into mineworkers' smallholdings

1.03 Project Outcomes

- Heritage is better understood and has a stronger evidence base to support it in the future
- Historic environment is integrated within the natural capital accounting system and is truly valued
- Local people are trained to maintain heritage features sensitively and sustainably
- The Tamar Valley will continue to be a special and distinctive place to live and enjoy
- Economic benefits of a stronger economy through promotion of this special place
- Community involvement in projects and key outputs that give a sense of 'ownership'
- Local volunteers will be trained to record heritage and opportunities to be involved in community-led project
- People will be more aware of the importance of heritage in the landscape

1.04 Project Approach

Historic Environment Action Plan/toolkits

The design of an Historic Environment Action Plan will enable a wider management plan to be devised for the whole scheme area. It will be community led under the guidance of the Tamara Landscape Partnership Senior Heritage Officer and will, probably, be composed in sections – either parish or other geographical areas – and knitted together towards the end of the project timeline. Existing documentation and new work will be used.

2 toolkits will be used:

- Guidelines and community survey pack for Historic Environment Action Plan
- Guidelines and community survey pack for Village Design Statements / Neighbourhood Plans

These will be key legacy outcomes for writing future documents beyond the project life.

Village Design Statements/ Neighbourhood Plans

This work is designed to ensure that the historic environment is considered equally to the natural environment when local plan work is carried out at parish or a wider geographic level. This will be achieved by a programme of education and events throughout the project,

demonstrating the value of the historic environment to the local community and raising awareness of local distinctiveness. In addition, communities will be encouraged to identify smaller heritage items that are often overlooked such as Victorian postboxes, finger posts, packing sheds, water troughs etc.

Photogrammetry/QR Code Information

The project will carry out photogrammetry (3D internal and external photography) of key heritage features that will be included on the Tamara website and made available to other key organisations. This process was trialed in the development phase using Dupath Well Chapel and is included, as an example, with the submission in Folder 11 - (Photographs, maps and film).

The use of QR codes to provide online interpretation for heritage features is an inexpensive and vandal-free method of passing on information.

Monument Management Scheme

This element of the project will be delivered together with Historic England. Initial discussions have highlighted the following monuments, which may benefit within the project timeline:

- Gunnislake Clitters Mine: this will be subject to a Section 17 or 24 grant initially to carry out basic clearance work to enable safe access. During the project period, the site will have a full environmental survey followed the development of a Conservation Management Plan detailing work needed
- Okel Tor Mine: currently coming to the end of work carried out under a previous Conservation Management Plan, which will need to be renewed. Additionally, there is a need to update interpretation – currently on a standard type interpretation board – but preferred to be through QR codes or similar. There will be work to make a 3D image of the mineshafts that will be displayed on the Tamara website
- Gawton Mine: directly opposite Okel Tor Mine on the Devon bank of the Tamar. There will be a Conservation Management Plan for the site as well as an assessment of any synergy with work carried out at Okel Tor Mine

- Tamar Canal Lock: currently in a poor state of repair and owned by a local fishing group, this important relic of the WHS mining site will benefit from a Conservation Management Plan as a first step towards stabilisation and subsequent restoration
- New Consols Mine at Stoke Climsland is on the Heritage at Risk register. It is within the wider Lockett Stream area being considered for Water Framework Directive Intervention using Water Environment Improvement Fund funding as part of Project 1C (New Approaches), so it could be considered as an additional site
- Saltash D-Day landing craft maintenance site: <https://historicengland.org.uk/listing/the-list/list-entry/1020053> just under the Tamar. It is entirely in keeping with the history of the Tamar, and right next to Saltash and Plymouth. It will require teams of volunteers to clear the seaweed off the grid irons at low tide and help to record the structure, under the guidance of a contracted archaeologist

Historic Environment Records

All of the above will have the direct impact of adding records to the Historic Environment Record for both Devon and Cornwall. The project aims to see a 20% increase across both records during the project timeline.

Unlisted Heritage Features for Statutory Listing/Scheduling

Community groups with assistance from subject matter experts will identify unrecorded heritage features that may qualify for inclusion as a statutory listed or scheduled feature. These features will be submitted for inclusion.

Mineworkers' smallholdings

Mineworkers' smallholdings are one of the seven landscape attributes of the Cornwall and West Devon Mining Landscape World Heritage Site. The World Heritage Site would welcome research carried out as part of the Tamara project to address gaps in knowledge regarding the Tamar Valley area. These small subsistence farms (c.3-5 acres on average) were developed and managed by mineworkers and their families across Cornwall to supplement their waged employment. Smallholdings of this type are most readily apparent in the mining districts of Camborne-Redruth and St Agnes. While

their concentration varies across the districts, it is the Tamar Valley that seems different as it doesn't appear to have many smallholdings relative to the mining population and number of mines that were active in the area - over 100 named sites in the later nineteenth century.

The proposal sets out the historical background to smallholdings of this kind and will identify and answer some specific research questions for the project team to consider as part of its work programme. While the focus is understandably on the World Heritage Site area within the Tamar Valley, it may be beneficial to extend this further, and particularly into west Devon. Whether or not this is appropriate will depend on the study area of the project and the resources available.

The results could be used to inform a separate Historic Environment Action Plan, local design guides and enhance revisions of the Neighbourhood Development Plans.

Case study

In Year 5 (2025) of the project there will be a case study (or studies) to highlight the success of the methodologies used. This will not only indicate the success and scope of the project, but will provide a legacy for future use.

Capturing and storing heritage information

A key focus of the project is that heritage is fully considered when compiling Village Design Statements/Neighbourhood Plans. Historically, this has not been the case; people have been aware of the biodiversity aspects, but less so the historic environment. Capturing this within the planning process will be a significant advantage when communities are reviewing local or parish plans.

Consultation will be carried out to help communities decide what is important to them; in particular, to identify smaller, perhaps previously overlooked, heritage items such as water troughs, Victorian post boxes and old drinking fountains.

Work carried out through the Monument Management Scheme will be captured on the Historic England central database and will be available to the general public. Similarly, work

on heritage features currently on the Heritage at Risk register will be captured centrally. New heritage features identified will be added to the relevant Historic Environment Record for either Devon or Cornwall.

Results of the desk-based study into mineworkers' smallholdings in the project area will be included in the Historic Environment Action Plan and added to the relevant Historic Environment Record.

Key Performance Indicators

- Number (No.) of parish/community groups input to the Historic Environment Action Plan (Annual)
- No. of Neighbourhood Plans with heritage input (Annual)
- Monument Management Scheme outcomes – success of intervention (End of project)
- No. of records entered on Devon Historic Environment Record (6 monthly)
- No. of records entered on Cornwall Historic Environment Record (6 monthly)
- No. of heritage community groups created (Annual)
- Identification and compilation of mineworker smallholdings (End of year 2)
- No. of heritage at risk sites showing improvement or removal from the list (End of project)

1.05 Evidence of Need

Community understanding and embracing of heritage does not have the wider reach of environmental/ecological issues. This project will help to widen knowledge and ensure key heritage features are included in the planning process. Additionally, heritage features will be added to the relevant county Historic Environment Record. Heritage at risk sites will be identified and Conservation Management Plans produced to help preserve these features. There is potential for the proposal of additional heritage features to be included for statutory listing/scheduling.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Geographic scope

All of the project outputs will take place within the defined scheme area. Some partners helping deliver elements of the work are based outside the scheme area.

Constraints

Delivery will be based on the sole use of 1 full-time equivalent staff member responsible for this project, and Projects 1B and 2A. Some work will need to be contracted out to subject matter experts. There will be financial constraints on larger capital works that will fall outside of the Tamara budget. There will need to be landowner consents obtained early in Year 1.

Assumptions

Volunteer Days: It is assumed that the project will average 100 unskilled volunteer days/year at a cost of £50/day and 50 skilled volunteer days/year at a cost of £100/day.

1.09 Changes in focus of work from first stage submission

Project Development

Considerable work has been put in to developing the round 1 submission outline, particularly the work to develop the framework for both the Historic Environment Action Plan and Village Design Statements.

The addition of heritage features that qualified for funding through Historic England's Monument Management Scheme was seen as key in obtaining cash match, expert advice and access to a pool of volunteers. Additionally, it delivers against both outputs and outcomes.

Work to identify unlisted heritage features and submit them for inclusion as either listed or scheduled will be a by-product of compiling the Historic Environment Action Plan.

The addition of desk-based research into mineworker smallholdings completes an outstanding action for the World Heritage Site and links well into the projects. It will be a good addition to the Historic Environment Action Plan.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Cornwall and West Devon Mining World Heritage Site	Protecting, promoting and maintaining the unique mining heritage of the area.
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon County Council	Responsible for the delivery of local government to the county of Devon.
Historic England	Championing England's heritage.
Plymouth University (Ruritage Project)	EU wide programme providing heritage for rural regeneration.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.

Other projects

Helping Hands For Heritage

The proposed statutory listing/scheduling of previously undiscovered heritage features will improve the overall heritage value of the project area.

1.11 Project interfaces

The project will interface with Historic England's Monument Management Scheme and will work towards improving the state of the selected heritage sites.

Parish Neighbourhood Plans will benefit from the inclusion of heritage features and the planning process will take these features into consideration.

Records will be entered onto the Historic Environment Record for both Devon and Cornwall, boosting the knowledge base for Council Historic Environment Teams.

2.2 Budget changes between first and second stage submission

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work	£80,000				Capital Grant scheme, moved to a different category (see below)
New building work					
Other capital costs			£100,000		Capital Grant scheme moved category (from above), and increased by £20,000
Digital outputs					
Equipment and materials (capital)					
Other costs (capital)					
Professional fees (capital)	£25,000		£2,000		£23,000 moved to Professional Fees (Activity). £2,000 left for grant scheme management
7e - Activity Costs		In-kind	Cash	In-kind	
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers			£7,000		Photogrammetry, lime mortaring training etc.
Travel for staff	£10,000				Moved to a central cross-project budget line
Travel and expenses for volunteers			£500		Travel and subsistence for training courses
Equipment and materials (activity)	£16,100		£1,000		
Other costs (activity)	£3,000		£8,300		Moved to 'Training for volunteers' category above
Professional fees (activity)			£55,000		MMS, Village Design Statements, Historic Environment Action Plan and Yr. 5 case study
7f - Other Costs	1000	In-kind	Cash	In-kind	
Recruitment					
Publicity and promotion	£37,500		£1,000		Not required, moved to other categories £1,000 retained.
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management & maintenance costs					
Non cash contributions		£8,700		£8,700	
Volunteer time		£50,000		£50,000	
Total cash	£172,600	£58,700	£174,800	£58,700	
Project total	£231,300		£233,500		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Creation of Historic Environment Action Plan (HEAP)	HEAP written for the scheme area	No. of parishes/villages contributing to HEAP	Legacy document that provides management advice for heritage features and ensures inclusion in the planning process
2	Comprehensive heritage input into Neighbourhood (NP) and Local Plans (LP)	Heritage input into NPs on a level similar to that of environmental/ecological input	Number of Neighbourhood Plans with comprehensive heritage input	Heritage features are considered and included in the planning process and valued by the local community
3	Reduction of sites on the Heritage at Risk register through involvement with Monument Management Scheme	Conservation Management Plans written for 4 sites	Number of sites stable or improving	Improved heritage sites. Good interpretation for these sites
4	Input of records onto Historic Environment Record	Increased number of records	% increase of records	More comprehensive record of heritage features. Greater community awareness of local heritage features
5	Production of 2 toolkits for community use	Methodology available and understood by community groups	Number of community groups adopting toolkits	Sustainable legacy methodology understood and used by community groups
6	Desk-based study into location and number of mineworker smallholdings	Register of mineworker smallholdings in project area	Number of smallholdings identified	Increased knowledge of use of smallholdings. WHS outstanding action completed
7	Heritage Case Study in Year 5	Study looking at methodology and success of activities 1-6	Production of at least 1 case study	Legacy document beyond project timeline
8	Identification of new heritage sites that may be eligible to be listed or scheduled	Heritage sites at risk identified	10 new sites identified and submitted for listing/scheduling	New heritage sites in a position to be stabilised or improved

3.2 Potential project and activity negatives

There are no perceived negatives in this work; all the stakeholders and community groups see the importance of heritage and including it in the wider planning process. The scheme area embraces its wider heritage of mining and market gardening.

3.3 Internal prerequisites

The recruitment and retention of one full-time equivalent (FTE) Senior Heritage Officer is required who will be in place for Permission to Start.

Permissions for work on the Monument Management Scheme will be organised by Historic England.

Any private landowner permissions identified

will be sought in Year 1.

3.4 External prerequisites

Coordination and cooperation with English Heritage, who are already a partner and sit on the Tamara Landscape Partnership Board.

3.5 Lessons incorporated

Lessons learnt from the Helping Hands for Heritage project will be incorporated. Liaising with South Devon AONB, that has worked on Historic Environment Action Plans previously, will be important in avoiding poor practice.

Continued close working with Cornwall Archaeological Unit, who wrote the Historic Environment Development Plan during the Development Plan, will be maintained, and they will be invited to competitively tender for any future work required.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Senior Heritage Officer

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Senior Heritage Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Staff continuity and retention	Lack of continuity of project delivery. Increased recruitment costs	Low	Medium	Throughout project timeline	Maintain up to date role profile. Regular staff 1-2-1s	TLP Programme Manager	TLP Programme Manager
2	Poor performance by contractors	Delivery of elements of the project at risk	Low	High	Throughout project timeline	Good project management. Regular progress meetings. Issue detailed tenders and award with scrutiny	TLP Senior Heritage Officer	TLP Senior Heritage Officer
3	Inability to recruit sufficient or suitable volunteers and subsequently retain them	Impact on delivery of elements of project work	Medium	Medium	Throughout project timeline	Maintain Volunteer Register, including interests, skills etc. Education and events programme	TLP Senior Heritage Officer	TLP Senior Heritage Officer
4	Impact of national budget cuts on government agencies	Partner contribution - cash or in-kind reduced	Medium	Medium	Throughout project timeline, but more likely Years 4 - 5	Maintain close liaison with govt agencies. Frontload cash spend where at all possible	TLP Senior Heritage Officer	TLP Senior Heritage Officer
5	Unable to gain confidence of community heritage groups	Work on Monument Management Scheme, new site ID and Historic Environment Action Plan production compromised	Low	Medium	Throughout project timeline, but highest risk in Year 1	Continue work from development into Year 1. Carry out consultation/events to highlight benefits of project	TLP Senior Heritage Officer	TLP Senior Heritage Officer

Definition

- 1 What creates the risk
- 2 The effect the risk will have on the project
- 3 Likelihood that the risk will arise
- 4 Impact of the risk on the project
- 5 When the risk may occur – within development of product, within delivery of product, within lifetime of project
- 6 Actions taken to reduce risk exposure to acceptable level
- 7 Individual responsible for management, monitoring and control of all aspects of risk assigned to them
- 8 Nominated owner of an action to address risk – some actions may not be within remit of risk owner's control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Community led input into the Historic Environment Action Plan	No. of parishes or communities not actively contributing to the Historic Environment Action Plan	Information and education programme about the importance of heritage to local communities	TLP Senior Heritage Officer	TLP Senior Heritage Officer
2	Production of Conservation Management Plans	CMPs not being produced in timeline by selected consultant	Increase meetings with consultant. Agree remedial action plan	TLP Senior Heritage Officer	TLP Senior Heritage Officer
3	Input of records onto Historic Environment Records	% increase of records not achieving 20% target	Ensure all records captured are loaded onto the appropriate Historic Environment Record	TLP Senior Heritage Officer	TLP Senior Heritage Officer
4	Number of new heritage sites identified and submitted for listing/scheduling	No of sites identified at end of Year 1 = 2	Work with community groups and partners to expedite work	TLP Senior Heritage Officer	TLP Senior Heritage Officer/Partners/Community Groups
5	Recruiting of volunteers and community groups	Review of success at Year 1 Month 6 and end of Y1 (50 unskilled and 25 skilled days @ Month 6)	PR and education package to explain importance of project	TLP Senior Heritage Officer	TLP Senior Heritage Officer and Volunteer Officer

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

Historic England Monument Management Scheme

Working in partnership with Historic England through the Monument Management Scheme ensures that any work funded through Tamara will continue beyond the lifetime of the project. The production of 4 Conservation Management Plans, with a 5 year programme of work in Years 2/3 of the project ensures a legacy of at least 2 years beyond the project. It also provides a baseline for further work beyond that.

Neighbourhood Development Plans

Ensuring heritage features are included in any Neighbourhood or Local Plan and given a similar weighting to ecological and environmental features means a legacy exists for the length of the plan. Additionally, inclusion

in the current plan will mean being include in any future plans is more likely. Community awareness and understanding is also increased.

Local volunteer groups

The creation of sustainable and self-motivated community groups creates a heritage legacy. Combined with a community led HEAP and well understood and usable toolkits, this provides a strong base for continuity beyond lifetime of the project.

Tamara website

Content of the Tamara website will migrate to the TVAONB website on project completion; this will ensure QR code interpretation and photogrammetry is retained and still publicly available.

Photogrammetry and QR codes

The digital work carried out on heritage features will act as a research depository for future generations. Tamara will ensure that this work is widely available for academics and community groups alike.

1B: Heritage of Innovation

<p>Date 1 August 2020</p> <p>Version 1</p> <p>Author Gary Lewis</p> <p>Project Lead Tamara Landscape Partnership Senior Heritage Officer</p>	<p>Lead Organisation Tamara Landscape Partnership</p> <p>Schedule for project reviews NB - A project review will be carried out after any significant change that will affect project outputs and outcomes or every 6 months.</p>
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2.0 Finance and Activity Plan

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- 2.2 Budget changes between first and second stage submission

3.0 Project Plan

- 3.1 Activity, outputs and outcomes
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4.0 Project Management Team Structure

- 4.1 Project Lead
- 4.2 Project Team roles and responsibilities

5.0 Risk Management Strategy

- 5.1 Risk Register
- 5.2 Early-warning indicators and responses

6.0 Legacy

- 6.1 Long-term sustainability and management

1.0 Project Definition

1.01 Project Description

This project explores the pioneering innovation throughout the ages that this small part of the world has generated, including groundbreaking mining technology, experimental research for the market gardening industry and inventive Bradford/Hutt forestry techniques.

This will be carried out through a variety of creative media and activities to raise awareness and strengthen understanding of the evolution of the AONB landscape through time and how the challenges of tomorrow will be met to ensure a more sustainable future.

1.02 Project Outputs

- 25 events (mix of Tamara Landscape Partnership and partner events)
- 6 workshops/performances
- Digital media outputs – short film/ collection of images/oral history capture
- 100 additional people will have heard about the Tamara Landscape Partnership
- 500 more people will be aware of their environmental footprint, especially in relation to pioneering heritage processes
- New or updated research on innovative techniques will be published

1.03 Project Outcomes

- Greater understanding of both the built and natural heritage of the Tamar Valley
- More people care about the heritage of the Tamar Valley
- The landscape and heritage is in improved stewardship because of greater understanding and connection
- More people will be aware of why the area is special and the historic role it has played in the economy and development of the area
- More people will explore and think about the impact their behaviours may have on the environment, landscape and heritage in the future
- Both the Tamar Valley and communities on the edges of the AONB will be better places to live
- More people will have heard about and experienced different aspects of the Valley
- Individuals will have a better understanding of the area's heritage and history

- People will take part and experience different ways of doing things and thinking about their environment
- People will be given confidence to embrace innovation and new ways of working in the future

1.04 Project Approach

Innovative techniques/processes

The project will research the innovative techniques developed within the Tamar Valley over time, particularly since the Industrial Revolution. It will include, but not necessarily be restricted to:

- market gardening – including experimental stations and corporate working
- forestry – Bradford/Hutt method
- mining technology – including the medieval silver mines on the Bere Peninsula
- boat building

This work will be supported by a number of targeted community events and workshops to assist the research; some will be organised by the Tamara Partnership and others by partner organisations.

Compiling a digital record

The research will be turned into a lasting digital record that will be the legacy of this project.

The outputs will comprise:

- a short film
- collection of images
- publication of new or updated research either as a paper or a number of web pages
- oral history – recordings of memories/ knowledge from the local community

All outputs will be stored on the Tamara website and will migrate to the TVAONB website on project completion.

Workshop/performance/film première

The project will culminate in a workshop, performance or première of the short film, highlighting the results of the research and showing the innovative techniques to a wider audience. This will demonstrate the importance of the Tamar Valley and its previous inhabitants with respect to the groundbreaking processes that were then exported nationwide and even worldwide.

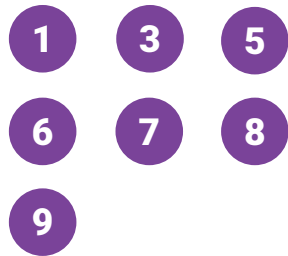
1.05 Evidence of Need

There is a need to ensure that the pioneering techniques developed within the Tamar Valley are captured for posterity, and that there is a community understanding and celebration of the relevance and importance of innovation of the past and how it may survive into the future. Additionally, it will encourage motivation and confidence to be leaders in the field of forward thinking and innovation.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Geographic scope

All of the project outputs will take place within the defined project area. Some partners helping deliver elements of the work are based outside the project area.

Constraints

There are no perceived constraints to this project.

Assumptions

Volunteer days: It is assumed there will be 15 volunteers for the performance for 6 days rehearsal and performance at an in-kind cost of £11,250.

1.09 Changes in focus of work from first stage submission

One of the outputs at first round submission was:

- 250 more people buying local food

This output sits better in Project 3D (Promoting our Produce) and will be captured in that Full Project Plan.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Cornwall and West Devon Mining World Heritage Site	Protecting, promoting and maintaining the unique mining heritage of the area.
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Devon & Cornwall Refugee Support	Providing advice, support, education, IT facilities and a friendly communal space for asylum seekers in the region.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon County Council	Responsible for the delivery of local government to the county of Devon.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Historic England	Championing England's heritage.
Link Workers	Connecting people to community groups and helping the participants to develop skills, friendships and resilience.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Plymouth University (Ruritage Project)	EU wide programme providing heritage for rural regeneration.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.

1.11 Project interfaces

There will be significant crossover with Project 1A (Small Detail/Big Difference) in collecting and inputting heritage records. The workshop/performance/film will look to include some of the work carried out for Project 1A.

2.2 Budget changes between first and second stage submission

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work					
New building work					
Other capital costs					
Digital outputs	£3,000		£9,400		Increased to cover short film and photo exhibitions
Equipment and materials (capital)					
Other costs (capital)					
Professional fees (capital)					
7e - Activity Costs		In-kind	Total	In-kind	
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers			£4,500		Oral history research
Travel for staff					
Travel and expenses for volunteers			£500		Oral history research
Equipment and materials (activity)	£2,000				Moved to Other Costs (Activity)
Other costs (activity)			£14,750		Website/data collection/oral history publication/community events
Professional fees (activity)	£36,596		£10,500		Innovative research study. 1st round costs inflated
7f - Other Costs		In-kind	Total	In-kind	
Recruitment					
Publicity and promotion					
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management & maintenance costs					
Non cash contributions					
Volunteer time		£11,250		£11,250	
Total cash	£41,596	£11,250	£39,650	£11,250	
Project total	£52,846		£50,900		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Events, both Tamara and partner led, highlighting innovative techniques developed in the Tamar Valley	25 events (5 per year) where the Heritage of Innovation is highlighted and embraced	No. of events where project is showcased. Number of attendees. Number of new attendees	Greater community understanding and celebration of the innovative techniques developed and migrated out of the Tamar Valley
2	Workshops, exhibitions and a performance of the outcomes of the project	Mobile exhibition of photographs displayed within the Tamar Valley and in Plymouth. Performance (type and content to be agreed) in Year 5 of the project	No. of people visiting exhibition. Number of volunteers involved in the performance	As above. Photographs will be a legacy
3	Production of digital media collection	Short film, photographic exhibition, capture of oral history	Number of photographs, number of oral histories, production of film	Captured legacy of the Heritage of Innovation for future research. Decision of where to be retained to be agreed with local communities
4	Publish new research on Heritage of Innovation	Academic based report on the results of the research and community involvement	Production of report in Year 5	Legacy document available for further research
5	Questionnaire on people's understanding of the TVAONB handed out at events and workshops	Completed questionnaires added to wider project database	Number of completed questionnaires	Greater awareness of the Tamar Valley and its heritage

3.2 Potential project and activity negatives

There are no perceived negatives in this work; all the stakeholders and community groups see the importance of heritage and including it in the wider planning process. The scheme area embraces its wider heritage of mining and market gardening.

3.3 Internal prerequisites

The project will be managed by the Tamara Landscape Partnership Senior Heritage Officer.

3.4 External prerequisites

None foreseen.

3.5 Lessons incorporated

This project doesn't have any synergy with previous work; digital outputs as a main output are relatively new. An element of Helping Hands for Heritage or Heralds of Spring may overlap, but there will be minimal scope for lessons learned.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Senior Heritage Officer

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Senior Heritage Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Staff continuity and retention	Lack of continuity of project delivery. Increased recruitment costs	Low	Medium	Throughout project timeline	Maintain up to date role profile. Regular staff 1-2-1s	TLP Programme Manager	TLP Programme Manager
2	Poor performance by contractors	Delivery of elements of the project at risk	Low	High	Throughout project timeline	Good project management. Regular progress meetings. Issue detailed tenders and award with scrutiny	TLP Senior Heritage Officer	TLP Senior Heritage Officer
3	Inability to recruit sufficient or suitable volunteers and subsequently retain them	Impact on delivery of elements of project work	Medium	Medium	Throughtout project timeline	Maintain Volunteer Register, including interests, skills etc.	TLP Senior Heritage Officer	TLP Senior Heritage Officer
4	Impact of national budget cuts on government agencies	Partner contribution - cash or in-kind reduced	Medium	Medium	Throughout project timeline, but more likely Years 4 - 5	Maintain close liaison with govt agencies. Frontload cash spend where at all possible	TLP Senior Heritage Officer	TLP Senior Heritage Officer

Definition

- 1 What creates the risk
- 2 The effect the risk will have on the project
- 3 Likelihood that the risk will arise
- 4 Impact of the risk on the project
- 5 When the risk may occur – within development of product, within delivery of product, within lifetime of project
- 6 Actions taken to reduce risk exposure to acceptable level
- 7 Individual responsible for management, monitoring and control of all aspects of risk assigned to them
- 8 Nominated owner of an action to address risk – some actions may not be within remit of risk owner’s control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Events both Tamara and Partner led	Number of events booked or completed (6 monthly) Filming days per year	Look to increase events. Look at partners events if not already attending	TLP Senior Heritage Officer	TLP Senior Heritage Officer
2	Digital outputs - film and photo exhibitions	Number of photos obtained (Year End)	Increase public engagement. Increase PR around exhibitions and film	TLP Senior Heritage Officer	TLP Senior Heritage Officer
3	End of project performance not occurring to plan	Performance of preferred contractor. Number of volunteers working on the performance	PR around the event. In consultation with contractor and the public, identify the type and scope of performance	TLP Senior Heritage Officer	TLP Senior Heritage Officer/Contractor

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

Results of research

The results of the research will be placed on the relevant Historic Environment Record and on the Tamara Landscape Partnership website. At the end of the project, all relevant pages/information will transfer to the TVAONB website to maintain a legacy for this project.

Production of short film

The film will outline the progress and eventual results of the heritage work and will act as a legacy tool for further research and work in the field.

1C: New Approaches/Making Connections

<p>Date 1 August 2020</p> <p>Version 1</p> <p>Author Gary Lewis</p> <p>Project Lead Tamara Landscape Partnership Land Management Project Officer</p>	<p>Lead Organisation Tamara Landscape Partnership</p> <p>Schedule for project reviews NB - A project review will be carried out after any significant change that will affect project outputs and outcomes or every 6 months.</p>
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Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

This project incorporates five elements:

1. To pioneer the practical application of Natural Capital Accounting and Nature Recovery Network mapping.
2. To set up a network of nodal farms* providing a hub for disseminating best practice, 1-2-1 advice and events of interest. It will help deliver sustainable and traditional land management activities. Additionally, there will be an element of capital grant money for each of the 5 years available on application for project related improvements.
3. Use a catchment-wide approach and work with natural processes to deliver positive and sustained outcomes for the water environment.
4. Deliver a programme of woodland and hedgerow planting and restoration.
5. Dissemination of the value of innovative land management activity to the wider Tamara LP community through targeted events, social media and the Tamara LP website.

** A nodal farm is a farmer or landowner who has agreed to work with the Tamara Landscape Partnership to promote the projects and partnership opportunities, host events and act as a point of communication with other farmers and landowners within the scheme area. All nodal farms have signed a Memorandum of Agreement with the Tamara Landscape Partnership.*

The project will benefit farmers, woodland owners and land managers across the scheme. This project will help to improve information and communications between those who are the stewards of our special landscape, at a very confusing time as we negotiate a post Brexit world and a new Environmental Land Management agri-environment scheme which is likely to be introduced during the project duration. It will also bring awareness to wider communities and visitors of the importance of the natural and agricultural heritage of the area with a focus on wider stewardship and climate change.

Delivery is anticipated to be across the scheme area, although farming clusters will be encouraged in order to address management and enhancement at a landscape scale and to focus impact.

Working with partners, we have identified three sub-catchments for which the quality of the water environment fails the Water Framework Directive. These are Lockett Stream, upstream of Lopwell Dam on the River Tavy and the lower Lyhner between New Bridge and Notter Bridge. We will look at a series of interventions that will provide a range of integrated benefits, including reducing Water Framework Directive pressures, climate resilience, natural flood management, habitat creation and invasive species management.

There will be an aspiration to restore the ecological integrity of ancient semi-natural woodlands where they have been planted with conifers, by gradually replacing them with native broadleaves, to extend woodland areas and improve connectivity; the creation of new small woods and hedgerow planting and individual trees will be promoted. There will also be work on individual ancient trees in conjunction with Cornwall Ancient Tree Forum. Opportunities for strengthening the existing hedge networks and planting new orchards will be pursued, especially seeking opportunities close to settlements where community woodland groups will be encouraged.

Wetland creation sites were identified at Calstock, Cotehele and South Hooe to the south west of Bere Alston. These were included in the previous application, but the timescales mean that these wetland sites will now have been created before the Tamara Landscape Partnership starts. However, there will be opportunities to increase the public benefit of those sites not in private ownership, through enhanced access, interpretation and activities. The wetland area proposed for Calstock offers the potential for a community led and managed nature reserve in the heart of the village. Tamara Landscape Partnership, in conjunction with TVAONB, Calstock Parish Council and Tamar Community Trust can help explore the best options for community buy-in through initiatives such as a community engagement, providing volunteer training and support and

enabling the continuation of public access in and around the site.

The development and delivery of this project has been informed and will continue to be shaped by the Landscape Guidelines sections of the Landscape Character Assessment for the Tamara Landscape Partnership Scheme area. For the full Landscape Character Assessment see Appendix 1.

1.02 Project Outputs

- Minimum of 5 nodal farms in place in the scheme area
- 50 landowners and communities engaged
- 25 farmers/landowners given 1-2-1 advice
- 50 capital grants (max £1,000 each) awarded
- Deliver Water Environment Improvement Funding intervention in at least 1 catchment and improve up to 10 km of Water Framework Directive waterbody and 50 ha of water environment
- Evidence of increase in natural capital on participating farms/landowners – Assessment in Years 1 & 5
- Maintain a Nature Recovery Network map for the scheme area
- Support already existing intertidal habitat proposals
- Minimum of 10 ha new woodlands created
- Minimum of 50 ha existing woodland restored
- Minimum of 10 km of new hedges created or existing hedge restored
- Minimum of 5 new orchards planted – minimum 15 trees/orchard
- Increased recording of ancient trees
- Invasives programme with South West Water (To be agreed in Year 1)
- Evidence of improved habitat, species densities and water and soil quality
- Evidence of reduced flood risk by use of natural flood management techniques
- Evidence of positive feedback to the practical application of Natural Capital Assessment and Nature Recovery Networks
- Develop a programme of community engagement and ensure appropriate input into both new and existing Neighbourhood Development Plans when updated

Output indicators and targets

The project will be managed through SMART target reporting on a 6-monthly basis. Annually there will be key performance indicators (KPIs) to ensure progress against all targets is tracked, monitored and recorded.

KPIs

- Number of landowners/farmers engaged
- Number of farmers/landowners receiving 1-2-1 advice
- Number and value of capital grants awarded
- Woodland restored or planted (ha)
- Hedge restored or planted (km)
- New orchards created (no.)
- Water Framework Directive Intervention (ha & km)
- Number of events (attendees and first time attendees)

1.03 Project Outcomes

- Improved management and stewardship of the Tamar Valley landscape, including better managed hedges, woods and fields through the use of Nature Recovery Network mapping, identifying where intervention would be best targeted
- Improve water quality of Tamar, Tavy and Lynher
- Make significant contribution to the 25 Year Environment Plan targets
- Improved connectivity between areas of high value or potential refugia, increasing landscape resilience for nature in the face of climate change
- Deliver against the Glover Report regarding Nature Recovery Network and natural capital assessment
- Healthier soils and carbon sequestration will contribute to wider climate change targets
- Increased knowledge of traditional riparian and land management skills
- Increase knowledge of historic and natural heritage
- Supported and facilitated farmer/landowner led discussion
- Enhanced landscapes rich with wildlife and heritage being better places to live
- Supporting the social fabric of rural communities in the Tamar Valley

- Reduced flood risks to communities and building community resilience
- Increased revenue from land
- Development of new skills/knowledge about natural assets of the scheme area
- Reconnection with the natural environment and appreciating its value in terms of landscape and health benefits
- People aware of resources available to make informed decisions
- People have a better understanding of sustainable land management practices to safeguard the future of the landscape
- act as a nodal farm and help disseminate project and farming related information to neighbouring farmers and landowners
- be a hosting farm for events/farm advice/community visits
- provide expert advice to the Tamara Landscape Partnership Steering Group as required
- have an ecological survey carried out in both Year 1 (2021) and Year 5 (2025) of the project
- work with the Tamara Landscape Partnership Land Management Officer
- have volunteers working on land for approved projects
- work to provide wetland enhancement on the farms and use this to support best practice across the scheme area
- be eligible to apply for a Tamara Landscape Partnership Capital Grant (max £1,000 in any one year)

1.04 Project Approach

Natural Capital Accounting/Nature Recovery Network Map

During the development phase, there has been work to complete a Natural Capital Baseline Audit (Appendix 15), including a toolkit for farmers and landowners to assess their own natural capital in a number of key areas. This work will continue throughout the delivery phase, with an assessment of the improvements made during the lifetime of the project.

Nature Recovery Networks are a relatively new concept highlighted and encouraged in the 2019 Glover Report. The methodology was tested in the project area during the development phase (2019/20) using a process approved by Devon Local Nature Partnership and using data held by both Cornwall and Devon's Local Environmental Records Centres. The pilot report is at Appendix 16. The map is interactive and dynamic and will allow comparison to be made throughout the life of the project. Additionally, it will help focus and identify areas where limited resource can be used to best effect.

Nodal farms

The scheme area will have a minimum of 5 nodal farms both geographically selected, but also to ensure a cross-section of farming techniques and products. In a close working relationship with the Tamara Landscape Partnership Land Management Officer, these farms will:

The nodal farms are:

- Deepark Farm
- Dupath Farm
- Haye Farm (National Trust Tenancy)
- Merryhue Farm
- Denham Orchard Community Interest Company

The signed Nodal Farm Memorandum of Agreement's can be found in Folder 2 - Partnership Agreements.

Catchment-wide approach to water environment improvement

Using Environment Agency provided Water Environment Improvement Funding along with Tamara LP core funding, including cash, in-kind and volunteer time to deliver interventions in at least 2 selected areas in order to improve:

- 10 km of Water Framework Directive waterbody
- 50 ha of water environment (land adjacent to the selected waterbody)

The selected areas are to be chosen from:

- Lockett Stream (Options Appraisal at Appendix 17)
- River Tavy between Lopwell Dam and Denham Bridge (Options Appraisal at Appendix 18)
- Lower Lyhner between New Bridge and Notter Bridge

Final selection and interventions will depend on the outcomes of site walkovers and assessments carried out in Year 1.

The options for interventions will include, but are not limited to:

- floodplain reconnection
- wetland habitat restoration and creation, including scrapes, riparian enhancements, wet woodland and coastal and floodplain grazing marsh
- flow and sediment management from connecting streams and surface water drains
- instream hydromorphological and habitat enhancements for fisheries

Intertidal habitat enhancement

Due to the one year delay of first round submission, the 3 wetland creation schemes identified will be at varying levels of progress at the start of the delivery phase.

Calstock flood prevention – work will probably be completed in the first half of Year 1 of the delivery phase, but work with the community could still take place.

South Hooe – work has commenced but will continue into 2021 where Tamara involvement will help completion, with natural capital and ecological advice for the landowner.

Cotehele – Grazing field (North of quay car park) – work will probably start in early 2021 and be completed in autumn 2021 where Tamara involvement will help completion, with natural capital and ecological advice in partnership with the National Trust.

Ancient woodland restoration

The project plans to restore 10 ha of existing woodland annually throughout the scheme area. It includes identifying decaying ancient woodland as a priority and working to, as a minimum, stabilise the decline. Ancient woodland is a key biodiversity habitat, supporting a wide range of mammals and invertebrates.

Woodland creation

The project plans to plant 10 ha of new woodland throughout the scheme's life, working in conjunction with Forest for Cornwall and other partners to identify suitable areas. The amount of hectares planned is based on the success rate of planting during the Devon Greater Horseshoe Bat Project – another NLHF funded project.

Hedge planting and restoration

The project will aim to plant or restore 10 km of hedge, prioritising the restoration/stabilisation of both the Cornish hedge and Devon bank. These are key biodiversity habitats and important connectivity between habitats. The Nature Recovery Network map will highlight areas for targeted improvement.

Woodland Trust schools and communities packs

The project will interact with schools in the scheme area and encourage the use of Woodland Trust schools and communities packs on their grounds. Packs of up to 45 trees can be obtained from the Woodland Trust for such initiatives.

Community wood groups

This is a new concept to be introduced by the Woodland Trust and looks to create community groups who are willing to look after woodland that is important, or geographically close, to them. Creating such community groups is a key output for Tamara and will provide post project legacy.

South West Water outputs

Late in the development phase there was an approach from South West Water to become a partner and get involved in the scheme. There are a number of work streams under discussion and these will be carried forward early in the delivery phase. There may well be additional matched funding, but the amount is not yet known and, therefore, is not included in the submitted budget.

1.05 Evidence of Need

This project will work towards solutions suggested in the Glover Report by providing mitigation for climate change, improved water quality and the surrounding water environment, increased and targeted tree and orchard planting and restoration. Additionally, it will provide farmer/landowner support in the post Brexit world and the introduction of the new Environmental Land Management Scheme agri-environment schemes scheduled for the latter stages of the delivery phase.

The project will work in tandem with all partners and help in achieving their outputs.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Geographic scope

All of the project outputs will take place within the defined scheme area. Some partners helping deliver elements of the work are based outside the scheme area.

Constraints

As it is the largest project and requires significant relationship building and specific knowledge there is a dedicated role for this project, the Land Management Officer (0.8 full-time equivalent).

Work will be needed to gain landowner permissions and any associated planning requirements.

Issues surrounding limitations within statutory designated areas (Sites of Special Scientific Interest, Special Areas of Conservation, Marine Conservation Zones, UNESCO WHS) will need to be considered.

Assumptions

Volunteer days: It is assumed that the project will average 100 unskilled volunteer days/year at a cost of £50/day and 50 skilled volunteer days/year at a cost of £100/day.

1.09 Changes in focus of work from first stage submission

Project 1C is a combination of projects 1C and 1D as proposed in the first round submission. Discussion within the Land Management Project Group agreed that the merging of these 2 projects made sense from a strategic and delivery point of view. It enabled both projects to benefit from a single budget and to provide synergy in outputs.

Additional Water Environment Improvement Funding offered by our project partner the Environment Agency will fund previously identified, but not fully funded, work outlined in the first round submission, but this work dovetails well with the existing outputs.

The concept of nodal farms has been introduced as a way of embracing all the outputs of the project and ensuring there is a way of disseminating information to as wide a population as possible. This concept actually integrates all the elements of the project outlined in the first round submission.

The outline budget has changed substantially since the first round submission (see section 2.2 for more details), although the outputs remain at least unchanged and, in some instances, improved. Work in the development phase has enabled a more robust set of outcomes, which has been matched with increased ambition and match funding (both cash and in-kind) from partners

1.10 Interested parties

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Cornwall Wildlife Trust	Protecting Cornwall's wildlife and natural environment, with 50 nature reserves across Cornwall.
Devon Biodiversity Records Centre	Provides high quality biodiversity data (species and habitats) for Devon.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon County Council	Responsible for the delivery of local government to the county of Devon.
Devon Local Nature Partnership	Conglomerate of organisations providing strategic guidance on environmental matters in Devon.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Devon Wildlife Trust	Protecting Devon's wildlife and natural environment.
Environment Agency	Responsible for water quality and resources, fisheries, conservation and ecology.
Environmental Records Centre for Cornwall and the Isles of Scilly	Provides high quality biodiversity data (species and habitats) for Cornwall and the Isles of Scilly.
Forestry Commission	The government department responsible for the management of publicly owned forests, and the regulation of both public and private forestry, in England.
Fotonow CIC	Makes films working with community groups and hard to reach sectors of society.
Farming and Wildlife Advisory Group	Supporting farmers to value the environmental assets on their land.
National Farmers' Union	National trade union representing farmers and landowners.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
Natural England	The government's adviser for the natural environment in England, helping to protect England's nature and landscapes for people to enjoy and for the services they provide.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
South West Coast Path Association	Protecting and improving the coast path for the benefit of society.
South West Water	Private company providing water and sewage services for Devon and Cornwall.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.
Westcountry Rivers Trust	A charity dedicated to restoring and protecting rivers, lakes, estuaries and coastal areas for the benefit of people and the environment.
Woodland Trust	The UK's largest woodland charity that creates, protects, and restores of native woodland heritage.

Partners/contractors

Environment Agency/Westcountry Rivers Trust/contractors for Water Framework Directive interventions using Water Environment Improvement Funding
 Woodland Trust/Forest for Cornwall for Tree Planting/Woodland Restoration
 Devon Biodiversity Records Centre/
 Environmental Records Centre for Cornwall and Isles of Scilly/Devon Wildlife Trust/
 Cornwall Wildlife Trust/ Devon Local Nature Partnership for Nature Recovery Network Map
 Devon Wildlife Trust for continuation of Greater Horseshoe Bat work
 National Trust/Environment Agency for wetland creation.

1.11 Project interfaces

This project will continue the work of the Devon Greater Horseshoe Bat Project where there is crossover within the defined project area – the 2 maternity roosts near Gunnislake. Water Environment Improvement funded work will help achieve Environment Agency Water Framework Directive targets such as macrophyte, phytobenthos, phosphate and copper failures on the lower River Tamar. The Tamara Landscape Scheme area transcends 3 Water Framework Directive water bodies, all of which are assessed as being at moderate ecological status. The Tamar Catchment Partnership, of which TVAONB is a key stakeholder partner, has developed a Catchment Plan that seeks an integrated approach to addressing the pressures that prevent the 3 water bodies from reaching 'good' status. These pressures originate from land and forestry management, wastewater from abandoned metal mines, water industry discharges and the modification of the water bodies to reclaim or protect land from flooding. The Natural Capital Plan, Nature Recovery Network Assessment, Landscape Character Assessment, nodal farms and resulting interventions will help reduce some of these pressures, supporting and complementing a number of live environment programmes within the Tamar Catchment Partnership.

Upstream Thinking - North of the scheme area on the Upper River Tamar work is taking place through the Upstream Thinking project carried out by Westcountry Rivers Trust and Devon Wildlife Trust and funded by South West Water. This is catchment wide and mirrors the proposed Water Framework Directive work proposed in the scheme area. Improvements made in that area will work their way into the scheme area, and it is key that the projects work together to deliver the best outcomes for the wider Tamar catchment.

Woodland Trust non-cash contribution will benefit their annual targets and contribute to climate change mitigation.

Nodal farms will help to deliver outputs from the proposed Agriculture Bill post Brexit and the introduction of the Environmental Land Management Scheme. They will host events of benefit to other farmers and landowners as well as some intended to inform the wider community. They will also help farmers and landowners gain access to health and wellbeing advice via the Cornwall and Devon Farmer Health Hub.

There is a potential project being developed by Devon and Cornwall Citizens Advice to provide farmers and landowners access to financial advice; Tamara is involved in the early stages of the development of this work.

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First Stage Submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work	£1,065,500				Not cash, a mix of in-kind, inflated offers of cash and in-kind and assumed offers that didn't materialise
New building work					
Other capital costs	£38,000		£177,500		Significant match achieved WEIF, Woodland Trust and Cornwall Council - includes 'Repair' budget from above
Digital outputs					
Equipment and materials (capital)	£5,000		£5,000		
Other costs (capital)					
Professional fees (capital)	£130,000		£50,000		Reduced as most will now be will be delivered by new 0.8 full-time equivalent Land Management Officer
7e - Activity Costs					
New staff costs					All staff costs calculated across Scheme not within projects
Training for staff					
Paid training placements					
Training for volunteers	£2,772				Subsumed into other 'Capital costs (Activity)' row
Travel for staff					
Travel and expenses for volunteers			£6,228		Not included in 1st round submission but deemed necessary
Equipment and materials (activity)	£12,228				Equipment purchases rationalised across projects to prevent duplication, significantly decreasing overall cost
Other costs (activity)	£18,000		£13,000		Events and training courses
Professional fees (activity)	£60,000		£19,000		Reduced as most will now be delivered by 0.8 FTE Land Management Officer
7f - Other Costs					
Recruitment					
Publicity and promotion					
Evaluation					
Other costs	£4,200				Subsumed into other Capital costs
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions		£49,800		£128,275	Increase based on £62,000 Woodland Trust and Partner in-kind across project timeline
Volunteer time		£30,600		£50,000	Increased after evaluation of volunteer effort expected
Total cash	£1,335,700	£80,400	£270,728	£178,275	
Project total	£1,416,100		£449,003		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Retain nodal farms recruited during development phase and recruit as necessary to maintain required number and geographical location	5 Nodal farms within scheme area with geographical, type and delivery variance	Number of nodal farms in each year of the project	Nodal farms provide required hub for disseminating information, providing events and advice to the Project Board
2	Provide events (or piggyback existing events) to interact with farmers and landowners	50 landowners and communities engaged	Number engaged by year	Wide dissemination of post Brexit and Environmental Land Management Scheme information. Interaction with TLP Land Management Officer
3	Provision of 1-2-1 advice by TLP Land Management Officer or other professional	25 farmers/landowners provided with 1-2-1 advice by TLP Land Management Officer or similar	Number 1-2-1 advice by year	Tailored and focused advice for farmers/landowners to help productivity
4	Capital Grant Scheme	25 grants (5/year) of £1,000	No of grants awarded/year	Targeted improvement to biodiversity/water quality/public engagement
5	Deliver Water Environment Improvement Fund interventions in accordance with Environment Agency Project Brief	Deliver Water Environment Improvement Fund Intervention to improve Water Framework Directive waterbody and water environment	10 km of Water Framework Directive waterbody and 50 ha of water environment improved	Methodology piloted and proven. Direct improvement of habitat
6	Using prototype Nature Recovery Network map to improve and increase evidence base	Upgraded Nature Recovery Networkmap throughout project timeline	Improvement of Nature Recovery Network map in relation to original produced during development phase	Dynamic Nature Recovery Network map providing clear legacy and a methodology that can be used elsewhere
7	Use Natural Capital Baseline Assessment and Toolkit to inform and enable farmers/landowners to self assess	Nodal Farms & Neighbours assess NatCap value of land	Increase in NatCap values from baseline assessment	Improved land holdings - soil, carbon, water quality & biodiversity improvements
8	Woodland planting/restoration	Improved deciduous woodland and ancient woodland cover	Hectares of woodland planted/restored by year	Provides support to both Forest for Cornwall's and Woodland Trust's aims and targets
9	Hedge planting/restoration	Improved hedgerow condition - focus on the restoration of Cornish hedge/Devon bank	Km of hedge planted/restored by year	Improved biodiversity provision for mammals and invertebrates. Legacy for Devon Greater Horseshoe Bat project
10	Provision of new orchards	5 new orchards created	Number of new orchard (1 orchard defined as 10 or more trees)	Continuation of heritage local food production. Support for pollinators. Positive impact/ effect on other TLP projects
11	Wider community engagement	Wider community understanding of the landscape and the pressures. Full land management input into Neighbourhood Development Plans	Number of community events by year	Better input into Neighbourhood Development Plans. Wide community involvement and understanding

3.2 Potential project and activity negatives

Wetland creation

Some aspects of wetland creation are not universally popular – usually with local communities rather than project partners. Sensitive consultation and communication may be required and visits to previous similar projects may allay fears.

3.3 Internal prerequisites

The recruitment and retention of a 0.8 full-time equivalent Land Management Project Officer is required.

3.4 External prerequisites

Nodal farms

Memoranda of Understanding are already in place with agreed nodal farms. More comprehensive and binding Memorandum of Agreement will be agreed and signed at the start of the delivery phase.

Site permissions

Site permissions for Water Framework Directive interventions will be needed and sought in Year 1, months 2-6.

Tree and orchard planting sites

Identifying suitable sites for tree and orchard planting working in conjunction with nodal farms, Farming and Wildlife Advisory Group (SW), Woodland Trust and Forest for Cornwall.

Intertidal habitat enhancement

The outstanding three sites will have had work started during the development phase, but will continue into Year 1 of the delivery phase where Tamara involvement will enhance the natural capital and biodiversity outcomes of the work. Cash input is budgeted for this involvement.

3.5 Lessons incorporated

Tree planting

The realistic level of new tree planting that can be achieved has been re-assessed after consultation with the NLHF funded Devon Greater Horseshoe Bat project. However, improved targets could be realised as the Forest for Cornwall project develops.

Volunteers

The recruitment of volunteers will have to start from a low base as volunteer details from previous TVAONB projects (Heralds of Spring, Helping Hands for Heritage) cannot be passed on to Tamara under the new General Data Protection Regulations (GDPR).

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Senior Heritage Officer.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Senior Heritage Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Fisheries, Biodiversity and Geomorphology Team - Jess Thomasson	Environment Agency	Water Framework Directive intervention work
Land Team - Hazel Kendall	Westcountry Rivers Trust	Water Framework Directive intervention work

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Staff continuity and retention	Lack of continuity of project delivery. Increased recruitment costs	Low	Medium	Throughout project timeline	Maintain up to date role profile. Regular staff 1-2-1s	TLP Programme Manager	TLP Programme Manager
2	Poor performance by contractors	Delivery of elements of the project at risk	Low	High	Throughout project timeline	Good project management. Regular progress meetings. Issue detailed tenders and award with scrutiny	TLP Land Management Officer	TLP Land Management Officer
3	Inability to recruit sufficient or suitable volunteers and subsequently retain them	Impact on delivery of elements of project work	Medium	Medium	Throughout project timeline	Maintain Volunteer Register including interests, skills etc	TLP Land Management Officer	TLP Land Management Officer
4	Impact of national budget cuts on government agencies	Partner contribution - cash or in-kind reduced	Medium	Medium	Throughout project timeline, but more likely Years 4 - 5	Maintain close liaison with govt agencies. Frontload cash spend where at all possible	TLP Land Management Officer	TLP Land Management Officer
5	Introduction of Environmental Land Management Scheme delayed	Uncertainty of interim agri-environment funding, creating issues for farmers and landowners	High	Medium	Years 4 - 5	TLP Land Management Officer maintain watching brief on progress of Environmental Land Management Scheme implementation. Work with partners to inform farmers	TLP Land Management Officer	TLP Land Management Officer

Definition

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner’s control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Nodal farm participation	Nodal farms drop below minimum required. 6 monthly review	Identify reason for loss of nodal farms. Have a backup list of potential nodal farms	TLP Land Management Project Officer	TLP Land Management Project Officer
2	Planting/restoration of woodland	Year 1 figures below required 2 ha planting or 10 ha restored.	Work with Woodland Trust and Forest for Cornwall to identify opportunities	TLP Land Management Project Officer	TLP Land Management Project Officer
3	Planting/restoration of hedgerow	Year 1 figures below required 5 km restoration	Work with Devon & Cornwall Hedge Groups and nodal farm communities to identify opportunities	TLP Land Management Project Officer	TLP Land Management Project Officer
4	Water Environment Improvement Fund Interventions not progressing	Mid project analysis (Jun 2023) as complex and timeline issues. Area and length of intervention improvements to be at target	Review progress with Environment Agency and contractors and implement remedial action	TLP Land Management Project Officer	Environment Agency and contractors
5	Orchard planting	By end of Year 2 identify orchard planting opportunities - 5 required	Look at possibility of restoring identified old orchards or enhancing existing orchards. Priority is to reintroduce local varieties	TLP Land Management Project Officer	TLP Land Management Project Officer

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

Nodal farm communities

It is anticipated that 5 years of project work developing the Nodal Farm network will provide a resilient web of farm interaction and support. There is a will to make these communities work and the support of Tamara is planned to develop these to a point where they become self-sustaining. Combined with the Farming Health Hub and continued support from the NFU and Farming and Wildlife Advisory Group (SW), this is a strong package of legacy.

Woodland and hedge management

The organisations, communities and schools who take part in either planting or restoration will be given the training, knowledge and support to continue independently beyond the life of Tamara. The Woodland Trust will continue to provide advice through its already successful planting schemes.

Woodland community groups

The creation of stand-alone woodland community groups is a very robust way of ensuring legacy beyond the project. Ownership of a woodland and responsibility for its maintenance has proved very successful in similar ventures – community nature reserves etc. Again, follow-on advice will be available through the Woodland Trust.

Nature Recovery Network Map

The Nature Recovery Network Map will be owned by the relevant Local Nature Partnership and maintained by the county Local Environmental Records Centre.

Natural Capital assessment

The toolkits provided by the Natural Capital baseline assessment will enable farmers and landowners to self assess areas of natural capital. The project plans to set up a process where these self assessments may be gathered centrally and incorporated into a wider understanding of the region's position. This will be a dynamic process, and ownership will be discussed and agreed within the project timeframe.

Volunteer groups

The recruitment of both skilled and unskilled volunteers is essential to the success of any project such as Tamara. Previous projects have delivered strong results based on the efforts of volunteers. The creation of robust volunteer groups that are self-sustaining are key to any project's legacy, hence the strong volunteer coordination aspect to the Communities and Volunteer Officer post within Tamara.

2A: Accessible Tamar

Date 1 August 2020	Lead Organisation Tamara Landscape Partnership
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author Gary Lewis	
Project Lead Tamara Landscape Partnership Senior Heritage Officer	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

The project aims to create sustainable and integrated transport and access links throughout the Tamar Valley to enable better access and enjoyment of the heritage and landscape of the Tamar Valley. This will include establishing a cross Cornwall and Devon border walking route linking with the existing Tamar Discovery Trail with the Bude Canal, therefore creating a coast to coast walking trail. Work will continue building on existing community access projects such as the newly opened St Dominica Heritage Trail and work by community groups such as Calstock Footpath Society. It will also examine the potential for restoring riverside quays and re-establishing a reliable ferry service at Calstock and other points on the Tamar.

It is anticipated that the development of the above will improve access to the project area for visitors and provide support for local businesses and rural transport links.

The development and delivery of this project has been informed and will continue to be shaped by the Landscape Guidelines sections of the Landscape Character Assessment for the Tamara Landscape Partnership Scheme area. For the full Landscape Character Assessment see Appendix 1.

1.02 Project Outputs

- Creation of the Tamara coast to coast footpath
- 25% increase in visitor numbers at specific locations
- 3% increase in the number of users of local bus and rail travel
- 50 local businesses supported
- Feasibility study on the re-establishment of ferry crossings and the restoration of quays
- Feasibility study into combined travel ticket (ferry and rail) for specific events
- Re-introduction of Cothele/Calstock/Morwellham ferry service
- Restoration of historic quays – Calstock priority
- Introduction of combined travel ticket for selected scheme area events

1.03 Project Outcomes

- Prosperous well maintained valley
- Better integrated transport facilities and links providing access to the heritage and landscape
- More accessible facilities
- Easier movement throughout the valley
- Support for rural rail and bus routes
- More accessible facilities
- Support to local and rural business

1.04 Project Approach

Tamara coast to coast footpath

Significant work was done during the development phase of the project exploring the feasibility of this path. Consultancy was procured and a full report produced, identifying existing public rights of way and where landowner permission might be required to connect the final elements of the path. The report also identifies signage and other capital investment needed to complete the work. For the full report 'Proposal to Develop and Improve Walking in the Tamar Valley' see appendix 19. It includes a fully costed work plan and is ready to commence in Year 1 of the delivery phase.

Feasibility study on re-establishing ferry crossings on the Tamar and the restoration of historic quays

This work will be subject to a consultancy study looking at historic ferry crossings and the viability of re-establishing some, or all, of these crossings. Priority for re-establishing them will be given to the one at Calstock because this links the two halves of the Tamar Discovery Trail, which is an important element of the wider Tamara Coast to Coast path.

Rural and local transport

The project will work with the Devon and Cornwall Rail Partnership to widely advertise the Plymouth to Gunnislake rail route, including promoting affordable fares. It goes into the heart of the scheme area, with railway stations in key small towns. Currently, it is a reasonably used commuter route into Plymouth, but casual visitors do not take advantage of it. Work will be carried out to improve bus connectivity with the rail timetable to allow wider movement throughout the project area.

The project will liaise with the Plymouth Tourist Cruisers services and Devon and Cornwall Rail Partnership to try and introduce a combined rail/ferry ticket to be available on certain days when events are taking place in the scheme area.

Note

This project will predominantly be delivered by contractors. However, it would deliver significantly more than this project currently aspires to and much of it would frontloaded into Year1. Other complementary work would be carried out in Years 2 – 5, looking at increased visitor numbers on public transport and whether local business had benefited from these major infrastructure improvements. Additionally, the work to introduce a combined travel ticket would not start until Year 2. The project would be significantly quieter then and could be managed by one of the Tamara team from January 2022.

1.05 Evidence of need

The Tamar Valley, while on the doorstep of the major conurbation of Plymouth, does not receive the same amount of visitors and awareness as Dartmoor National Park, which is similar in distance and accessibility from the city; in fact most people pass through, or extremely close to, the eastern part of the project area to go to Dartmoor. The river is perceived as a barrier to casual visits to the western project area as there is a toll fee charge on return to the city via the Tamar Bridge or Torpoint Ferry and the next accessible river crossing upstream is at Gunnislake. Public transport is not easy, cheap or readily accessible and, in places, is non-existent.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Geographic scope

This project will deliver the outcomes and outputs within the whole scheme area, but will use partners outside the scheme area, particularly Plymouth, to help deliver them.

Constraints

Rural Development Programme for England funding spend profile.
Flexibility of rail and bus services.
Buy-in of Plymouth Cruisers.

Assumptions

The successful receipt of Rural Development Programme for England funding will not be confirmed until after this second round bid has been submitted. If the bid is successful, the money will fund 90% of this project, particularly the capital works on footpath and ferry elements. Without this funding, the scope will reduce to feasibility studies only and will then be funded by NLHF monies.

1.09 Changes in focus of work from first stage submission

Tamara coast to coast path

The first round submission delineated the Kylgh Kernow coast to coast path to be entirely on the Cornish side of the county border. However, in reality, and through the work of the feasibility study, it was seen to be unachievable within a sensible budget. Additionally, with the project area spanning the Devon/Cornwall border, it made sense to utilise the best public rights of way to deliver the route.

Re-introduction of ferry service

The late entry of possible Rural Development Programme for England funding has made the actual implementation of any works identified by the ferry feasibility study to be possibly carried out within the scheme programme. The risk is that this money has to be spent by September 2021.

Restoration of historic quays

The late entry of possible Rural Development Programme for England funding has made the actual implementation of any works identified by the historic quay feasibility study to be possibly carried out within the scheme programme. The risk is that this money has to be spent by September 2021.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon County Council	Responsible for the delivery of local government to the county of Devon.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Fotonow CIC	Makes films working with community groups and hard to reach sectors of society.
Link Workers	Connecting people to community groups and helping the participants to develop skills, friendships and resilience.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Plymouth University (Ruritage Project)	EU wide programme providing heritage for rural regeneration.
South West Coast Path Association	Protecting and improving the coast path for the benefit of society.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First Stage Submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property	£10,000		£9,000		Based on coast to coast path study and ferry reintroduction studies/discussions
Repair and conservation work	£38,000		£60,000		Based on coast to coast path study and ferry reintroduction studies/discussions
New building work	£67,000		£30,000		Based on coast to coast path study and ferry reintroduction studies/discussions
Other capital costs	£20,000		£84,000		Based on coast to coast path study and ferry reintroduction studies/discussions
Digital outputs	£3,500				Moved to 1B Heritage of Innovation for film
Equipment and materials (capital)					
Other costs (capital)					
Professional fees (capital)			£10,000		Contractor overheads
7e - Activity Costs	Cash	In-kind	Cash	In-kind	
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers					
Travel for staff					
Travel and expenses for volunteers					
Equipment and materials (activity)	£1,168				Equipment purchases rationalised across projects to prevent duplication
Other costs (activity)	£1,500		£3,268		Miscellaneous costs combined from first round application
Professional fees (activity)			£13,400		Ferry and combined ticket study
7f - Other Costs	Cash	In-kind	Cash	In-kind	
Recruitment					
Publicity and promotion			£2,000		Launch days for Tamara coast to coast path and (potential) ferry reintroduction
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions					
Volunteer time					
Total cash	£141,168	£0	£211,668	£0	
Project total	£141,168		£211,668		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Creation of Tamara coast to coast path	Complete a new coast to coast walking route linking North and South Coast Path via a branded trail running along the Devon/ Cornwall border. This will link the Tamar Discovery Trail with the Bude Canal path and better connect inland communities to the South West Coast Path National Trail.	Miles of path created and signed in accordance with costed workplan	Completed and fully signed path in place by September 2021
2	Provide support to small business in the project area	Small businesses exposed in a positive way to increased footfall due to measures in place	Number of businesses benefitting from increased footfall	Increased resilience of small businesses in the project area
3	Promote rural rail and bus travel in the project area. Aim to improve connectivity between modes of travel	Increased use of public transport in the project area. Improved joined up travel options	No. of new passengers using rural public transport	Access to project area improved for hard to reach groups, particularly in Plymouth
4	Feasibility study on re-establishment of historic ferry services and restoration of quays	Costed workplan	Study delivered by Year 2 Month 6	Way ahead to move forward in a practical way
5	Re-establish Calstock ferry crossing	New and sustainable ferry crossing. Connectivity of Tamar Discovery Trail and wider Tamara Coast to Coast footpath	In place by Year 5 Month 6	Input to wider long distance footpath. Increases accessibility of Calstock to walkers
6	Introduction of a combined ferry/rail ticket from Plymouth for key events in the project area	Agreed ferry/rail connectivity for major project area events	Agreement in place. Number of events served by combined ticket. Number of tickets purchased	Access to project area improved for hard to reach groups, particularly in Plymouth

3.2 Potential project and activity negatives

None identified.

3.3 Internal prerequisites

RDPE funding needs to be agreed and in place by the start of 2021.

3.4 External prerequisites

The Tamara coast to coast path will need some landowner permissions to allow the route to be the most efficient. These landowners have already been contacted by the contractor, but no responses have been received. There are alternate routes on already existing public rights of way should those permissions not be forthcoming.

Quay restoration needs to have taken place ahead of the re-establishment of the ferry, so Tamara and TVAONB projects will have to be managed in parallel.

3.5 Lessons incorporated

With the feasibility work having been contracted to Mark Owen (ex South West Coast Path employee), the issues of long distance footpaths have been addressed and lessons learnt incorporated.

Discussions with Devon and Cornwall Rail Partnership have shown that realistic targets for increased numbers of rail users will be 3% on a restricted, but targeted branch line.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Senior Heritage Officer.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Senior Heritage Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Contractor - TBC	TBC	Tamara Coast to Coast contractor

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Staff continuity and retention	Lack of continuity of project delivery. Increased recruitment costs	Low	Medium	Throughout project timeline	Maintain up to date role profile. Regular staff 1-2-1s	TLP Programme Manager	TLP Programme Manager
2	Poor performance by contractors	Delivery of elements of the project at risk	Low	High	Throughout project timeline	Good project management. Regular progress meetings. Issue detailed tenders and award with scrutiny	TLP Senior Heritage Officer	TLP Programme Manager
3	Inability to recruit sufficient or suitable volunteers and subsequently retain them	Impact on delivery of elements of project work	Medium	Medium	Throughout project timeline	Maintain Volunteer Register, including interests, skills etc	TLP Senior Heritage Officer	TLP Senior Heritage Officer
4	Impact of national budget cuts on government agencies	Partner contribution - cash or in-kind reduced	Medium	Medium	Throughout project timeline, but more likely Years 4 - 5	Maintain close liaison with govt agencies. Frontload cash spend where at all possible	TLP Senior Heritage Officer	TLP Senior Heritage Officer
5	Struggle to spend Rural Development Programme for England funding in timeframe	Coast to coast footpath completion compromised	Low	Medium	By Year 2 Month 9	Have comprehensive project plan in place to go live on Permission to Start	TLP Senior Heritage Officer	TLP Programme Manager

Definition

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner’s control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Completion of Tamara coast to coast path	Monthly progress meetings Year 1 Months 2 - 9	Agreed mitigation measures at monthly meeting. Reprofile spend if necessary	TLP Senior Heritage Officer	TLP Senior Heritage Officer/contractors
2	Number of businesses impacted/supported	Number supported (6 monthly figures)	Check measures are reaching business. Review other targets feeding into this measure	TLP Senior Heritage Officer	TLP Senior Heritage Officer
3	Increase in rail user numbers (3% over project period)	Annual % increase (EoY)	Review meeting with Devon and Cornwall Rail Partnership at end of years 1-4	TLP Senior Heritage Officer	TLP Senior Heritage Officer
4	Reintroduction of ferry service	Monthly progress meetings Year 1 Months 2 - 9	Agreed mitigation measures at monthly meeting. Reprofile spend if necessary	TLP Senior Heritage Officer	TLP Senior Heritage Officer/contractors

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project life-cycle to achieve maximum legacy and sustainability benefit.

Tamara coast to coast footpath

The creation of a coast to coast path that broadly follows the Devon/Cornwall border linking the north and south elements of the wider South West Coast Path is a major legacy and provides the opportunity to do a circular walk around Cornwall. Long distance footpaths are very popular and walking enhances health and wellbeing.

Ferry

The re-establishment of a ferry service, particularly the crossing at Calstock, will depend on the success and positive publicity of the footpath. The management of the ferry service will evolve during the life of the project – private or parish council are the likely two options.

Combined travel ticket

If the concept proves successful then an arrangement between Great Western Railway and the Plymouth Cruisers could be the legacy. It is likely that the tickets will only be available in the summer months as Plymouth Cruisers don't operate a winter schedule.

2B: Come visit and stay awhile

<p>Date 1 August 2020</p> <p>Version 1</p> <p>Author James Luxton</p> <p>Project Lead Community and Volunteer Officer</p>	<p>Lead Organisation Tamara Landscape Partnership</p> <p>Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.</p>
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Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

Create a digital destination website called 'Visit Tamar Valley' that stimulates an increase in visitor numbers and business opportunities for local business. Rebranding and launching the scheme area as a sustainable tourism destination will encourage and enable new local, national and international audiences to visit and enjoy the Tamar Valley.

This project will work closely with the community interest company 'Visit Tamar Valley', a destination organisation supported and created during the development phase of the Tamara Landscape Partnership. The community interest company offers significant specialist knowledge and legacy opportunities for the project.

Workshops and business to business support will improve local businesses' digital marketing, share best practice and develop sustainable and green tourism initiatives. Volunteer community ambassadors will receive training to act as visitor advisors, providing in-person tailored advice and information to visitors and tourists.

1.02 Project Outputs

1. Develop, launch and promote 'Visit Tamar Valley' destination website.
2. Training support for 100 local businesses.
3. 50 local businesses improving digital marketing.
4. 50 local businesses improving financial performance.
5. 10 volunteer tourist greeters/community ambassadors.
6. Digital business to business support network created and hosted.
7. 5 sustainable/green tourism workshops for businesses and develop a Tamar Valley Sustainable Tourism charter.

1.03 Project Outcomes

- Increased awareness of appreciation of heritage and understanding of value
- Heritage will be better interpreted and celebrated

- Environmental impacts will be reduced
- Visitors will be encouraged to access through sustainable travel, including walking and cycling
- People will have changed their attitudes and/or behaviour
- The local area/community will be a better place to live, work or visit
- Local people will be more involved in delivering the visitor offer
- More community benefits from tourism
- Local economy will be boosted
- Communities and organisations will be more resilient
- People will have learned about heritage
- People will have developed skills in visitor management and engagement
- Visitors will have had an enjoyable experience
- More people and wider audience will have engaged with heritage

1.04 Project Approach

Destination website - Visit Tamar Valley

Development of the destination website to promote visitor information, creating new CRM systems to manage visitor data more efficiently and to enable a more targeted marketing approach.

Digital channels to be integrated into the website will include video content/YouTube, Twitter and Facebook. The website will be a portal to send online bookings direct to businesses. Workshops and full training will be supplied for local businesses to engage and take ownership of this process. This functionality will help support smaller small and medium-sized enterprises in the Tamar Valley and give them a digital shopfront.

Business to business support

There will be a digital business to business area that will hold business support information, webinars, toolkits, marketing advice, links to funding and further support. This area will be created to help support all tourism businesses in the scheme area, providing the resources they need to optimise their businesses.

Volunteer tourist greeters/community ambassadors

A volunteer community ambassador programme to showcase the Tamar Valley from a local’s perspective. This will be a ‘greeters style programme’, where local people will receive training to welcome visitors on arrival to the Tamar Valley and give them a local perspective on the area. This will be done through an online booking system and dedicated area on the website.

Sustainability area

Create dedicated areas on sustainability for the both the visitor and tourism businesses. These areas need to showcase the work tourism businesses are doing and be used to encourage visitors to book/visit. The new area will also showcase support available for the tourism businesses and how they can use sustainable activities to help increase visitors. Developing sustainability in local tourism businesses will be supported through workshops and national schemes and accreditation, including ‘Quality in Tourism’, ‘Green Tourism’ and more local green initiatives. A Tourism Sustainable Charter will be developed for both businesses and visitors to engage with. Sustainable workshops will be held to help tourism businesses showcase what they are doing and to look at what they can add to their businesses.

1.05 Evidence of need

Devon and Cornwall are famous as tourism destinations, but the Tamar Valley often gets overshadowed by its more famous neighbours, including Dartmoor National Park, Bodmin and west Cornwall, when tourists are deciding where to visit. The success of the ‘Visit Dartmoor’ website as a single source of information for visitors was the inspiration for what this project sets out to achieve. The business workshops, business to business learning and volunteering is all based on the feedback from the local business consultation.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumption

To be practical and ensure the benefits of this project are realised, the project will not be restricted by the scheme boundary, but will encompass the entire Tamar Valley.

1.09 Changes in focus of work from first stage submission

The core ambition of this project remains the same as the stage 1 submission, with some elements of added value building on that core concept.

Added elements:

- volunteer tourist greeters/community ambassadors
- business to business support
- sustainability/green tourism focus

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Cornwall and West Devon Mining World Heritage Site	Protecting, promoting and maintaining the unique mining heritage of the area.
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Cornwall Wildlife Trust	Protecting Cornwall's wildlife and natural environment, with 50 nature reserves across Cornwall.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon County Council	Responsible for the delivery of local government to the county of Devon.
Devon Wildlife Trust	Protecting Devon's wildlife and natural environment.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
South West Coast Path Association	Protecting and improving the coast path for the benefit of society.
Tamar Grow Local	A community interest company set up on co-operative principles, promoting sustainable local produce in the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
The Tamar Barge CIC	A community interest company specialising in sailing and boat building training, and events, all based around the 1866 built Lynher Barge.
Visit Tamar Valley	A community interest company focused on increasing tourism to the Tamar Valley and supporting local businesses to develop sustainably.
Woodland Trust	The UK's largest woodland charity that creates, protects and restores native woodland heritage.

Project interfaces:

2C Celebrating Tamara – Events will offer further opportunities to attract visitors and tourists to experience and learn about the scheme area heritage in the great outdoors.

3A Tamara Trainees – there may be opportunities for trainees and apprentices to receive training in local hospitality businesses.

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

7d - Capital Costs	Cash	In-kind		Cash	In-kind		Reason for change between first and second stage submission
Purchase price of items or property							
Repair and conservation work							
New building work							
Other capital costs							
Digital outputs	£30,000			£23,000			Recalculation of exact requirements
Equipment and materials (capital)	£15,000						Equipment purchases rationalised across projects to prevent duplication
Other costs (capital)	£39,460						Removed and repurposed
Professional fees (capital)	£3,750						Removed and repurposed
7e - Activity Costs	Cash	In-kind		Total	In-kind		
New staff costs							
Training for staff							
Paid training placements							
Training for volunteers				£2,700			Training for volunteer ambassadors
Travel for staff							
Travel and expenses for volunteers							
Equipment and materials (activity)							
Other costs (activity)				£13,700			Training, workshops and events for local businesses
Professional fees (activity)				£38,000			Website, e-commerce, search engine optimisation and ongoing updates
7f - Other Costs	Cash	In-kind		Total	In-kind		
Recruitment							
Publicity and promotion				£11,500			Website and brand promotion
Evaluation							
Other costs							
Full cost recovery							
Inflation							
Increased management and maintenance costs							
Non cash contributions					£4,350		In-kind support from Visit Tamar Valley
Volunteer time					£19,200		Volunteer time from volunteer ambassadors over the 5 years
Total cash	£88,210	£0		£88,900	£23,550		
Project total	£88,210			£112,450			

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Develop tender specification, appoint consultant, integrate e-commerce, promote website, search engine optimisation	Visit Tamar Valley website	Multiple: Google analytics, feedback of users, increase in visitation, enquiries through website	Increased awareness of appreciation of heritage and understanding of value
2	Run workshops, online training and connect businesses	Training support for 100 local businesses	Number of businesses actively engaged with programme through workshops or business to business events	Visitors will be encouraged to access through sustainable travel
3	Digital marketing workshops for local businesses	50 local businesses improving digital marketing	Questionnaire with participating businesses on pre and post participation performance	People will have changed their attitudes and/or behaviour
4	Result of increased business through development of Visit Tamar Valley website or/and training based business improvement	50 local businesses improving financial performance	Questionnaire with participating businesses on pre and post participation performance	More community benefits from tourism
5	Recruit, train, and support volunteers	10 volunteer tourist greeters/ community ambassadors	Number of volunteers trained and participating and volunteer hours submitted	Local people will be more involved in delivering the visitor offer
6	Create events for business to business presentation and learning	Business to business support network created and hosted	Number of businesses involved and establishment of a legacy group	Local economy will be boosted
7	Sustainable/green tourism workshops for local businesses	Sustainable/green tourism workshops for businesses and develop a Tamar Valley Sustainable Tourism charter	Number of workshop attendees and development and signatories to Sustainable Tourism charter	More people and wider audience will have engaged with heritage

3.2 Potential project and activity negatives

Consultation has indicated that one of the main reasons people value the scheme area is the feeling of space and quiet. Increasing the number of visitors to the area could compromise this. However, the landscape character of the Tamar Valley means the area could receive many more visitors than it does without feeling overcrowded.

Some businesses received support while others miss out. Offers of business support will be well advertised and those businesses chosen to receive support will be fairly selected.

3.3 Internal prerequisites

Functioning and positive relationship with Visit Tamar Valley community interest company.

3.4 External prerequisites

Interest and engagement with local tourism related business owners (to be achieved through improved business opportunities).

3.5 Lessons Incorporated

Until it became a community interest company in 2020, Visit Tamar Valley was previously called the Tamar Valley Tourism Association and has 15 years' experience supporting local businesses. A new member of the board was involved in developing the highly successful 'Visit Dartmoor' destination website and brings a high level of experience and lessons incorporated from her previous work.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Senior Heritage Officer.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Community and Volunteer Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Jo Butler	Visit Tamar Valley	Specialist advice and connections with tourism businesses
Sarah Bartlett	Visit Tamar Valley	Specialist advice and connections with tourism businesses

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Lack of interest from local businesses	Low numbers of businesses supported, poor investment of funds	Low	High	Years 1-5	Clear scheduling in advance, high levels of targeted promotion (in line with communications strategy), utilising partner communication networks	Project Lead	Project Lead
2	Website not fit for purpose/successful	Low levels of use, low visitation rates to scheme area	Low	High	Year 1	Develop full detailed, tender specification. Full tender process, including interview and presentations to identify the right agency to achieve the high specification website required.	Project Lead	Programme Manager
3	Insufficient volunteer interest	Lack of support for community ambassadors programme	Medium	High	Years 1-5	As with volunteers across the TLP. Year 1 there will be a strong push to recruit volunteers. The volunteer journey will be engaging and inspiring, developing new skills and confidence.	Project Lead	Programme Manager

Definition

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner’s control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Number of businesses engaged with the project	Minimum of 100 over project, 20 per year	Increase effort to advertise and describe business benefits of participation	Project Lead	Project Lead
2	Website performance	Feedback of users, increase in visitation, enquiries through website, bookings, Google analytics	Dependent on specific performance issue	Project Lead	Programme Lead
3	Number of volunteers and volunteer hours contributed	2 new volunteers per year and volunteer hours provided	Investigate cause; increase in volunteer numbers required, issues of volunteer retention etc.? Address core issue, for example, increase volunteer recruitment effort, address reasons for drop outs etc.	Project Lead	Programme Lead

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

The 'Come visit and stay awhile' project has been planned to be developed, facilitated and supported by the Tamara Landscape Partnership, but not to be dependent on the Partnership for its long-term sustainability and continuation. Local businesses will receive training through business to business support groups. This training will upskill and empower those businesses to take control, make improvements and manage their own sustainability.

New visitors and tourists will be attracted through an independent website called 'Visit Tamar Valley', which while set up and supported by, and of significant benefit to, the Tamara Landscape Partnership, will be

managed long term by the new Visit Tamar Valley community interest group. It is envisioned the volunteer tourist greeters' programme will also be sustained and managed by the community interest group.

The development of the Sustainable Tourism Charter to link the Tamar Valley AONB, Visit Tamar Valley, Tamar Landscape Partnership, local businesses and potentially other organisations, will create an interest and steering group invested in the long-term support of sustainable tourism in the Tamar Valley, which will continue beyond the lifetime of the Tamara Landscape Partnership.

2C: Celebrating Tamara

Date 1 August 2020	Lead Organisation Tamara Landscape Partnership
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author James Luxton	
Project Lead Community and Volunteer Officer	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

Celebrating Tamara will create a series of themed events building year on year to connect communities, bring new audiences into the Tamara Landscape Partnership, and provide really fun experiences for people, engaging them with their local heritage. Events will focus on heritage themes unique to Tamar Valley, including art, the seasons and produce, and activities on the water.

Large-scale events to mark the launch and celebrate the end of the Landscape Partnership will highlight the work of the scheme, demonstrate ways to get involved, recognise the scheme's achievements and launch its legacy.

Event-based activities are popular with families and, if well publicised, can prove an effective way of introducing communities, particularly family groups, to the Tamara Landscape Partnership area. Awareness and appreciation of the heritage and landscape will be increased, perceived barriers to access will be broken down, and a sense of ownership and the need for future safeguarding will be developed.

Links will be created between individuals and communities, new skills learned and shared.

1.02 Project Outputs

1. Two large-scale celebration events, 400 participants engaged.
2. 90 events on the themes of art heritage, the seasons and local produce and watery activities, 1,000 participants engaged.
3. 500 volunteer hours contributed.
4. 20 communities engaged.
5. 500 first time visitors to the Tamara Landscape Partnership Scheme area who live on its borders.

1.03 Project Outcomes

- Greater awareness and appreciation of the heritage and outstanding landscape on the doorstep
- Strong sense of ownership and need for future safeguarding

- More people experiencing heritage attractions
- New skills learned and shared
- New links made between communities and opportunities work on collective projects
- Interactions between communities both inside and outside the the Scheme area
- Greater confidence to explore and enjoy the landscape
- Opportunities to reconnect with the natural environment and improve health and wellbeing
- Greater ownership of the heritage and landscape by individuals

1.04 Project Approach

This project has two aspects to it:

- 2 major events, designed to launch the Landscape Partnership in year 1 and in year 5 celebrate the achievements and legacy
- Event series, fun engaging programmes, building skills, confidence and specifically engaging with new audiences on the themes of art, the seasons and activities on the water

Major events

The events will act as bookmarks, launching and closing the Tamara Landscape Partnership. Events will be developed and run with partner organisations to ensure maximum impact, coordination and quality of delivery.

The year 1 'launch event' will be an opportunity to profile raise and create PR, engage with the public, find volunteers, promote the projects of the Tamara Landscape Partnership and create a fun, engaging experience based on the heritage of the Tamar Valley.

The year 5 'celebration event' will be an opportunity to recognise what has been achieved, thank volunteers and those who have been involved and supported the Tamara Landscape Partnership, 'launch' the Partnership's legacy, and create good PR for the Landscape Partnership and the National Lottery Heritage Fund. All this will be achieved while creating a fun and engaging day for families and new audiences.

Event series

This project will create a series of events that will engage with new audiences and bring communities together to enjoy and learn about the Tamar Valley and its heritage. Working with organisations that engage with hard to reach groups and individuals, we will break down barriers to access and enable new audiences to participate.

The other events will focus on three main topic areas which represent the heritage of the Tamar Valley:

1. Activities on the water - the three rivers, the Tamar, Lynher and Tevi are the heart of this area and historically what connected the communities along its banks. We will reconnect now disparate communities through activities on the water, learning about this amazing heritage.
2. Art heritage - The Tamar Valley Area is host to a large number of professional artists and has been an inspiration to many since Turner’s visits in the early nineteenth century. Events and activities will engage families and individuals, from novices to experts, to get involved and experience the landscape through art.
3. Seasons and local produce - exploring the changes in the landscape through the seasons and linking its market gardening heritage and traditional provision of goods to towns and cities on the border, including Plymouth.

1.05 Evidence of need

The consultation process has indicated there is a desire for new themed events to be held in the scheme area. There is also the opportunity to engage with hard to reach audiences.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Participants will be from within the project area or live in the towns on the border of the project area, including Callington, Plymouth and Saltash.

Communities to be connected through events will be within or on periphery of the project area.

All activities are constrained by existing budget.

1.09 Changes in focus of work from first stage submission

Celebrating Tamara is an amalgamation of the outputs and objectives of two event-based projects from the phase 1 submission:

- 2B Come visit and stay awhile
- 2D Sharing and celebrating this beautiful place

Project 2D ‘Sharing and celebrating this beautiful place’ was focused on celebrating the 25th anniversary of the Tamar Valley AONB, which is in 2020 the year before the proposed start year of 2021 for the Tamara Landscape Partnership. Combining the two projects into ‘Celebrating Tamara’ has kept and, in most cases, exceeded the combined outputs of the two original event-based programmes.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Cornwall and West Devon Mining World Heritage Site	Protecting, promoting and maintaining the unique mining heritage of the area.
Cornwall Wildlife Trust	Protecting Cornwall's wildlife and natural environment, with 50 nature reserves across Cornwall.
Devon and Cornwall Refugee Support	Providing advice, support, education, IT facilities and a friendly communal space for asylum seekers in the region.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon Wildlife Trust	Protecting Devon's wildlife and natural environment.
Environment Agency	Responsible for water quality and resources, managing flood risk, fisheries, conservation and ecology.
Historic England	Championing England's heritage.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Plymouth University (Ruritage Project)	EU wide programme providing heritage for rural regeneration.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Grow Local	A community interest company set up on co-operative principles, promoting sustainable local produce in the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Westcountry Rivers Trust	A charity dedicated to restoring and protecting rivers, lakes, estuaries and coastal areas for the benefit of people and the environment.
Woodland Trust	The UK's largest woodland charity that creates, protects and restores native woodland heritage.

Other Tamara projects

All projects which have an event or public engagement element:

1B Heritage of Innovation

3B River Explorers

3C Natural Connections

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work					
New building work					
Other capital costs					
Digital outputs	£5,000				Removed from this project, combined cross project
Equipment and materials (capital)	£20,000		£2,200		Equipment purchases rationalised across projects to prevent duplication
Other costs (capital)			£800		
Professional fees (capital)	£10,000		£1,600		Moved to 'Professional fees (activity)' see below.
7e - Activity Costs					
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers					
Travel for staff			£1,900		Not calculated in 1st round submission
Travel and expenses for volunteers	£5,000		£2,300		Decreased based on calculations
Equipment and materials (activity)	£30,000		£5,312		Equipment purchases rationalised across projects to prevent duplication
Other costs (activity)			£3,200		Location hire
Professional fees (activity)	£25,000		£103,654		Significant increase to pay for professionals to support hard to reach groups and individuals participation
7f - Other Costs					
Recruitment					
Publicity and promotion			£4,400		Added to 2nd round application
Evaluation					
Other costs	£12,812				Removed and put elsewhere
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions				£3,350	Not calculated in 1st round submission
Volunteer time				£7,400	Not calculated in 1st round submission
Total cash	£107,812	£0	£125,366	£10,750	
Project total	£107,812		£136,116		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Coordinate organising committee, identify event site, appoint activities, advertising and PR, volunteer input	Two large-scale celebration events, 400 participants engaged	Number of attendees, level of PR coverage, interest and volunteer sign ups	Greater awareness and appreciation of the heritage and outstanding landscape on the doorstep
2	Appoint event leaders, coordinate scheduling, advertising and PR, manage attendee bookings, coordinate volunteers	90 events on the themes of art heritage, seasonal and produce and activities on the water, 1,000 participants engaged	Number of attendees, number of attendees new to the TLP area	Greater awareness and appreciation of the heritage and outstanding landscape on the doorstep
3	Recruit, onboard and manage volunteers	500 volunteer hours contributed	Number of volunteers, number of hours volunteered, satisfaction survey of volunteer experience	Strong sense of ownership and need for future safeguarding
4	Develop opportunities through above events, through location and subject matter, to engage disconnected neighbouring communities	20 communities engaged	Number of attendees	Interactions between communities both inside and outside the the Scheme area
5	Specific consultation, advertising and identification and removal of barriers to enable new participants	500 first time visitors or participants to the TLP project area who live in or on its borders	Number of attendees	Greater confidence to explore and enjoy the landscape

3.2 Potential project and activity negatives

Opportunity for participation and communities targeted must be equal across the scheme area and not only focus on areas of higher population density. For example, Plymouth and the need on the periphery of the scheme must not eclipse communities within the scheme area also suffering from isolation and needing reconnection.

3.3 Internal prerequisites

Coordination of a high number of events, managing a complex schedule. A clear coordinated and well-communicated approach, with project partner and other stakeholders, is required.

3.4 External prerequisites

Partnership and coordination with groups who work with non-traditional audiences to engage and understand the needs of new visitors to the project area; including:

- Battling On – veterans’ organisation
- Devon and Cornwall Refugee Support

3.5 Lessons Incorporated

Lessons have been incorporated from the legacy of the last NLHF funded project in the area, Helping Hands for Heritage, which thanks to good advertising and varied events was a success. Also feedback from other geographically close Landscape Partnership projects, Moor than meets the eye, on Dartmoor (now complete), and the new Quantocks Landscape Partnership has informed our approach and focus on identifying and removing barriers to hard to reach groups who would not otherwise visit and engage with the scheme area.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Community and Volunteering Officer.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Community and Volunteer Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Event lead/provider for art, water-based and seasonal events	TBC	Leading event series

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Lack of event attendees	Low turnout, poor investment of funds	Medium	High	Throughout TLP	Clear scheduling in advance, high levels of targeted promotion (in line with communications strategy), utilising partner communication networks	Project Lead	Project Lead
2	Overlap with existing events	Create competition for attendees, stakeholder conflict and low turnout	Low	Medium	Throughout TLP	Plan at least 12 months in advance, research annual local events and key dates to avoid clashes or create coordination opportunities	Project Lead	Project Lead
3	Not engaging with a new audience	Missing the opportunity to bring a new audience into the TLP area	Medium	Medium-high	Throughout TLP	Work with partners already engaged with non-traditional visitors. Identify barriers to visitation and address. Advertise events in a way appropriate to the audience	Project Lead	Project Lead
	Insufficient volunteer interest	Lack of support for events	Medium	High	First year and ongoing	As with volunteers across the TLP. Year 1 there will be a strong push to recruit volunteers. The volunteer journey will be engaging and inspiring, developing new skills and confidence.	Project Lead	Programme Manager

Definitions:

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner’s control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Number of attendees on events	If bookings fall below 75% of capacity for 2 events in a row for any event ‘stream’	Increase effort to identify potential participants and advertise to this audience	Project Lead	Project Lead
2	Number of attendees new to the TLP project area	Measure number of new visitors to TLP area. Minimum 100 per year	Increase effort with partners who work with hard to reach and non-traditional groups for the TLP project area. Create specific events for identified groups	Project Lead	Project Lead
3					
	Number of volunteers and volunteer hours contributed	Minimum of 100 per year	Investigate cause; increase in volunteer numbers required, issues of volunteer retention etc. Address core issue, for example, increase volunteer recruitment effort, address reasons for drop outs etc.	Project Lead	Programme Lead

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

The legacy of this programme will be communities brought together and feeling more connected through the event series. This

includes individuals and families, those who have visited the Tamara Landscape Partnership project area before and those who visited the first time to attend one of the events, that will continue to return to and enjoy the heritage and unique landscape. The launch and celebration events will bookend the project, the celebration event offering an opportunity to thank the volunteers, NLHF, participants and partner organisations that together will make the TLP a success.

3A: Tamara Trainees

Date 1 August 2020	Lead Organisation Tamara Landscape Partnership
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author James Luxton	
Project Lead Community and Volunteer Officer	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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6.0 Legacy

- 6.1 Long-term sustainability and management

1.0 Project Definition

1.01 Project Description

A multi-discipline training programme, with short to long-term training opportunities, which will provide the opportunity to upskill and empower individuals, and increase the resilience of local communities by expanding their knowledge, skills, capabilities and confidence to increase their opportunities to find employment in the Tamar Valley. Training opportunities will include environmental projects, local produce, heritage restoration and protection and marine skills including boat building.

The project will offer access to training for all groups, linking the rural and urban populations of the Tamar Valley, including foundation/taster training, traineeships and apprenticeships.

Barriers to participation will be removed through tailored financial and pastoral support, enabling anyone from any background and situation to participate.

1.02 Project Outputs

1. 11 x ten-week foundation courses.
2. 4 x six and 3 x 12 month traineeship fully funded, or other combinations, which total 6 x 12 month positions.
3. 5 x 12 month fully funded apprenticeships with educational component.
4. Over 80% attendance and completion.
5. Evidence of increased level of knowledge, qualification and confidence in participants.
6. Increased levels of participant employment in sectors which support and improve the future landscape of the Tamar Valley within 12 months of completion.

1.03 Project Outcomes

- Increased employability, confidence and ability to give something back to the local area
- Increased knowledge, opening up new opportunities for engaging with others
- Increased pool of skills locally to maintain and improve heritage
- Increase opportunity to find work locally and not have to leave the area to find employment

- Greater engagement and effectiveness to enable informed decision making that may affect communities and livelihoods in the area
- Shared objectives identified and ability to action these for the future benefit of all
- Personal engagement and enrichment
- Communities and individuals can positively influence the safeguarding and further development of heritage assets
- Communities and individuals gain greater understanding of the value of local heritage

1.04 Project Approach

This project will increase the opportunities for employment and meet the skills need within the Tamara Landscape Partnership area. Trainees will be placed with partner organisations who meet the identified skills required from around the project area.

The project has been developed and improved to remove barriers and allow everyone, and not just those who can afford it, both in terms of time and money, to participate for a full 12 months. Based on feedback, the training options have been broadened from focusing solely on a limited number of formal apprenticeships to offering a range of training, internship, traineeship and apprenticeship options. All trainees, interns and apprentices will be paid at the living wage and a full pastoral support structure will be in place, including welfare specialists, wellbeing support, tutoring and coaching provided through Plymouth Community Homes.

This broadening of available opportunities will allow a wider range of groups and backgrounds to participate.

There are three 'levels' of training available:

1. Foundation course – this is a 10-week introduction course to the work area. It is an opportunity for participants to upskill and try the training topic without committing to a longer-term position. It also offers the host organisation a trial period with the participant before committing to a traineeship, internship or apprenticeship with the participant. If both parties want to continue it can lead onto an internship or apprenticeship.

2. Traineeship – the project will support 6 x 12 month traineeship or equivalent at national living wage. Flexibility will be maintained to ensure the duration is appropriate for the host organisation and the participant to gain maximum benefit from the opportunity. This may mean a higher number of 2 month internships, or several 6 month traineeships, or simply 6 x 12 month traineeships.

3. Apprenticeship – for those who a full apprenticeship is the right option the Tamara Landscape Partnership will offer 5 x 12 month apprenticeships supported at national living wage. The apprentices will take on a job with the appointed project partner, while also working towards a framework or standard with an external training provider. This allows them to gain valuable skills in the workplace, as well as taking part in formal off-the-job training.

1.05 Evidence of need

Traineeships and apprenticeships are a key pathway for young people to get into work. In the first 2 months of COVID-19 government restrictions apprenticeship opportunities fell by 80% and during a slow economic recovery are likely to remain low. These traineeships and apprenticeships will also all be paid at the living wage, enabling participants from all backgrounds be able to ‘afford’ to be involved.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Participants will be from within the project area or live in the towns on the border of the project area, including Callington, Plymouth and Saltash.

The training courses will develop skills appropriate for the future protections and enhancement of the Tamara Landscape Partnership Scheme area.

All activities are constrained by existing budget.

1.09 Changes in focus of work from first stage submission

Broadening training offers from solely traditional apprenticeships to 3 types of training; foundation courses, traineeships and apprenticeships, to enable wider participation.

An increase in the number of participants receiving training.

The project has added a guarantee of living wage for all participants, broadening the group who can now participate.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Cornwall Wildlife Trust	Protecting Cornwall's wildlife and natural environment, with 50 nature reserves across Cornwall.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon and Cornwall Refugee Support	Providing advice, support, education, IT facilities and a friendly communal space for asylum seekers in the region.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Devon Wildlife Trust	Protecting Devon's wildlife and natural environment.
Duchy College	The largest education and training provider in the region, providing over 10,000 apprentices with work-based learning in the last 10 years.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Grow Local	A community interest company set up on co-operative principles, promoting sustainable local produce in the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
The Tamar Barge CIC	A community interest company specialising in sailing and boat building training, and events, all based around the 1866 built Lynher Barge.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.
Westcountry Rivers Trust	A charity dedicated to restoring and protecting rivers, lakes, estuaries and coastal areas for the benefit of people and the environment.

Other Tamara projects

3D Promoting our Produce.

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work					
New building work					
Other capital costs					
Digital outputs					
Equipment and materials (capital)			£5,200		Budget to buy essentials e.g. boots, coats etc. Removing barriers for hard to reach participants
Other costs (capital)					
Professional fees (capital)					
7e - Activity Costs					
New staff costs					
Training for staff					
Paid training placements			£227,764		Placements opportunities increased and all offered at living wage to remove participation barriers
Training for volunteers					
Travel for staff			£1,500		Not included in 1st round
Travel and expenses for volunteers	£22,500		£13,730		Travel and expenses budget for participants recalculated (still substantial)
Equipment and materials (activity)	£15,000		£14,000		Equipment budget for host organisation, incase additional purchases required to support participants
Other costs (activity)	£14,190		£450		Decreased, small budget for final celebration event for all participants and host organisations
Professional fees (activity)	£75,075		£4,000		Budget moved into living wage for participants, small budget remaining for training for host organisation
7f - Other Costs					
Recruitment					
Publicity and promotion			£2,050		Advertising placement opportunities to hard to reach groups
Evaluation					
Other costs	£104,921				Moved into living wage for participants
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions				£500	In-kind attendance of host organisations at final event
Volunteer time					
Total cash	£231,686	£0	£268,694	£500	
Project total	£231,686		£269,194		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Appoint host organisations and design Foundation Course. Advertise opportunity, recruit and appoint participants	11 ten week foundation courses complete	Quality foundation course options developed. Participants complete foundation course	Increased knowledge, opening up new opportunities for engaging with others
2	Appoint host organisation for internships. Advertise opportunity, recruit and appoint participants	6 x 12 month internships, fully funded at living wage	Quality internships delivered. Participants complete internship	Increased employability, confidence and ability to give something back to the local area
3	Appoint host organisation for apprenticeships. Appoint educational provider for apprenticeships	5 x 12 month apprenticeships fully funded at living wage	Quality apprenticeships delivered. Participants complete apprenticeship	Increased employability, confidence and ability to give something back to the local area
4	Foundation courses provided free of charge and living wage paid to internship and apprenticeship participants. Pastoral support in place	Over 80% attendance and completion	Numbers completing courses	Personal engagement and enrichment for participants
5	Pre and post participation monitoring and evaluation put in place to measure changes in participants	Evidence of increased levels of knowledge, qualification and confidence in participants	Self perceived and formal qualifications	Increased employability, confidence and ability to give something back to the local area
6	Track employment of participants for 12 months after completion	Increased levels of participant employment in relevant industries in the Tamar Valley within 12 months of completion	Employment status of previous participants	Increase opportunity to find work locally and not have to leave the area to find employment

3.2 Potential project and activity negatives

Limited number of training opportunities compared to need.

Opportunity for participation must be equal across the project area and not only focus on areas of higher population density such as Plymouth.

Potential trainees living outside of the stated area are not eligible for participation.

3.3 Internal prerequisites

The project will potentially be working with 'at risk' participants with challenging backgrounds and home lives. Appropriate and fully considered pastoral and professional support must be in place to enable participation.

This is required to offer the best chance for participants to complete and find employment through their training, and to protect Tamara Landscape Partnership staff.

3.4 External prerequisites

See above.

3.5 Lessons incorporated

The project has incorporated feedback from partner organisations that already host and have systems of support set up for trainees and apprentices including, Plymouth Community Homes, Tamar Grow Local and Lyhner Barge.

To decrease the likelihood of drop outs from traineeships and apprenticeships, a waste of time, effort and budget for both parties, the project has developed the 10-week foundation training course. This will enable both participants and host organisations to ‘try it out’ before committing to a 6 or 12-month placement.

The necessity of structured and professional pastoral support to support the participants, many of whom will be from hard to reach

groups, and ensure this responsibility does not fall to the Tamara team (who do not have the training or capacity to deal with such issues), was identified as a key element to address.

This support will be offered through Plymouth Community Homes, as in-kind match, who have extensive experience in managing and supporting apprentices, and are on the Tamara Landscape Partnership Board.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Manager.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Programme Manager	Tamara Landscape Partnership	Project lead and delivery
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Foundation course, internship and apprenticeship training provider/s	To be confirmed in the Delivery Phase	Delivering foundation courses, internships and apprenticeships
Traineeship and apprenticeship host academic organisation/s	To be confirmed in the Delivery Phase	Delivering academic element of apprenticeship

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Lack of quality host organisations	Unable to place participants	Low	High	Years 1-4 of LP	Potential hosts already identified and have confirmed interest in participation	Project Lead	Programme Manager
2	Lack of participants	Unable to fill spaces	Low	High	Years 1-4 of LP	Living wage paid to open participation to a wider pool or potential participants	Project Lead	Project Lead
3	Participants drop out of training	Wasted investment	Medium	Medium	Years 1-4 of LP	Quality provision of training. Clear benefits to participation. Pastoral support in place	Project Lead	Project Lead
4	Participants approach Tamara staff members for pastoral support	Participant not properly supported, staff member put at risk	Medium	High	Years 1-4 of LP	Ensure all participants understand and have the contacts for the pastoral support proved by Plymouth Community Homes. Train all Tamara staff in the course of action to follow if contacted by a participant.	Programme Manager	Programme Manager

Definitions:

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner's control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Host organisations on board and able to provide quality training experiences	Organisations identified and agreed on the preceding year	Maintain list of back-up host organisations should any drop out	Project Lead	Programme Manager
2	Number and quality of applicants	Application numbers and quality of candidates applying	Wider advertising to increase the pool of potential participants	Project Lead	Project Lead
3	Number of drop outs from training courses	Are we meeting minimum 80% attendance and completion output?	Identify common themes for cause of drop outs. Respond accordingly	Project Lead	Project Lead

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

The primary legacy of the project is a skilled workforce, trained with heritage skills that will enable them to work and live in the Tamara Valley, benefitting themselves and their communities.

There will also be organisations with a positive experience of providing training, internships and apprenticeships who will have the structure in place to continue doing so after the Landscape Partnership finishes.

Should the project have good outcomes and build a strong evidence base, other sources of funding are available for enabling young people and longer term unemployed to enter the workforce, utilising the structure and contacts developed by this project.

3B: River Explorers

Date 1 August 2020	Lead Organisation Tamara Landscape Partnership
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author James Luxton	
Project Lead Community and Volunteer Officer	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

Historically, the rivers of the Tamar Valley linked communities together through transport, livelihoods and leisure, and were a part of everyday life. This project will address the developing disconnection between people and their local waterways by providing a range of hands-on educational activities, which aim to develop the interests of local communities in their river environment. Activities provided at a range of levels will focus on enjoyment rather than on academic results. Activities and workshops about the water environment with targeted schools will encourage fieldwork, data gathering and exploring of the Tamara Landscape Partnership area.

1.02 Project Outputs

1. Engage and inspire a minimum of 10 schools within the project area with their local waterway.
2. Develop or tap into existing water-focused events in local parishes to connect communities together and to their local waterways.
3. 250 citizen scientists recruited, trained and supported to carry out water surveys, monitoring for water quality, wildlife and pollution.
4. Two 'River Blitzes', events bringing together local and national organisations who care for and use the waterways, to inspire and engage new audiences with their local rivers.
5. 10 parish roadshows, connecting communities through water-themed events.

1.03 Project Outcomes

- Heritage is better understood and has stronger evidence base to support it in the future
- Historic environment is integrated within the natural capital accounting system and is truly valued
- Local people are trained in the skills necessary to maintain heritage features sensitively and sustainably
- The Tamar Valley will continue to be a special and distinctive place to live and enjoy

- Economic benefits of a stronger economy through promotion of this special place
- Community involvement in projects and key outputs that give a sense of 'ownership'
- Local volunteers will be trained to record heritage and opportunities to be involved in community-led project
- People will be more aware of the importance of heritage in the landscape

1.04 Project Approach

Schools

The Tamara Landscape Partnership will contract an educational consultant to develop and deliver the schools' component of the project. This will develop a network of a minimum of 10 schools (both primary and secondary) engaged with their water environment through experiential curriculum linked sessions. They will be trained, resourced and inspired to carry out future sessions measuring water quality, wildlife and pollution.

Citizen scientists

Citizen scientists will be identified, recruited and trained as described in the Volunteer Management strategy. They will be equipped and supported to become guardians of their local river. The data they produce will feed into national water body monitoring statistics.

Parish roadshow events

The 10 parish roadshows are designed to engage local communities with their local rivers and streams, to make them proud of its heritage and environmental value, and encourage them to want to get involved to protect it. By using the parish roadshow approach, we can use the rivers as a theme to connect communities across neighbouring parishes and ensure the effect of the project is felt across the Landscape Partnership project area.

Where possible, all events will combine with or build on existing local event schedules to ensure maximum efficiency and avoid event fatigue for visitors and locals.

River Blitz events

The 2 River Blitz events will be larger scale multi-activity events, combining elements of the schools' and parish roadshow events with activities such as talks, walks, river activity/ tours, ecological surveys, art and crafts.

Ecological surveys

The ecological surveys will be carried out as part of the events and schools' activities.

1.05 Evidence of need

Social science – it was highlighted by scheme partners that other river catchment areas have better citizen scientist water quality data collection through programmes such as the Rivers Trust Citizen Science Investigations. This enables the identification of local sewage and other pollutant spills into the river, ensuring quicker reactions to address the issue and easier identification of the source. The project will increase the number of citizen scientists to address this gap in local data provision.

Schools - Previous schools engagement programmes in the Tamar Valley have been highly popular and well supported; including the NLHF funded Devon Greater Horseshoe Bat Project. Informal consultation with local schools gained positive feedback for the concept and approach of River Explorers. Unfortunately, the planned pilot sessions with local schools had to be cancelled due to COVID-19 and will now be carried out when appropriate to do so in the delivery phase.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

All activity will take place in the Landscape Partnership project area.

As there is no travel budget, schools within walking distance of water bodies (rivers, streams, ponds, lakes) will be targeted.

Citizen scientist volunteers will operate inside and outside of the project boundary. This is appropriate as the river catchment is wider than the LPS boundary.

All activities are constrained by existing budget.

1.09 Changes in focus of work from first stage submission

The change in name of the project, from 'River School' to 'River Explorers', reflects that the scope of the project is wider than working just with schools.

The volunteer and citizen scientist outputs were combined as they heavily overlapped.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties

Organisation	Description
Environment Agency	Responsible for water quality and resources, managing flood risk, fisheries, conservation and ecology.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
River Catchment Partnership	Bringing together a wide range of stakeholders to identify and facilitate better environmental outcomes across the Tamar and its tributaries.
South West Lakes Trust	Protecting special places for wildlife and enabling more people to have great experiences in the natural environment by providing access both on and off the water.
South West Water	Private company providing water and sewage services for Devon and Cornwall
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
The Tamar Barge CIC	A community interest company specialising in sailing and boat building training, and events, all based around the 1866 built Lyhner Barge.
West Country Rivers Trust	A charity dedicated to restoring and protecting rivers, lakes, estuaries and coastal areas for the benefit of people and the environment.

Other Tamara projects

2C Celebrating Tamara

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work					
New building work					
Other capital costs					
Digital outputs					
Equipment and materials (capital)			£5,150		Equipment for citizen scientists, and event equipment and materials
Other costs (capital)					
Professional fees (capital)					
7e - Activity Costs					
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers					
Travel for staff			£950		Not factored in for 1st round submission
Travel and expenses for volunteers			£900		Not factored in for 1st round submission
Equipment and materials (activity)	£7,480		£10,500		Equipment for citizen scientists, and event equipment and materials
Other costs (activity)			£3,750		Event location hire
Professional fees (activity)	£40,000		£27,800		Recalculated for School Explorer provision
7f - Other Costs					
Recruitment					
Publicity and promotion			£1,250		Event promotion
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions				£12,200	Not calculated in 1st round submission
Volunteer time				£57,504	Not calculated in 1st round submission
Total cash	£47,480	£0	£50,300	£69,704	
Project total	£47,480		£120,004		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Development of curriculum linked resources and a 'River Explorers' pack to use with local schools and groups	Curriculum linked resource packs and 'River Explorers' packs	Production of resources and 'River Explorers' pack	See below "School children learning about and connected through natural heritage, children active in nature.
2	Lead 15 River Explorer sessions with local schools, inspiring and engaging children and training teachers to continue being river explorers after the session	450 school pupils understanding more and being more engaged with their local rivers and streams. Minimum of 10 teachers trained and confident to lead river explorers' sessions	"School pupils - Pre and post-participation questionnaire Teachers - Pre and post-participation questionnaire and teacher-led waterway-based activities class carried out within 12 months of training	Teachers, trained, confident and equipped to continue sessions after project end."
3	Recruit, train and support 250 citizen scientist, gathering water quality, wildlife and pollution data	250 volunteers trained and active	Volunteer sign up numbers, numbers completing training and number actively collecting and inputting data to the national water quality database	Personal development through training and new skills, new way to engage with local waterways, creating a feeling of stewardship. Active in nature, community of citizen scientists. Improved protection of waterways through collection of data, leading to identification of trends and capturing localised pollution events.
4	Hold 10 parish roadshows across the project area, connecting communities traditionally linked by their waterways	Roadshow participants are more informed and enthused about their local waterways and feel more connected to other local communities through their shared heritage	10 roadshows completed	Greater engagement with natural heritage. Opportunities to engage with wide ranging audiences. Creating a feeling of connection between communities, physically through events and emotionally through shared water heritage. Increased personal and intergenerational knowledge.
5	Run 2 River Blitz events, larger events offering a range of water-based activities to engage a wide ranging audience and bring in new participants	River Blitz participants are informed and enthused about the waterways of the Tamar Valley	2 River Blitz events completed	As above.
6	Carry out 50 ecological surveys across a variety of survey sites, many carried out during the parish roadshows and River Blitz events	50 ecological surveys offering participants to engage in the citizen science approach and collecting useful data	Number of surveys carried out	People more engaged with and have a better understanding of their waterways. Improved baseline data on waterways biodiversity and water quality.

3.2 Potential project and activity negatives

The two main large-scale events will be geographically limited.

There is a bias toward schools and communities closest to waterways.

3.3 Internal prerequisites

Close partnership working with stakeholders and interested parties to ensure coordination of and maximum impact for events.

Buy in from local schools for participation in the River Explorers sessions.

3.4 External prerequisites

Access to suitable sites to hold events.
 Permission for river access for schools, if not bordering their own school grounds.

3.5 Lessons incorporated

River Explorers builds on the success of Citizen Science initiatives across the UK, in particular the Rivers Trust Citizen Science Investigations programme that engages with individuals and families, empowering them to monitor and protect their local rivers and streams.

The schools programme is building on the previous NLHF funded programmes in the Tamar Valley, including Helping Hands for

Heritage and the Devon Greater Horseshoe Bat Project, both of which had considerable success developing resources, engaging with local schools and creating a legacy of learning.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Community and Volunteer Officer

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Community and Volunteer Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Consultant - TBC	TBC	Developing and delivering school element of Rivers Explorers

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Loss of key project personnel	Ability to deliver project to schedule while a replacement is sought	Medium	High	Anytime	Identify others who could meet capacity gap if required and ensure project data is recorded and stored in a usable format for any new party to use	Project Lead and Landscape Partnership Manager	Project Lead and Landscape Partnership Manager
2	Lack of interest from schools	Not meeting target of completing River Explorer sessions with 10 schools	Low	Medium	Anytime	Consultation with schools indicates that there is interest. Have a back up list for schools should any drop out	Project Lead	Project Lead
3	Lack of interest in events	Low numbers participating, not meeting objectives and decreasing cost efficiency of project	Low	Medium	Anytime	Use communications strategy, partner organisations and schools and colleges to maximise promotion and advertising of events. Combine with other existing or new events to increase audiences and decrease event fatigue	Project Lead	Project Lead
4	Difficulty recruiting volunteers	Underachieving in volunteering hours and citizen scientist data collected	Medium	Medium	Anytime	Use partnership volunteering strategy. Use events as an opportunity to recruit volunteers across the 5 years of implementation.	Project Lead	Project Lead

Definitions:

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner's control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Future school River Explorers sessions booked a minimum of 6 months in advance	Monthly 1 to 1 and quarterly project update to project partners	Escalate situation to Landscape Partnership Manager	Project Lead	Project Lead and Landscape Project Manager
2	Annual events, parish roadshow and River Blitz, date and location confirmed and event management team/ partnership formed and active for following year by the end of the preceding calendar year	Monthly 1 to 1 and quarterly project update to project partners	Escalate situation to Landscape Partnership Manager	Project Lead	Project Lead and Landscape Project Manager
3	Citizen scientists' recruitment rate of minimum 50 citizen scientists per year	Monthly 1 to 1 and quarterly project update to project partners	Escalate situation to Landscape Partnership Manager	Project Lead	Project Lead and Landscape Project Manager

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

There will be 3 legacy elements to the River Explorers project:

1. All of the primary schools in the scheme area and several secondary schools on its border will have been connected with and learned about exploring and protecting their local waterway, teachers will have been trained

and an 'explorers' toolkit' left with the school for them to run their own future River Explorer sessions.

2. 250 river explorer citizen scientists will be trained and equipped and will be feeding their findings into nationally coordinated Citizen Science programmes which will continue to be coordinated and run indefinitely.

3. Through the events communities within parishes will be connected through their shared water-based heritage. The legacy effects of this will be harder to quantify, but social, heritage and environmental connections will be made.

3C: Natural Connections

Date 1 August 2020	Lead Organisation Tamara Landscape Partnership
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author James Luxton	
Project Lead Community and Volunteer Officer	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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5.0 Risk Management Strategy

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- 5.2 Early-warning indicators and responses

6.0 Legacy

- 6.1 Long-term sustainability and management

1.0 Project Definition

1.01 Project Description

Natural Connections will create opportunities for people to take part in activities and events that will improve their mental and physical health and wellbeing. The project will partner with link workers, the social prescribing network, and specialist organisations such as Battling On, Dementia Adventure, Volunteer Cornwall and Plymouth Community Homes. It will work with groups, including veterans, those not in education, employment or training and other groups with requirements of specialist higher level support, to identify and remove barriers that prevent people from accessing the heritage of the scheme area. Events will include, walk and talk groups, art therapy, bush-craft and life skills.

The project will quantifiably measure the impact on its participants using the nationally recognised Warwick-Edinburgh Mental Wellbeing Scale and, through questionnaires, identify if participation has led to decreased dependence on health and social care.

There will be a focus on working with and strengthening existing groups and schemes and also creating new events and activities for groups and areas currently without opportunities to develop Natural Connections.

1.02 Project Outputs

1. At least 250 activity sessions.
2. 1,000 people taking part in activities.
3. 90% positive feedback from event attendees.
4. Measurable improvements in health and wellbeing using the Warwick-Edinburgh Mental Wellbeing Scale.
5. Measurable reduced dependence on health and social care.

1.03 Project Outcomes

- People will have improved physical and mental health
- Reduced dependency on health and social care
- People will feel less isolated and more confident

- New audiences will engage and experience the heritage of the scheme area
- Greater connection with the built and natural environment
- Access to heritage will be increased and made available to hard to reach groups
- People will appreciate the built and natural heritage of the Scheme area
- Increased opportunities for community participation in new activities
- Increased awareness by communities of the value of landscape for health and wellbeing
- Increased interaction between community groups

1.04 Project Approach

This project will help people to engage with the landscape creatively and therapeutically, using landscape to improve people's physical health and mental wellbeing by helping them to reconnect with nature and heritage and to overcome social isolation. Pre-frailty interventions (preventing frailty from developing through activity) will decrease dependency on health and social care.

We will create a Natural Connections partnership group, including link workers*, the Social Prescribing Network South West, Community Makers and specialist organisations such as Battling On. Events will be developed on an annual basis to address the greatest local need as identified by the partnership group. The content of the events will be dictated by the groups we identify. For example, we will adopt a different approach for a group of young people than for a dementia adventure group. As participants will have different support requirements, depending on their level of need and targets, event providers will vary from volunteers to specialists.

** Link workers work with healthcare professionals to co-design a non-clinical social prescription to improve their health and wellbeing.*

The table below shows an example event programme:

Event series	Type of event	Participants	Client support required	Event provider	Event lead	Notes
Walk and talk group	Ongoing weekly	General public and link worker prescribed	Low	TLP volunteers	TLP	Work with and expand walking for health network
Art therapy	6-week course	General public and link worker prescribed	Low	Art in the Valley	TLP	TLP to support with volunteers, bookings, dealing with clients etc.
Park run	Ongoing weekly	General public and link worker prescribed	Low	Parkrun volunteers	Parkrun volunteers and TLP	Identify and support areas within the TLP scheme area without parkrun locally to start and become self sustaining
Discover the Tamar Valley	6-week course	Families with limited green space access in Plymouth	Low to Medium	TLP staff and Plymouth Community Homes	TLP and Plymouth Community Homes	If medium level of support required Plymouth Community Home to provide case worker support
Discover the Tamar Valley	6-week course	Individuals with mobility restrictions in social housing	Medium	TLP staff and Plymouth Community Homes	Plymouth Community Homes	Plymouth Community Homes run events for these groups, TLP staff to support through locations and transport support to bring clients into the scheme area to experience heritage
Life skills and bushcraft	8-12 week course	Autistic young people	High	Battling On	Battling On	High-level client requirements, specialist organisation to run
Bushcraft	8-12 week course	Veterans PTSD	High	Battling On	Battling On	High-level client requirements, specialist organisation to run

1.05 Evidence of need

The health and wellbeing benefits of activity in nature and social interaction are well documented. Communities within, and on the edge of, the scheme area have high levels of deprivation which are associated with higher levels of physical inactivity, social isolation and increased dependency on healthcare services.

Feedback meetings with local link workers highlighted that they are looking for more groups and different options for patients to get involved with. The popularity and success of the Walking for Health and Parkrun programmes indicates that there is interest in expanding these groups within the scheme area.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Participants will be from within the project area or live in the towns on the border of the project area, including Callington, Plymouth and Saltash.

The project assumes there will not be NHS funding for social prescribing during the project. If there is, we will redirect any additional budget to support specific high-need groups not receiving NHS funding such as veterans.

All activities are constrained by the existing budget.

1.09 Changes in focus of work from first stage submission

The focus of the programme remains the same, but the number of events has doubled from 125

to 250 and the number of participants increased from 600 to 1,000.

Implementing the Warwick-Edinburgh Mental Wellbeing Scale and measuring the impact on health and social care support in participants has significantly improved the evidence of project impact.

Specific reference to a horticultural focused therapy programme has been removed as through developing partnerships with new organisations such as Battling On, we are able to offer better, more tailored therapy work. The 95% positive feedback figure has been decreased to 90%, as working with more challenging groups may decrease user ‘satisfaction’ levels.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties and project interfaces

Interested parties:

Organisation	Description
Battling On	A community interest company that provides care, support and training for veterans and vulnerable young people.
Devon and Cornwall Refugee Support	Providing advice, support, education, IT facilities and a friendly communal space for asylum seekers in the region.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall, including the Tamar Valley Line.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Link Workers	Connecting people to community groups and helping the participants to develop skills, friendships and resilience.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.

Project interfaces:

2C Celebrating Tamara – Events will offer further opportunities for participants to be active and experience and learn about the scheme area heritage in the great outdoors.

3A Tamara Trainees – some participants in the Natural Connections project may want to continue their development through the foundation courses, traineeships and apprenticeships on offer.

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First stage submission		Second stage submission		Reason for change between first and second stage submission
	Cash	In-kind	Cash	In-kind	
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work					
New building work					
Other capital costs					
Digital outputs					
Equipment and materials (capital)					
Other costs (capital)					
Professional fees (capital)					
7e - Activity Costs	Cash	In-kind	Cash	In-kind	
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers			£4,480		Training for volunteers leading activity groups
Travel for staff					
Travel and expenses for volunteers			£4,540		Travel for volunteers leading activity groups
Equipment and materials (activity)	£1,358				
Other costs (activity)			£7,380		Bursary for equipment, travel etc. to enable participation for hard to reach groups
Professional fees (activity)	£50,000		£43,500		Re-calculated day rates
7f - Other Costs	Cash	In-kind	Cash	In-kind	
Recruitment					
Publicity and promotion			£2,500		Publicity through social media, flyers, local papers etc.
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions				£7,000	Wellbeing Committee meetings, staff time from link officers, Battling on etc.
Volunteer time				£75,660	Volunteer-led activities, calculation of in-kind hours
Total cash	£51,358	£0	£62,400	£82,660	
Project total	£51,358		£145,060		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	Outcome
1	Coordinate organising committee, identify participant groups with most need, identify underserved geographical areas, advertise and PR, volunteer input	At least 250 activity sessions	Number of attendees, level of PR coverage, interest and volunteer sign ups	Increased opportunities for community participation in new activities and increased awareness by the communities of the value of landscape for health and wellbeing
2	Coordinate with link workers, develop partnerships with specialist organisations (for example, Battling On) and advertise	1,000 people taking part in activities	Number of attendees and number of attendees new to the TLP area	New audiences will engage and experience the heritage of the scheme area and have a greater connection with the built and natural heritage
3	Provide high quality targeted activities	90% positive feedback from event attendees	Participant satisfaction survey	People will feel more positive, less isolated and more confident
4	Plan and implement pre and post- participation surveys and health indicator measurements using the short form of the Warwick-Edinburgh Scale	Measurable improvements in health and wellbeing	Short form of Warwick-Edinburgh Mental Wellbeing Scale	Reduced dependency on health and social care
5	Plan and implement pre and post- participation surveys regarding level of dependence on health and social care	Measurable reduced dependence on health and social care	Participant dependence survey	Greater confidence to explore and enjoy the landscape

3.2 Potential project and activity negatives

As the project will be working with some participants with complex and high-level needs, we must ensure that the right structure and support is in place for them to benefit from the programme and not to put the participants or event leaders at risk.

Event for those working with 'lower' risk groups such as the walk and talk events, participants are often elderly and have other ongoing medical issues. The scheme will have rigorous processes in place to ensure all participants are 'vetted' so that we are not putting volunteer event leaders at risk.

3.3 Internal prerequisites

Coordination of a high number of activities and managing a busy schedule across a number of

organisations requires a clear coordinated and well-communicated approach. Regular contact and coordination with project partner and other stakeholders will be required.

Strong volunteer support will be required; attracting, training and maintaining an engaged volunteer team is key to success. Implementing the volunteer strategy will be essential for success.

3.4 External prerequisites

Partnership and coordination with groups and stakeholders who work with non-traditional audiences to engage and understand the needs of participants with higher level needs, including:

- Battling On – veterans' organisation
- Link workers
- Community makers

3.5 Lessons incorporated

The development phase has consulted with a range of subject matter experts in the field of the health and wellbeing benefits of time spent in nature, including, link workers, Battling On and Tamar Valley AONB.

The Tamar Valley AONB has been coordinating ‘Walking for Health’ walks for a number of years and has offered valuable feedback on creating new groups and recruiting, training and managing the volunteer resource required to sustain them.

Battling On are specialists in working with veterans and young people with significant challenges and have fully embraced the time in

nature approach, their feedback on the level of support and approaches required to work with high need groups has shaped how we will work with such individuals.

4.0 Project Management Team Structure

4.1 Project Lead

Tamara Landscape Partnership Community and Volunteering Officer.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Community and Volunteer Officer	Tamara Landscape Partnership	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Nikki Markham	Battling On	Specialist activity provider for hard to reach groups
Helen Ryan	Plymouth Community Homes	Participant support and event provider

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Lack of participants	Low turnout, poor investment of funds	Low	High	Throughout Tamara Landscape Partnership	Representation and input in Wellbeing Committee from link workers, specialist health and wellbeing organisations and other key stakeholders. Strong publicity for general public	Project Lead	Project Lead
2	Not engaging successfully with high needs/risk groups	Not achieving health and wellbeing improvement for those who need it most	Medium	High	Throughout Tamara Landscape Partnership	Partner with specialist organisations e.g. Battling On and Plymouth Community Homes, who have the contacts and support structure to successfully engage with and make health and wellbeing improvements for high needs groups e.g. Veterans	Project Lead	Project Lead
3	Overlap with existing events	Create competition for participants, stakeholder conflict and low turnout	Low	Medium	Throughout Tamara Landscape Partnership	Wellbeing Committee to annually plan events, identify and target local groups of particular need, coordinate with all relevant stakeholders and geographically identify underserved areas	Project Lead	Project Lead
4	Insufficient volunteer interest	Lack of support for events	Medium	High	First year and ongoing	As with volunteers across the TLP. Year 1 there will be a strong push to recruit volunteers. The volunteer journey will be engaging and inspiring, developing new skills and confidence.	Project Lead	Programme Manager
5	Not successfully measuring health and wellbeing impact of activities on participants	Not able to evidence effect of activities on participants	Low-Medium	Medium-High	Throughout Tamara Landscape Partnership	In coordination with organisations who have already successfully implemented this approach e.g. Plymouth Community Homes, establish an effective and practicable method for recording the pre and post participation measurements	Project Lead	Project Lead

Definitions:

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner's control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Number of attendees on events	If bookings fall below 75% of capacity for 2 activities in a row for any activity 'stream'	In coordination with Wellbeing Committee, increase effort to identify potential participants and increase communication/ advertising with this audience	Project Lead	Project Lead
2	Number of volunteers running events	12 volunteers trained and running events by June 2021	Increase effort in volunteer recruitment, explore other TLP or partner organisation existing volunteers who may wish to train and participate	Project Lead	Programme Lead
3	Achieving 90% positive feedback	Participant satisfaction survey responses	Identify causes of lower satisfaction levels (to be included in participant satisfaction survey questionnaire) and if there is a common theme/s address this aspect of the activities/process	Project Lead	Programme Lead
4	Improvements in health and wellbeing	Participants to complete short form of Warwick-Edinburgh Mental Wellbeing Scale pre and post- participation	Identify which aspects of health and wellbeing are not improving. Can these be addressed by adjusting activities, activity change, or new/different activities offered?	Project Lead	Programme Lead
5	Measurable reduced dependence on health and social care	Participants to complete pre and post-participation participant dependence survey	If dependence levels are not decreasing, further investigation with individuals to identify the causes for this lack of change. If they can be achieved through further participation or alternative activities, facilitate this or if this is due to factors outside of the scope of this programme, connect participant with relevant external support provider.	Project Lead	Programme Lead

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

The legacy of this project will be achieved through partnering with organisations and long-term schemes, including:

- parkrun – operating since 2004 and run by long-term volunteers. Natural Connections will identify opportunities to establish new parkrun groups in the scheme area to be run by recruited volunteers
- Walking for Health – run by The Ramblers since 2006, there are already 2 groups operating in the scheme area. Natural Connections will expand this network, and establish new groups to be run by recruited volunteers
- partner organisations – Battling On and Plymouth Community Homes are both well-established organisations that will use the evidence of improvements gained from the Natural Connections project to raise future funds to support programmes for those in need

3D: Promoting our Produce

Date 1 August 2020	Lead Organisation Consultant to be appointed
Version 1	Schedule for project reviews NB - A project review will be carried out after any significant change which will affect project outputs and outcomes or every 6 months.
Author Simon Platten (Tamar Grow Local) and Gary Lewis (Tamara Landscape Partnership)	
Project Lead Tamara Landscape Partnership Programme Manager	

Review Date	Revised By	Summary of Changes	Manager Sign Off	Date Signed by Manager
01.06.21				

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1.0 Project Definition

1.01 Project Description

The overarching objective for the Promoting our Produce project is to develop a revitalised food system in the Tamara scheme area that enriches and sustains its distinctive landscape and reconnects people to their heritage, to their food, and to each other.

The project consists of three key interlinked areas of activity. These are:

Sharing community food knowledge - offering short courses in food growing and production skills, improving an existing demonstration market garden and developing a new allotment site. Outputs will also include mentoring, signposting and promoting existing initiatives, including site visits and community events. Key to the success of these outputs will be the recruitment and management of a team of volunteer local food ambassadors.

Better access to local food - stimulating the market by promoting existing outlets, supporting the development of new ones, diversifying supply chains and developing a regional brand that can become an emblem of sustainable local production.

Outlets for orchards - developing an expanded apple juicing and bottling facility and business to support the area's orchard production. The development and delivery of this project has been informed and will continue to be shaped by the Landscape Guidelines sections of the Landscape Character Assessment for the Tamara Landscape Partnership Scheme area. For the full Landscape Character Assessment see Appendix 1.

History and Heritage

The scheme area of the Tamar Valley was famous for commercial fruit growing from the 1850s to 1950s. With many south-facing slopes sheltered from northeast winds, the Valley has a unique microclimate suitable for soft fruits and flowers. The result is a landscape typified by a patchwork of small fields that supported, at their peak, at least 3,000 workers.

There were 4 overlapping phases of development as the area adapted to technological and social change, which can be summarised as follows:

Pre-industrial orchard keeping

Orchards, mainly apples but also cherries, pears, plums and nut trees (walnuts) were kept to satisfy subsistence needs and provide cash crops to maritime customers in Plymouth. Within each of these crop types are a number of key varieties that were commonly cultivated. These include nationally available varieties which were particularly suited to the local climate, but also local varieties that were bred and propagated in the Valley. Recent genetic work has demonstrated that whilst some of the locally named apples are synonyms of national varieties, there are however, many that are genetically unique and which are not represented in the national collection at Brogdale in Kent. Traditionally, orchards were underplanted with soft fruit, vegetables and flowers (including daffodils), i.e. traditional agroforestry.

Soft fruit, strawberries

Strawberry cultivation took off in 1863 following the discovery of market opportunities in London. Labour from the declining mining industry moved to market gardening, resulting in a period of large-scale land clearances and the creation of new market garden plots. Strawberries were the flagship crop but raspberries and gooseberries (red and white) were also important. The soft fruit industry is responsible for a number of key social developments in the early and mid 20th century beyond the redeployment of mining labour. At the beginning of the century soft fruit growers collectivised into cooperatives to command better prices from local jam factories which had a near monopoly on the local market and were beating prices down. As such, the Tamar Valley was home to one of the earliest horticultural co-ops in the country. Co-operatives became a theme throughout the 20th century, particularly around soft fruit and cut flowers, but also including vegetable production. The co-ops also ran ancillary businesses, including a punnet ('Chip') making factory in Calstock and transportation

companies once the railway began to fall out of use, both of which made significant contributions to the local economy and employment.

Daffodils

Daffodils have been grown in Tamar orchards and market gardens since the 17th century and have long been part of a constellation of crops that together create a relatively stable income from horticulture given seasonal and annual variations in yield. Daffodil cultivation took more of a leading role in the 20th century following increased popularity of daffodils as cut flowers and the devastation of strawberry crops from 'red core' virus. The Tamar Valley became a centre of daffodil breeding and innovation regarding cultivation techniques and disease prevention.

The present day

Small-scale market gardening entered a decline in the late 20th century for a combination of reasons, including rising costs of heating covered cropping, cost of transportation, overseas competition and the rise of supermarkets and associated supply chains. However, over the last 15 years there has been greater interest in local food production. There is an increasing number of market gardening businesses setting up in the valley, though crucially these are predominantly first generation growers. Tamar Grow Local Community Interest Company (CIC) has been working to create the support systems and supply chains in order to best foster their success. Tamar Valley Food Hubs (a Tamar Grow Local initiative) currently works with over 60 local producers to provide an online farmers market with over 1,100 individual product lines.

Threats and opportunities

The project is a response to a complex network of factors that have damaged the area's horticultural and agricultural heritage, weakened the local food economy and undermined people's relationships with the food that is produced in, and sustains the landscape around them. Many of these factors are intensifying and further damage can be expected:

- Changes in consumer behaviour to choose convenience and price over local distinctiveness and quality have forced many local small-scale growers out of business and closed down many local retail outlets. Supply chains have become fragmented so that people find it harder to access local food. This, in turn, forces more people into supermarkets, which cannot source locally.
- Less of each pound spent by the customer finds its way back to the grower or producer as retailers compete on price. Farmers must operate at larger scales to remain competitive and so small-scale operations are pushed to the margins and farms grow in size.
- The small fields, traditional orchards, extensively-managed pastures, traditional hedgerows and copses that make up the distinctive Tamar Valley landscape are all at risk as farmers seek more profitable uses for the land.
- The active farming population is shrinking through losses to other industries and old age; the median age of active farmers in the UK is now 60. Only 3% of holdings are owned or managed by someone aged under 35.
- Farming skills, and particularly horticultural skills, are in short supply and agricultural colleges have cut back their courses. There is no accredited training available locally in agro-ecological systems.
- Land is increasingly in demand for horses, which raises land values for purchase or rent, crowding out young start-up businesses and intensifying pressures on the historic landscape.
- Food processing and production facilities (eg. local abattoirs, apple juice and cider-makers) are unable to function profitably as the volumes of locally-processed food shrink. Duchy College has an underused food processing and training facility but this is facing further reductions in availability and may no longer be viable without substantial external support.

The effect of these changes is cumulative and self-reinforcing. The harder it becomes to source local good food the more likely people are to turn to more convenient alternatives. This, in turn, reduces demand and so supply shrinks again. The dense network of producers, distributors and retailers that once made up a local economy that sustained the diverse landscape of the Tamar Valley no longer exists. The framework of farmer cooperatives that flourished in the early part of the 20th century has died out and the infrastructure to process and distribute food has shrunk to a tiny proportion of its former scale.

Through these changes, many people have become disconnected from the food supply chain and have lost their sense of living in a productive landscape, viewing it as more of a museum than a dynamic, working environment. Many people recognise that the horticultural heritage of the Tamar Valley is important, and they value the remnants that survive, but they lack the tools to reverse the changes or even to prevent further losses.

There are, however, several areas of hope and opportunity to address these threats, that people have identified in their responses to our surveys and have emerged from our research and discussions:

- The Climate Emergency and Biodiversity Crisis are finally becoming substantial drivers of behavioural change and people are looking for practical steps they can take to help address these overwhelming issues. These steps include changing domestic purchasing decisions, learning new skills and joining with others to take collective action.
- Several food and farming-related projects have been launched in the Tamar Valley and in Plymouth in the last decade that have created a foundation of public awareness and economic and community activity upon which to build.
- The Tamar Valley AONB provides a strong policy framework for action and has a long legacy of proactive community engagement for a more sustainable and locally-distinctive future.

- There is a growing interest in local good food and an appreciation that buying local and ethical is a way of supporting the Tamar Valley landscape. Tamar Grow Local is seeing steady increases in demand for its food hubs, and increasingly for more organic produce. Currently there is insufficient supply locally to meet this demand.
- The Grow Share Cook project has proved to be highly effective in targeting people furthest from the local good food market and needs to be rolled out more widely.
- The 'Tamar' developed by Westcountry Rivers Trust has potential to be used as a food quality mark to offer consumers confidence in the provenance of the goods they buy. A Coventry University researcher is being recruited to help Tamar Grow Local explore the potential designation of Tamar Valley apple juice as a locally distinctive product.
- The Tamar Valley contained 102 orchards in 2011 and many more have been planted in the last 10 years and these are now coming into production, so a considerable supply of apples is becoming available (and will go to waste if an end use cannot be identified). Plymouth also has a strong network of community orchards that could integrate well with the Tamar Valley network.
There is a large waiting list for allotment sites in Plymouth and an appetite for learning growing skills and engaging with heritage across the area.
- New social enterprise initiatives in Plymouth are planned to create food processing and retailing capacity that can connect the produce of the Tamar Valley directly with the urban market that traditionally sustained the area's farming enterprises.
- The barges and trains that used to transport produce down the Tamar could be resuscitated as low-carbon solutions to access the urban marketplace. These could also bring people from Plymouth back up the river, to appreciate the source of their food and get involved in its production.

- Ethical producers are increasingly keen to work together in partnerships or networks, sharing skills, resources and equipment to maximise efficiencies. Examples include Tamar Organic Group planning to open a local abattoir and/or cutting service, the potential creation of a new apple-juicing centre, and local newly-planted vineyards seeking to collaborate on pressing and distilling facilities.
- Innovations in communications technology mean that people can connect with each other, learn new things and trade more easily than ever before. This can be especially important in disconnected rural communities.
- Younger people are expressing interest in farming (and especially horticulture) as an ethical and worthwhile enterprise/way of life. Several schemes have been developed to meet this interest, including by the Ecological Land Cooperative and Farmstart Network. Tamar Grow Local already runs a farmstart site in Metherell and were founder members of the Farmstart Network.
- A new Agriculture Bill currently going through the legislative process will see all farmers incentivised to deliver public goods such as enriched biodiversity and landscape features. The hope is that the new regime will favour agro-ecological systems.
- The departure of the United Kingdom from the European Union could affect the availability of fresh food supplies from Europe, making locally grown food more valuable and stimulating the market.

1.02 Project Outputs

In Year 1 of the project we anticipate developing the public-facing elements of the project mainly through online materials and events, because of the probable need for continued social distancing. We will also move quickly to improve our market garden demonstration site which people will be able to use, practising social distancing. Subsequently, as new government guidelines emerge and, hopefully, social interactions become easier, we will develop a programme of face-to-face engagement. The following table is based on the assumption that this is possible from Year 2 onwards.

Key Theme	Activity	Timing	Outcome
Sharing community food knowledge	Short courses online /in person	Y 1-5	5 courses devised and promoted. 200 people complete the courses.
	Short video tutorials	Y 1-2	6 short video tutorials each capturing the history, heritage and husbandry of particular flagship crops and varieties in the Tamar Valley.
	Demonstration market garden site	Y 1-5	Demonstration site improved.
	Demonstration allotment plots	Y2-5	3 demo allotments established on 3 allotment sites.
	Exchange visits to local food enterprises and producers	Y 2-5	3 exchange visits held per year, 15 participants in each visit, total 180 participants.
	New community allotment site	Y3-5	Establish a new community allotment site.
	Support a network of volunteer local food ambassadors who will assist with delivery of the programme and extend its impact in their communities.	Y1-5	Recruit, train and support a team of 20 volunteers each contributing on average 20 days per year of their time = total 1,600 volunteer days.
Better access to local food	Promote food hubs, Community-Supported Agriculture, and other local food enterprises through an online marketing campaign supplemented by print media.	Y1-5	Secure 25,000 new followers for social media accounts.
	Display stand at markets and other community events	Y 2-5	Produce 2 x pop-up display stands. Attend 8 events per year = 32 events total.
	Signposting and outreach advice service	Y1-5	Provide support to average of 5 inquirers per week = total 1,250 participants
Outlets for orchards	Support and enable use of existing apple juicing facilities during COVID-19 period of reduced demand for apple juice from cafes and pubs	Y1	Grow the market for apple juice amongst consumers. Develop protocols for business-to-business apple juicing.
	Develop new apple juicing and bottling facility in Callington as demand returns from cafes and pubs	Y2-5	Creation of a new facility with capacity to process up to 50 tonnes of apples/year and sustain existing and future orchards planned for the Tamar Valley.

1.03 Project Outcomes

As a result of our work, in 5 years' time, in both the scheme area and in Plymouth:

- more people are able to easily access good local food with confidence because of the new enterprises, markets and networks that we have created
- more people feel confident in the future of the Tamar Valley's landscape, because they understand how their actions directly support it
- more people are volunteering, supporting community initiatives that help sustain the landscape and feeling part of their local community
- more people are growing their own food at home or on allotments, and sharing food with others
- more people have gained new skills in growing, production or landscape protection
- more people understand the history and distinctiveness of the Tamar Valley and its close relationship with Plymouth
- more people are employed, either on the land in agro-ecological enterprises or in local good food production enterprises, that have the conservation of the landscape and biodiversity of the Tamar Valley as one of their prime goals
- at risk features of the landscape of the Tamar Valley, including priority habitats and species, are recovering because of the expansion of agro-ecological farming and community activities

1.04 Project Approach

The project will be overseen by an external consultant who will work with:

- Tamar Grow Local Community Interest Company (CIC)
- Food Plymouth Community Interest Company (CIC)
- Plymouth Community Homes
- Tamar Valley Orchard Group

The consultant will ensure that the project is delivered in close cooperation with existing programmes and can therefore maximise its impact.

The project will require some capital work:

- Improvements to an existing market garden site at Mill Lane Acres, Callington, to establish a demonstration garden, comprising installation of a water supply via a borehole, the addition of composting toilet facilities, and the creation of an undercover visitor/training space within an existing barn.
- Development of a new community allotment site (location to be confirmed) with on-site development expected in Year 4.
- Development of 3 additional demonstration allotment plots on 3 different allotment sites.
- Provision of market stall display materials.
- Apple juicing facility capital set-up (at a site to be agreed).

1.05 Evidence of need

This project has been developed by Tamar Grow Local who won the tender during the development phase. They have consulted widely (see Appendix 20), with local residents, community groups and businesses, to understand the whole range of issues affecting the Tamara scheme area in relation to food.

Community consultation

During the period September to November 2019 Tamar Grow Local attended a series of events in the Tamar Valley and in Plymouth to consult people on their access to local good food and their feelings about the heritage of the Tamar Valley. Events attended included coffee mornings, drop-in centres, Plymouth Refugee Group meetings, an All Ways Apples community event in Devonport and Cotehele Autumn Market. At these events, we

encouraged people to complete our online survey, which we also promoted through Facebook and Tamar Grow Local newsletters. 257 survey responses were obtained and the full findings are provided at Appendix A.

The headline findings were:

- 50% of responses identified the lack of availability of local food as a barrier to them purchasing it, with inconvenience and limited range being of similar impact.
- Overwhelmingly, respondents used supermarkets to buy their food.
- 88% of respondents identified the benefit of local food to the environment, closely followed by benefits to the local economy and the community.
- 57% felt that the Tamar Valley's heritage of fruit and flower production is very important today.
- At least 60% of respondents were involved in some food growing activity either at home on a windowsill or in a garden, or in allotment or community project. People were most motivated by the freshness of home-grown food, knowing where it comes from and reducing their carbon footprint.
- Many people felt limited in growing more for themselves by a lack of skills, confidence and/or equipment.
- Lack of time was the biggest barrier to growing more. Lack of access to a garden or land suitable for growing was also a significant barrier and there was strong demand for instruction in growing and practical support, as well as better access to tools and land for growing.
- People didn't want to travel far to access land and most prioritised growing in their own garden.
- Over 90% of respondents said they would be interested in taking part in further food activities with seasonal foraging, healthy cooking with local food workshops and preserving fruit and vegetables being particularly popular.
- Around 1/3 of respondents were interested in taking part in community-based production through for example, community allotments, orchards or shared livestock schemes.

In addition, Tamar Grow Local also reviewed the research findings of three separate academic researchers (Eden Project Learning, University of East Anglia, and Coventry University's Centre for Agro-ecology, Water and Resilience) all of whom used Tamar Grow Local in 2019 as case studies for community engagement, support for local food production and local agro-ecological development. All studies conclude that the food hub model is a successful means toward incentivising increased local production and making local food more accessible. These research projects have also identified potential for improving producers' links with each other, and for better linking producers and consumers. The exchange visits identified as outputs for this project are a direct response to these suggestions.

Tamar Grow Local reviewed an in-depth study carried out by Plymouth Community Homes in 2014, to understand the views and experiences of their tenants around local food and food growing. This research, which interviewed 1,000 people, identified similar needs and drivers for people's behaviour to our own survey.

Partner consultations

Additionally, Tamar Grow Local met with a wide range of organisations, active both in the Tamar Valley, in the Plymouth area and more widely, to scope out the issues from their viewpoints, assess existing programmes and identify opportunities for collaboration. These included organisations active in food production and processing, distribution, training, community development and regeneration. These included:

Duchy College - Duchy College runs the Food Innovation Service & Agrifood building, which houses 3 production rooms and associated equipment which are used for various teaching purposes by the college, but which are also available for hire by local businesses seeking to test production methods and equipment, and for initial production. The space was designed as an incubator space for new food businesses and also provides add on services where possible. Currently the centre receives 3-4 enquiries a week from small food businesses asking for services including, shelf life testing, microbiological testing, Hazard Analysis and Critical Control Points development, nutritional

testing and advice, small-run packaging, and recipe development. Current student numbers for food processing are in decline, which is calling into question the future of the facility. Current staff capacity is unable to meet current demand from small businesses. The future of the Agri-food centre is under question and it is not yet certain how accessible the facility will be to new food producers in 2021.

The college would be interested in exploring the potential for new accredited training that would assist new entrants to farming, providing demand could be adequately demonstrated.

Plymouth Octopus Project (POP) & Food

Plymouth - In autumn 2019 these two organisations bought together a working group of local stakeholders, including Livewell Southwest, Tamar Grow Local and Plymouth City Council with a view to identifying key factors linked by food which affect our communities' health and wellbeing. A number of these factors will be addressed through Food Plymouth and the sustainable Food Cities programme. Factors identified which are of particular importance to the Tamara Landscape project include food insecurity, confidence and knowledge of cooking with fresh ingredients and accessibility of local fresh food.

Plymouth Community Homes - Plymouth

Community Homes has a strong commitment toward improving the health and wellbeing of their tenants. In 2015, it commissioned a 10- year scoping report and action plan to identify ways in which it could better engage its tenants with utilising greater amounts of fresh and local produce. It has supported numerous food-related community projects in Plymouth and commissioned short courses for its tenants on topics, including windowsill and container gardening and cooking from fresh. It is committed to continuing this support and facilitation during the course of the Tamara project.

Tamar Organic Group - Tamar Organic Group is a group of organic beef producers predominantly but not exclusively in the Tamar Valley. They are very keen to promote pasture fed beef production and associated grassland management with a focus upon capturing carbon. The closure of the small abattoir in

Tideford in 2019 presented a huge loss to Tamar Valley small holders and specialist producers since the larger regional abattoirs cannot provide the same degree of specialist service, preparation or handling. Tamar Organic Group would like to explore options to either reopen the abattoir or provide a specialist cutting service that would meet their own needs as well as those of the wider livestock keeping community of the Valley. They are also very interested in a Tamar Valley brand that can adequately convey best practice in land management.

Tamar Valley orchard owners - In autumn 2019, Tamar Grow Local had over 20 enquiries from local small-scale orchard owners who were unable to get their crop pressed and bottled. This gap in provision was as a result of two local pressing facilities closing due to retirement. This has caused an urgent need for a new facility locally that is able to accept small amounts of varying varieties (500kg-5,000kg batches). Processing facilities have a direct influence on landowners' enthusiasm to manage and maintain orchards.

The company previously juicing and bottling the apples from the National Trust at Cotehele (estimated at up to 25,000kg/year by the end of the project period) has also moved away from apples to concentrate on other fruits. There is the potential for collaboration here regarding a business-to-business community owned apple juicing facility.

Tamar Valley Orchards Group - Tamar Valley Orchard Group is a community group which owns portable apple juicing equipment which it rents out to individual orchard keepers and businesses for apple juicing. The group also runs community apple pressing days. It is mindful that the two existing business-to-business apple pasteurisation and bottling businesses in the Valley have either closed or substantially limited the volume of apple juice they will process last year. The group has suggested partnering with Tamar Grow Local to purchase equipment for a community focused apple juice bottling business. It suggests that it would be beyond its remit to run such a business given its need for permanent premises, but it identifies the need for such a business to be established to meet the pressing need.

Ecological Land Cooperative (ELC) - Ecological Land Cooperative develops affordable, low impact, smallholdings for ecological agriculture. The high costs of land and rural housing make it nearly impossible for new entrants to farming to establish a farm business. The Ecological Land Cooperative purchases land and then sources appropriate permissions to create smallholdings with permission for low impact dwellings which are then leased to tenants. The Ecological Land Cooperative has recently purchased land near Rilla Mill in the Tamar Valley.

Farmstart Network - Farmstart projects provide opportunities and support for new entrants into horticulture, usually by providing access to land and infrastructure, including processing and markets. Some Farmstarts also provide mentoring and accredited training. The Farmstart Network was founded in 2019 and with funding from the Joseph Rowntree Foundation has produced a guide for setting up and running a Farmstart. The Farmstart Network is seeking to roll out standardised training suitable for small-scale production horticulture built around a Level 2 City & Guilds qualification. OrganicLea, a workers' cooperative based in London, has led on this to date and has already developed and delivered the qualification over the last two years in response to need and an absence of equivalent training provision in agricultural colleges. The demonstration garden described in this project would be an ideal venue for delivering this qualification.

Workshop

In January 2020 Tamar Grow Local organised a workshop for partner organisations to explore the issues arising from the survey and discussions with organisations to develop thinking around the potential solutions. The discussion from the workshop is provided at Appendix B and the key areas that emerged were:

- There is scope for more volunteering, learning and community engagement activities within the Tamar Valley focused on growing skills, heritage discovery, citizen science and community food production.

- There are many opportunities to connect with projects being developed in Plymouth, including community growing projects, retail and catering social enterprises, health and wellbeing projects and the creation of new production/ processing infrastructure. These could help reconnect the urban markets of Plymouth with the food growing areas of the Tamar Valley.
- There is a growing appreciation of the importance of a bioregional approach to planning for food, nature and communities. The Tamar Valley is part of the bioregion for Plymouth and would once have been its main source of food.
- Access to land is highly competitive in the area. But new agri-environment funding could help support more sustainable practices and also support new entrants into small-scale horticulture.
- Climate change awareness is a big driver of behaviour change and the project should capitalise on this.
- We could make more use of digital technology to reach new audiences and empower people to get involved.
- The 'Tamar' brand, developed by Westcountry Rivers Trust, or a similar brand has a lot of potential to be used as a quality mark for ecologically-grown food from the Valley; this would be an essential component in developing a viable local food system for the area.
- There is potential for a new community benefit society to be developed to attract community investment into the whole of the food chain and generate system change by acting across the supply chain.

1.06 HLF Landscape Partnership Outcomes met



1.07 NLHF Outcomes met



1.08 Geographic scope, constraints and assumptions

Geographic scope

The project will operate across the whole of the Tamara Landscape Partnership scheme area, however it is recognised that the scheme area is not a hard border and many of the anticipated outputs will also involve the population centres just outside the project area. It will, in particular, work closely with partners in Plymouth to create strong connections with consumers, community groups and food enterprises with the goal of re-establishing valuable trading links.

Constraints and assumptions

The primary constraint, as identified above, is the impact of the COVID crisis on the delivery of the project. We believe we have developed a flexible and realistic response to this but planning in these times is even more uncertain than normal.

The assumption is that by autumn 2021 the pandemic will have largely passed and people will be able to meet normally.

A further assumption is about the type of production systems we aim to support. One of Promoting our Produce's main aims is to strengthen and expand the agro-ecological food production capacity and food networks of the Tamara landscape. Conventional, extractive and intensive farming systems will not be excluded from the project out of hand, but if such businesses wish to participate they will need to demonstrate a sincere and long-lasting commitment to the conservation of the agro-ecological health and heritage of the Tamara landscape.

1.09 Changes in focus of work from first stage submission

The project has continued with the themes of the stage 1 submission, but updating the specific outcomes, based on public and business feedback, to maximise the impact of a local food project 3 years on.

The only significant change is the walled garden restoration and community allotments proposed in Stage 1 has now developed into a

demonstration market garden, with community allotments and, to maximise the opportunity of the increase in fruit tree planting and community orchards in the scheme area (and more orchards to come through the Tamara Landscape Partnership), a community apple juicing facility.

For budget changes between the first and second stage submission see section 2.2.

1.10 Interested parties and project interfaces

Organisation	Description
Cornwall Council	Unitary authority responsible for the delivery of local government to the county of Cornwall.
Devon and Cornwall Refugee Support	Providing advice, support, education, IT facilities and a friendly communal space for asylum seekers in the region.
Devon and Cornwall Rail Partnership	A not-for-profit partnership promoting and supporting branch lines across Devon and Cornwall including the Tamar Valley Line.
Devon Voluntary Action	Supporting people who want to volunteer and organisations who involve volunteers.
Duchy College	The largest education and training provider in the region, providing over 10,000 apprentices work-based learning in the last 10 years.
Food Plymouth	A central connecting hub for all local produce and food related matters in Plymouth.
Link Workers	Connecting people to community groups and helping the participants to develop skills, friendships and resilience.
National Trust	Protects and cares for places so people and nature can thrive. Looks after the nation's coastline, historic sites, countryside and green spaces, ensuring everyone benefits.
Plymouth Community Homes	An independent housing association providing homes and services people want and can afford in Plymouth.
Tamar Community Trust	A charitable trust that manages volunteer work parties to protect, conserve and promote the natural landscape and heritage of the Tamar Valley.
Tamar Grow Local	A community interest company set up on cooperative principles, promoting sustainable local produce in the Tamar Valley.
Tamar Valley Area of Outstanding Natural Beauty	Conserves and enhances the landscape of the Tamar Valley, while recognising the needs of the local community and economy.
Volunteer Cornwall	A charity dedicated to developing active and engaged citizens through volunteering.

Project interfaces:

- 1A – Small Detail, Big Difference
- 1C – New Approaches/Making Connections
- 2B – Come visit and stay awhile
- 3A – Tamara Trainees
- 3C – Natural Connections

2.2 Budget changes between first and second stage submission

2.2 Budget changes from first stage submission NLHF

	First stage submission		Second stage submission		
	Cash	In-kind	Cash	In-kind	Reason for change between first and second stage submission
7d - Capital Costs					
Purchase price of items or property					
Repair and conservation work	£50,000		£44,000		Change from walled garden restoration to demonstration market garden
New building work					
Other capital costs					
Digital outputs	£8,000		£21,000		Online training and software
Equipment and materials (capital)					
Other costs (capital)					
Professional fees (capital)	£2,000		£1,000		Moved into 'Digital outputs' category above
7e - Activity Costs	Cash	In-kind	Total	In-kind	
New staff costs					
Training for staff					
Paid training placements					
Training for volunteers	£12,500		£12,500		No change
Travel for staff					
Travel and expenses for volunteers	£5,313		£4,390		Slight decrease based on re-calculation
Equipment and materials (activity)	£5,000		£5,000		
Other costs (activity)					
Professional fees (activity)	£50,000		£52,000		Increase based on re-calculation of activity
7f - Other Costs	Cash	In-kind	Total	In-kind	
Recruitment					
Publicity and promotion					
Evaluation					
Other costs					
Full cost recovery					
Inflation					
Increased management and maintenance costs					
Non cash contributions				£3,000	Not calculated in 1st round submission
Volunteer time				£26,000	Not calculated in 1st round submission
Total cash	£132,813	£0	£139,890	£29,000	
Project total	£132,813		£168,890		

3.0 Project Plan

3.1 Activity, outputs and outcomes

	Activity	Output	Measurable Indicator	NLHF Outcomes met
1	Develop and provide a programme of short courses online/in person	5 courses devised and promoted	200 people complete the courses	2, 4, 5, 6, 8
2	Short video tutorials	6 short video tutorials each capturing the history, heritage and husbandry of particular flagship crops and varieties in the Tamar Valley	500 people view each of the videos online	2, 4, 5, 6, 8
3	Demonstration market garden site	Demonstration site improved	1 site improved	3, 4, 5, 8
4	Demonstration allotment plots	3 demo allotments established on 3 allotment sites	3 plots established	3, 4, 5, 8
5	Exchange visits to local food enterprises and producers	3 exchange visits held per year	15 participants in each visit, total 180 participants	1,7,8
6	New community allotment site	Establish a new community allotment site	1 new site established	3, 4, 5, 8
7	Support a network of volunteer local food ambassadors who will help with implementing the programme and extend its impact in their communities	Recruit, train and support a team of volunteers. each contributing on average 20 days per year of their time = total 1,600 volunteer days	20 volunteers each contributing on average 20 days per year of their time = total 1,600 volunteer days	2, 3, 4, 5, 6, 8
8	Promote food hubs, CSAs and other local food enterprises. through an online marketing campaign supplemented by print media	Launch an online marketing campaign supplemented by print media	Secure 25,000 new followers for social media accounts	1, 2, 3, 4, 6, 7, 8
9	Display stand at markets and other community events	Produce 2 x pop-up display stands	Attend 8 events per year = 32 events total	1, 2, 3, 4, 6, 7, 8
10	Signposting and outreach advice service	Provide telephone, email and in person support to average of 5 enquirers per week = total 1,250 participants	Provide support to average of 5 enquirers per week = total 1,250 participants	1, 2, 3, 4, 6, 7, 8
11	Support and enable use of existing apple juicing facilities during COVID-19 period of reduced demand for apple juice from cafés/pubs	Grow the market for apple juice amongst consumers. Develop protocols for business-to-business apple juicing	50% increase in sales of apple juice by Year 5	1,7,8
12	Develop new apple juicing and bottling facility in Callington as demand returns from cafes and pubs	Creation of a new facility with capacity to sustain existing and future orchards planned for the Tamar Valley	Process up to 50 tonnes of apples/year by year 5	1,7,8

3.2 Potential project and activity negatives

In consultations with stakeholders, as detailed above, there has been strong support, the desire to engage and be involved, and a sense of excitement about how the project could transform the way people grow, purchase and consume food in the Tamara scheme area. The stakeholders are unanimous in wishing to see a revitalised Tamara landscape and for our communities to rebuild their engagement with their food heritage, food growing and processing.

A potential negative is the project's sole focus on small-scale food producers in the Tamar Valley, potentially excluding larger producers. To address this strong coordination with project 1C New Approaches is key to ensure connectivity and the sharing of progress and benefits between the scales of production.

3.3 Internal prerequisites

The successful tender will work with the well established local food producers and providers in the scheme area and with contacts in Plymouth.

3.4 External prerequisites

Improvements to the demonstration garden site will require planning permission; it is anticipated that this will fall under permitted development. The only additional external prerequisite is to identify and secure a site for the new allotment. This is expected to be straightforward, given the increased interest in growing food and initial enquiries with local landowners.

3.5 Lessons incorporated

There are many relevant examples to be found in the UK and abroad of local food-centred programmes that are used to sustain the landscape and heritage of a community. An excellent overview of the issues and opportunities was recently provided by the report 'Our Future in the Land', produced by the Royal Society for the encouragement of Arts, Manufactures and Commerce's Food, Farming and Countryside Commission in 2019. Following a year-long inquiry across the UK and responding to interviews with dozens of

farmers and food enterprises, the Commission identified a set of key actions, many of which our Community Food Plan delivers:

A. Healthy food is everybody's business

1. Levelling the playing field for a fair food system – good food must become good business.
2. Committing to grow the UK supply of fruit, vegetables, nuts and pulses, and products from UK sustainable agriculture, and to using them more in everyday foods.
3. Implementing world-leading public procurement, using this powerful tool to transform the market.
4. Establishing collaborative community food plans help inform and implement national food strategies and meet the different needs of communities around the UK.
5. Reconnecting people and nature to boost health and wellbeing.

B. Farming is a force for change, unleashing a fourth agricultural revolution driven by public values

1. Designing a ten-year transition plan for sustainable, agroecological farming by 2030.
2. Backing innovation by farmers to unleash a fourth agricultural revolution.
3. Making sure every farmer can get trusted, independent advice by training a cadre of peer mentors and farmer support networks.
4. Boosting cooperation and collaboration by extending support for producer organisations to all sectors.
5. Establishing a National Agro-ecology Development Bank to accelerate a fair and sustainable transition.

C. A countryside that works for all, and rural communities are a powerhouse for a fair and green economy

1. Establishing a national land use framework in England inspires cooperation based on the public value of land, mediating and encouraging multipurpose uses.
2. Investing in the skills and rural infrastructure to underpin the rural economy.
3. Creating more good work in the regenerative economy.

4. Developing sustainable solutions to meet rural housing need.
5. Establishing a National Nature Service that employs the energy of young people to kickstart the regenerative economy.

4.0 Project Management Team Structure

4.1 Project Lead

Successful outsourced consultant who will report to the Tamara Landscape Partnership Programme Manager.

4.2 Project Team Roles and Responsibilities

Name	Organisation	Responsibility
Consultant – TBC	TBC	Project lead and delivery
Programme Manager	Tamara Landscape Partnership	Project delivery overview
Finance and Monitoring Officer	Tamara Landscape Partnership	Finance and monitoring overview
Communications Officer	Tamara Landscape Partnership	Communication support
Land Management Officer	Tamara Landscape Partnership	Coordination with other land based projects

5.0 Risk Management Strategy

5.1 Risk Register

ID	Cause	Effect	Likelihood	Impact	Proximity	Risk Response	Risk Owner	Risk Actionee
1	Economic recession	People cut back on non-essential spending and are forced to buy cheaper food/reduce leisure activities	Low	Low	Years 1-5	Adapt activities to help deliver local food as cost-effectively as possible. Encourage people to access the project to improve quality of life at very low cost	Appointed contractor	Appointed contractor
2	COVID-19	People are unable or unwilling to meet in person; larger-scale events are not possible	Low/Med	Low/Med	Year 1	Adapt activities to carry out online. Offer small-scale socially-distanced activities	Appointed contractor	Appointed contractor
3	People don't have time to engage with the project	Volunteers are hard to recruit and the impact of the project is reduced	Medium	Medium	Years 1-5	Maintain a high profile through all platforms; build on existing connections; work with partners to engage people	Appointed contractor	Appointed contractor
4	Partners are unwilling to engage because their own operations are under pressure	Reduced engagement and scale of activities	Med/High	Med/High	Years 1-5	Maintain close connections with partners, build collaborative advantage and social capital	Appointed contractor	Appointed contractor
5	Appointed consultant ceases trading within the lifetime of the project	Need to change lead organisation for project delivery	High	High	Years 1-5	Maintain project design which has continuity and resilience in mind, that is, all outputs designed to function autonomously should the need arise	Appointed contractor	Appointed contractor

Definitions:

1. What creates the risk
2. The effect the risk will have on the project
3. Likelihood that the risk will arise
4. Impact of the risk on the project
5. When the risk may occur – within development of product, within delivery of product, within lifetime of project
6. Actions taken to reduce risk exposure to acceptable level
7. Individual responsible for management, monitoring and control of all aspects of risk assigned to them
8. Nominated owner of an action to address risk – some actions may not be within remit of risk owner's control

5.2 Early-warning indicators and responses

	Indicator to be measured	Monitoring of indicator	Response if not met	Indicator owner	Indicator actionee
1	Number of volunteers	Appointed consultant records	Increase marketing and review offer	Appointed consultant	Appointed consultant
2	Participants in courses	Appointed consultant records	Increase marketing and review offer	Appointed consultant	Appointed consultant
3	Volume of sales through hubs	Appointed consultant records	Increase marketing and review offer	Appointed consultant	Appointed consultant
4	Improvements to demonstration sites	Appointed consultant records	Increased attention and action with partners.	Appointed consultant	Appointed consultant

6.0 Legacy

6.1 Long-term sustainability and management

This legacy strategy will continue to be developed and adapted during the project lifecycle to achieve maximum legacy and sustainability benefit.

The Tamara scheme area has a number of strongly-rooted organisations that have sustained multiple food projects over the last 13 years. The successful consultant, working in partnership with these organisations will further improve these outputs and provide additional resilience in the local food economy.

