

Caradon Hill Area Heritage Project Final Evaluation and Completion Report

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Caradon Hill Area Heritage Project Final Evaluation and Completion Report



Report to the Heritage Lottery Fund prepared on behalf of CHAHP by
Marija Anteric and Richard Clarke.



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The National Lottery[®]
through the Heritage Lottery Fund



Acknowledgements

Significant input to this report has been made by a number of individuals who cooperated in its production over a much condensed timescale.

The authors would particularly like to thank all those associated with Caradon Hill Area Heritage Project – members of the CHAHP Legacy Group (previously the Project Partnership Group), partner representatives, project leads and participants, who gave freely of their time to meet us, supply information and give their views.

We are particularly grateful to Alan Jeffrey and Iain Rowe of Cornwall Council, to Jane Gorst, the Partnership Manager from mid-2012 until December 2013 and to Cllr Derris Watson. Alan, in addition to managing our contract has assisted us a good deal in our work including the organisation of the initial questionnaire survey. He has also supplied the financial data presented in Appendix 1. Iain has been associated with the CHAHP since its inception, was Cornwall Council's Project Officer until December 2013 and continues to play a central role in sustaining the project's legacy. As Chair of the Project Partnership Group, Derris has been another driving force behind CHAHP and, with Alan and Iain, has commented on the draft version of this Report. The timing of the evaluation commission (see Section 3 below) was such that we have never met Jane, but before leaving her post in December 2013 she put together the Output Data Report and Project Data Report (presented as Appendices 2 and 3 to this Report) and she also provided draft text which has been incorporated into it.

Quantitative data in this report (including financial information) was provided by the CHAHP Partnership and/or by Cornwall Council. Our own assessment has been focused principally on outcomes and qualitative data and in this respect we wish to express our particular gratitude to CHAHP partners and project leads for providing information and sharing their experiences.

Finally we would like to thank the Caradon Hill community, and in particular those of the 283 individuals on the Friends of Caradon Hill mailing list who responded to our questionnaire, took part in interviews, and/or welcomed us on site during our visits..

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March 2014

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Figure i. Trethevy Quoit, March 2014. The quoit features in the original (Top left) and re-launched (Top centre) 2012 logo of the Caradon Hill Area Heritage Project.

Foreword by Derris Watson, Chair of the CHAHP Project Partnership Group

The area around Caradon Hill has been close to my heart ever since moving here. My association with it goes back to my time as Secretary of the Minions Area Heritage Project, which could almost be viewed as the foundation on which the Caradon Hill Area Heritage Project was built, and has continued ever since.

I was delighted when the news finally came through that our funding bid to the Heritage Lottery Fund was successful. I had done my level best to promote and foster the idea over several years and iterations and knew that this would be a real chance to accomplish some much needed work



The breadth and scope of this Landscape Partnership Project has been amazing and the determination within the Legacy Group that we must continue, as a community, to preserve and enhance the heritage of this part of Cornwall is wonderful to see.

Without the work done over the past 4 years I am sure we should have had some casualties amongst the mine buildings, the stabilisation work has saved these for the foreseeable future. These are the most visible reminders of the Project. The cycle trail too will enable people to enjoy the beauty of the moors and byways enhanced by the electronic guides which can be carried on one's phone.

The work on the landscape itself is more subtle, rebuilding field boundaries which blend into the original, eradicating alien plants which would otherwise destroy native habitat, identifying dormouse colonies and other ecological tasks. All important pieces in the jigsaw which fit into an impressive whole.

The most important work however is not immediately visible. This is the work within the community, bringing together residents of many villages, hamlets and parishes. Involving and enabling them to work together across the project area, teaching new skills and helping to broaden thinking about all the various aspects which make up our heritage. The engagement with children at local schools, helping to raise a new generation of people who will love and respect the land where they live, bodes well for the future, where the local people will continue to care for and enhance their locality.

It has been a long journey and not all of it has been easy, it has seen some minor failures, but I am proud and happy to have been a small part of this project and look forward to being involved in the Legacy Group in the coming years

A handwritten signature in black ink that reads "Derris Watson". The signature is fluid and cursive, with a long horizontal stroke at the end.

CLlr Derris Watson.



Caradon Hill Area Heritage Project Final Evaluation and Completion Report to the Heritage Lottery Fund

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1 Introduction

The Caradon Hill Area Heritage Project is a partnership scheme Funded by the Heritage Lottery Fund Landscape Partnership (LP) programme. Its Vision is embodied in the Project's Landscape Strategy ⁽¹⁾ which aims to ensure that in the Caradon Hill Area:

- the character and important features of the natural and built heritage are conserved and enhanced for present and future generations;
- people engage with and benefit from this heritage through sustainable recreation, agriculture and industry;
- local communities, landowners, farmers and visitors work together to enjoy, respect and celebrate their shared heritage.

Purpose of this Report

This Report fulfils the requirement of the Heritage Lottery Fund (HLF) for Caradon Hill Area Heritage Project (CHAHP) to conduct a Final Evaluation of its work and to produce a Completion Report.

Our evaluation has been designed to provide an independent assessment of what CHAHP projects have delivered (their outputs), what the benefits (outcomes) have been for heritage and people and what lasting impact CHAHP will have made (its legacy). This Report identifies what CHAHP has achieved, celebrates its successes and considers what difference it has made to the area. It also considers what may not have worked so well and the lessons that may be drawn for the future.

Structure

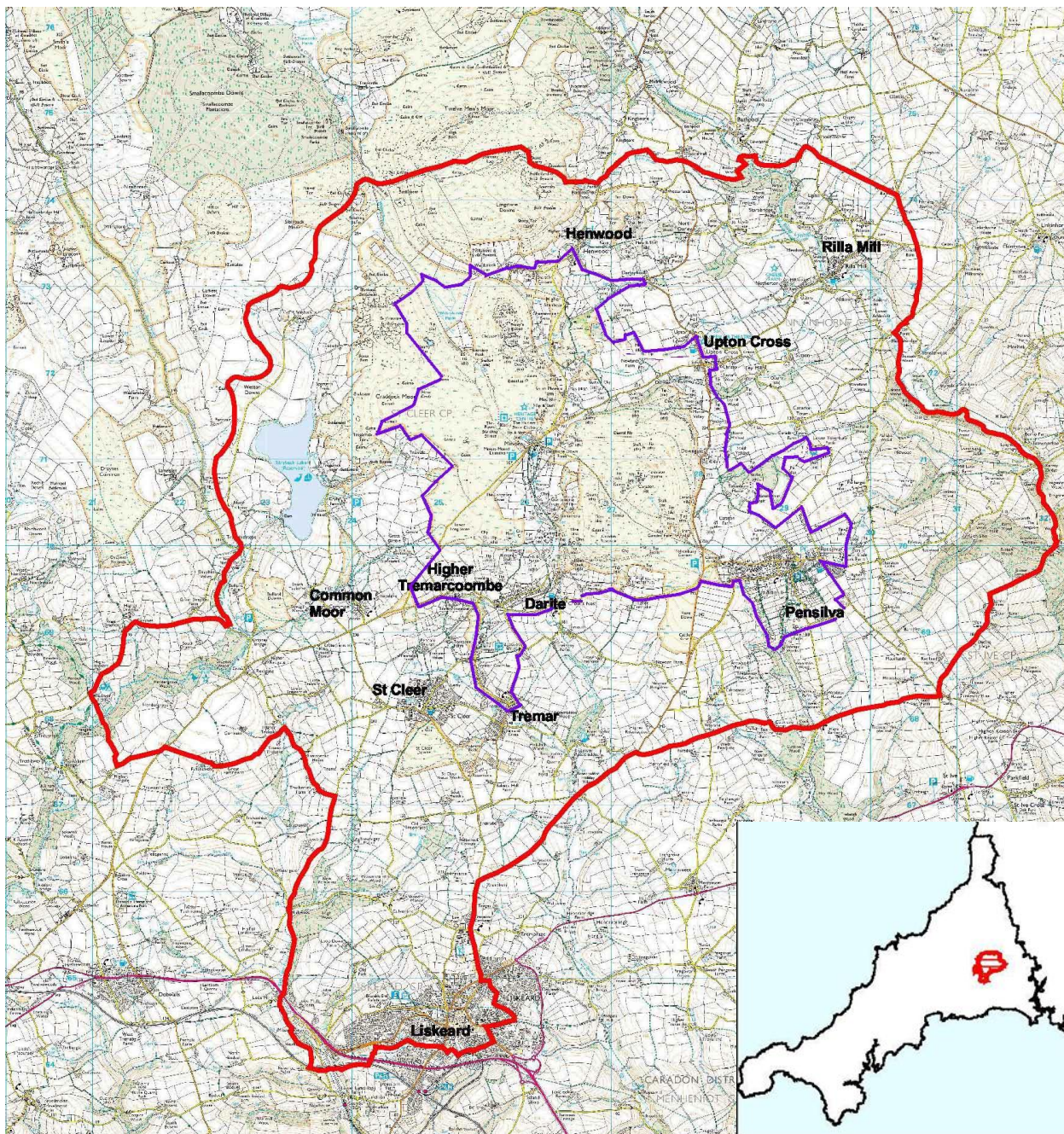
Subsequent sections of this Report:

- Provide information regarding CHAHP, its origins, aims and objectives, and on its partners and projects (Section 2: The Caradon Hill Area Heritage Project).
- Consider the HLF evaluation and reporting process and on the methodology that has been adopted in producing this report (Section 3: The evaluation context).
- Examine the component elements of CHAHP – what was actually done, and what was achieved by the individual projects under CHAHP's five programme areas (Section 4; Projects, outputs and outcomes).
- Assess the enduring benefits of CHAHP beyond the end of HLF funding and review some of the things which worked less well or are still outstanding (Section 5: Legacy and lessons learnt).
- Briefly summarise this Report and Evaluation (Section 6: Conclusions).

Finally, a series of five appendices provide additional information on:

- Summary financial data to end 2013 (Appendix 1).
- The content, outputs and outcomes of individual projects (Appendix 2).
- The aggregate outputs of the CHAHP under HLF's data collection categories (Appendix 3).
- The results of an on-line questionnaire and community survey conducted as part of the Final Evaluation (Appendix 4).
- The programme of site which informs and supplements the above (Appendix 5).

Figure ii. Location of the Caradon Hill Area Heritage Project



The boundaries of CHAHP enclose the of the Caradon Mining District of the Cornwall and West Devon Mining Landscape World Heritage Site forming a ‘buffer zone’ which accords with the World Heritage Convention. The wider landscape complements the WHS forming an area in which conservation of the natural and cultural heritage benefits local residents, businesses and visitors in line with the principles and management recommendations of the European Landscape Convention.

2 The Caradon Hill Area Heritage Project

The Caradon Hill Area Heritage Project (CHAHP) is a Heritage Lottery Fund Landscape Partnership Project helping to recognise, conserve and enhance the area's special character for heritage and for people. This section outlines the origins and development of CHAHP, summarises its aims and objectives as contained in its (2008) Landscape Strategy, and identifies some administrative and financial issues that have affected implementation and delivery to date.

2.1 Origins

Since the 1980s, Caradon District Council had been working with other local organisations and Cornwall Council to promote conservation of the historic and natural heritage, to improve physical and intellectual access, and to promote community engagement, but with limited funding resources. CHAHP was conceived in 2004 following an in-principle offer of match funding from the South West of England Regional Development Agency (SWRDA). In August 2004 a successful application was submitted to HLF for a Project Planning Grant of £49,000. This enabled a number of studies to be commissioned, including a Landscape Character Study, a Historic Landscape Characterisation, and focused analyses of the area's natural environment, its historic environment and its mining heritage. In addition three outline plans were produced – for Interpretation, for Community Engagement and for Training and Skills.

By March 2006 project planning was complete and a Stage 1 (Development) grant application was submitted to HLF. In June a grant of £150k was confirmed and this enabled the work done during the planning phase to become the basis for an extensive process of local consultation, obtaining key permissions, and fostering the development of a partnership of local organisations through the elaboration of a programme of projects, to be embodied in a Landscape Strategy for the project area.

In November 2008 the Landscape Strategy was submitted to HLF as the basis for a Stage 2 (Delivery) application and in March 2009 HLF confirmed a grant to of £1,850,000 as 74% of total eligible project costs of £2,484,000, the balance to come as match funding, in cash or kind, from partner organisations.

2.2 The CHAHP Landscape Strategy 2008-2012

The CHAHP Landscape Strategy is the basis for its programme of activities, and a reference point for this evaluation and Final Report. It contains a description of (and justification for) the project area, including a Statement of Significance in relation to its natural and cultural heritage. It presents a Vision for the area, articulated in a series of key Objectives.

The CHAHP vision and objectives

The CHAHP Vision

The vision for the Caradon Hill Area Project as set out in the Landscape Strategy Report (2008) is to ensure that the Caradon Hill area “is an area:

- where the character and important features of the natural and historic environment are conserved and maintained for present and future generations;
- where people share in and benefit from their landscape and heritage through sustainable recreation, agriculture & industry, and learning, interpretation & creative projects;
- and where local communities work together with landowners, farmers, and visitors to enjoy, respect and celebrate our shared heritage.”

(Extract from CHAHP Landscape Strategy 2008)

The objectives of the Caradon Hill Area Heritage Project as presented in the Landscape Strategy are to:

- “Encourage local people to learn about and become involved in their local landscape heritage, including its conservation, enhancement and protection.
- Survey, conserve and enhance important wildlife habitats and geological/ mineralogical sites, and help facilitate their long term management.
- Research and survey key features that create the historic character of the landscape, and implement management works to conserve and enhance them.
- Conserve the highest priority mine structures according to the best practice recommendations for Cornwall’s mining heritage and the standards appropriate to a World Heritage Site.
- Facilitate best practice in environmental land management of the area’s landscape heritage.
- Improve access in a sustainable way to enable people to enjoy the area.
- Provide inspirational, inclusive and accessible learning opportunities that capture hearts and minds, and foster an appreciation of the area’s distinctiveness and heritage.
- Encourage relevant skills training, especially to enable local people to become more involved in the area’s heritage and related activities.
- Seek the sustainability of the projects in the long term where appropriate.
- Thereby make a major contribution to assisting rural regeneration in the area.”

Action Plan

The core of the 2008 Landscape Strategy is the Action Plan. This identifies a total of 34 individual projects, each described in detail and separately costed with clearly identified objectives and outcomes. It outlines five strategic programmes of work, each with a broad strategic aim and set of objectives. The projects are grouped into five programme areas: Natural Environment, Historic Environment, Mining, Land Management & Access, and Interpretation, Education & Training. Each programme has its own budget and a sixth budget head is allocated within the overall HLF grant to support delivery including

wages and overheads for a CHAHP delivery team. The whole CHAHP Landscape Strategy was to be delivered over a three-year period to March 2012.

Project management and governance and finance

The accountable body for the project and employer of the Project Team is Cornwall Council. The initial project team for Stage 2 comprised a full time Project Manager; and two Project Officers, both working a 4-day week. One Project Officer concentrated on the heritage and education elements of the Project, the other Project Officer concentrated on the environmental and farming aspects, with the Project Manager taking responsibility for the mining heritage works. The intention was that all three staff should liaise with each other to enable a flexible approach which maximises use of the Team members' skills, experience and interests and enabled an overlap between projects as well as interaction with the community.

Delivery has been secured through the CHAHP Project Partnership Group (PPG) specifically set up to steer this Project. The PPG has met quarterly and its membership included representation from the local authorities, parish councils, landowners, commoners, the local community, relevant local organisations, and the national conservation agencies.

The project budget as set out in HLF Grant Letter March 2009 was £2,483,629 comprising £633,629 partnership funding, and match funded by HLF at a rate of 74.48% to a ceiling of £1,850,000. The project budget was broken down into budgets for each of the 34 projects plus allowance for Project Team Related Costs and other non-project costs. These were set out in the HLF Notification of Grant (March 2009) ⁽²⁾ as Approved Purposes.

The anticipated overall project spend at end December 2013 (Appendix 1) is £2,146,515. This is an under spend of £291,067 (including approved overspend on the project team related costs) against the original HLF Award. Estimated total final claim from HLF is £1,598,724 (74.48%) with the remaining £547,791 (25.52%) provided as match funding from all other sources.

2.3 Implementation and delivery

Delivery of CHAHP has suffered from a number of problems, as follows:

Match funding. At the same time as the HLF Grant Notification letter was issued in March 2009, SWRDA withdrew significant match funding of £556k, which represented 88% of total match funding for the project. This led to a focus on seeking alternative match funding over the next months. This effort was largely successful and resulted in £320k of funding from RDPE-TRAC as well as a reduced match funding offer of £108k from SWRDA, increased funding from Cornwall Council and several new, smaller funding sources. HLF agreed that the £21353 convergence funding granted to the Parish Projects Group for the Higher Tremarcombe Pipewell and Pond project would be counted as match funding releasing a further £64k. Other changes to partnership funding were due principally to the abolition of the Regional Development Agencies, despite which the overall target level of partnership funding was achieved.

Local government reorganisation. Delays and uncertainty over match funding were significantly compounded by the change of Local Government administration in Cornwall from a County Council and regional District Councils to a single unitary authority in April 2009. The abolition of Caradon District

Council meant that individuals had to re-apply for their jobs (with some redundancies) as well as major administrative disruption.

All these changes resulted in a significantly delayed start to CHAHP delivery. HLF Permission to Start was delayed for more than one year until April 2010, though some time-dependant projects were carried out early during 2009/2010. At the start of the delivery stage the proposals for each of the projects were reviewed and developed and set out as a series of outputs, comments, exit strategy and evaluation notes within a set of Programme and Cash Flow files. These have formed the basis of the Project Data Report presented as Appendix 2 of this report.

Project management issues. During spring / summer 2012 the HLF raised concerns over delivery and completion of the project, with 60% of project duration expired and only 10% of grant claimed. To address this issue, a new post of Programme Manager was created in summer 2012 (the original final year of the project) to review the project and present a revised project programme to HLF. The Programme Manager identified a number of additional management problems including:

- A reluctance within the delivery team to commission services from external providers.
- Delivery of outputs using hands-on officer time resulting in higher staff costs, but lower capital costs.
- Significant officer time spent to prepare projects at start of programme with delivery of many of projects back-ended.
- Teething problems with CC procurement software during the period April 2012 to Sept 2012.
- Over estimation of certain of the project budgets at the project bid stage.
- Lack of regular financial reporting and transparency.

The project review was carried out in December 2012 in consultation with the PPG in order to develop a revised plan based on an extension of HLF grant by 12 months to March 2014. This review also allowed the opportunity for the Project team, PPG and community to put forward ideas for new projects that met the original project aims in order to meet the anticipated under-spend. At the same time CHAHP was 'relaunched' with a new logo (original and new logos feature at the head of this Report), a new website, and an improved communication strategy.

In January 2013 HLF approval for the extension of the project was given and by December 2013, 98% of projects by value had been completed. HLF have agreed with Cornwall Council that all administration and finance for CHAHP will be complete by 31st March 2014. The present document satisfies HLF's requirement for a Final Evaluation and submission of a satisfactory Completion Report in order for final payment of remaining grant monies to be made.

Figure iii. Outline history of CHAHP

<i>When</i>	<i>What</i>
Pre Stage 1	
2003 Feb	SWRDA in-principle offer of £667k match funding towards an HLF Area Scheme.
2004 Aug	Submission of HLF Project Planning bid.
Nov	HLF Project Planning bid of £49k awarded.
2006 Feb	Public exhibition of final draft proposals.
Mar	Submission of HLF Stage 1 (development) bid.
June	HLF Stage 1 Development Grant of £150,000 confirmed.
Stage 1	
2007 Dec	Completion of project planning & draft Landscape Strategy.
2008 Nov	Submission of HLF Stage 2 (delivery) bid including Landscape Strategy.
2009 Mar	HLF Stage 2 grant of £1,850k as 74% of total eligible project costs of £2,484k confirmed.
Stage 2	
Mar	SWRDA match funding guarantee withdrawn.
	Performances of Gonamena Community play in association with Phoenix 100 event.
	New Phoenix Mining consolidation works carried out.
Apr	Caradon District Council abolished; Lead body responsibility transferred to the new Cornwall Council Unitary Authority.
Aug	RDPE-TRAC Business Plan bid for funding completed.
Nov	SWRDA reduced funding offer of £108k under the Environmental Improvements Programme RDA Single Pot Fund.
Nov	SWRDA RDPE-TRAC funding offer of £320k (Defra).
2010 Mar	Programme & Cash flow files completed.
Apr	HLF Permission to start / Commencement of HLF Stage 2.
Jun	Government announcement of abolition of RDAs.

Jul	Practical start of Stage 2 (delivery).
Aug	First Project Partnership Group (PPG) meeting.
2012 Mar	RDPE Funding Programme taken over by Defra.
Mar	An additional Programme Manager post appointed to secure delivery.
2013 Jan	HLF approval given for extension to March 2014.
Mar	[Original planned completion date]
Nov	First meeting of the CHAHP Legacy Group – replaces the Project Partnership Group.
Dec	Completion of Project work. CHAHP staff team contracts terminate.
2014 Feb	Evaluation of CHAHP commissioned.
[Mar	Completion of HLF Stage 2. Submission of Final Report. CHAHP Legacy Group to become the steering group for a Caradon Heritage Partnership.]

3 The evaluation context

This section introduces our approach, as authors of this report, to the CHAHP Final Evaluation. It starts with a summary of HLF's requirements and guidance in respect of evaluation. It then presents the approach we have taken to evaluation and the methods adopted in the light of time constraints of our commission.

This Final report has also had regard to the wider CHAHP evaluation context, particularly in respect of existing landscape and heritage designations in the area including:

- The World Heritage Site (WHS) status of the CHAHP 'core area' of Caradon Hill.
- The AONB designation which applies to much of CHAHP's north-west area.
- Other cultural heritage designations including Scheduled Ancient Monument (SAM) and Conservation Area status.
- National Nature Reserve (NNR), Site of Special Scientific Interest (SSSI) and County Wildlife Sites.
- The evaluation context of UK accession to the European Landscape Convention (ELC).

3.1 HLF evaluation guidance.

CHAHP was conceived under HLF's first Strategic Plan as an Area Scheme and developed as a Landscape Partnership under HLF's second (2004-8) and third (2008-13) Plans, during which HLF developed its approach (and placed increasing emphasis on) effective monitoring and evaluation. Some of these changes include:

- An increasing emphasis on benefits (to heritage and for people) alongside financial monitoring of project implementation.
- Looking beyond outputs (as measures of activity) to outcomes (longer term benefits) in particular those which endure beyond the end of HLF funding (legacy).
- Working with partnerships and project partners, seeing evaluation as a participative process which enhances delivery rather than primarily an external assessment of achievement.
- Utilising a wide variety of evidence including qualitative as well as quantitative indicators.

This changing approach is embodied in HLF's current (20013-18) generic guidance published in October 2012⁽³⁾ which we have been asked to refer to in our work. HLF have also published subsequent evaluation guidance (following our national evaluation of the Landscape Partnership programme in 2011)⁽⁴⁾ which develops this approach specifically for new Landscape Partnerships (LPs).⁽⁵⁾ The emphasis on outcomes is also contained in informal advice that HLF provides in regard to legacy planning⁽⁶⁾ as well as in its concern that working at a landscape level should deliver benefits which are more than the sum of the outcomes of individual projects.⁽⁵⁾ Our evaluation takes this more recent guidance into account whilst recognising as a 'baseline' the HLF's evaluation advice as it existed at the time of submission of CHAHP's Stage 2 application in 2008.

HLF requires that every Landscape Partnership should conduct a Final Evaluation towards the end of its Scheme and submit a satisfactory Completion Report (embodying the results of the Final Evaluation)

before it can ‘sign off’ the Scheme and release the final 10% of grant money. HLF guidance is that up to 1% of project costs (for grants of £2m or more and up to 3% for grants below £2m) should be allocated to evaluation.⁽⁵⁾ The Final Report must be an independent evaluation of what has been achieved and common practice is for the evaluation report to be contracted to external consultants.

It is increasingly recognised as good practice for evaluation to begin as early in the delivery stage as possible and not left towards the end of a scheme when evidence (and key individuals) may not be available.

It is important to note that this Final Evaluation and Completion Report exists alongside other HLF reporting requirements including the regular reports made to HLF by Cornwall Council as lead body, and those of the HLF–appointed Monitor who will produce a separate Closure Report on CHAHP. Much of the focus of these other reports concern financial matters including grantee expenditure and grant draw down. Financial matters are not a focus of this Final Evaluation and Completion Report.

3.2 The CHAHP Final Evaluation and Completion Report

CHAHP and Cornwall Council have asked us to embody our Final Evaluation in a Completion Report to HLF. Our evaluation along with the CHAHP Project Data Report (PDR) and Output Data Report (ODR) to HLF provide the baseline for this Completion Report.

Our work has been significantly handicapped by three aspects to do with timing:

- It was commissioned on 3 February 2014 well after the effective end of the Scheme in December 2013 when the contracts of the LP Manager and others Partnership team terminated; it has not been possible to consult them as part of our evaluation. As a consequence ‘first hand’ information on the scheme has been sought from individuals associated with it, as project partners or members of the Project Partnership Group.
- It has been conducted to a very condensed timescale with a deadline for submission of the draft report by 5 March and of this Final Report by 10 March. Our External Evaluation has had to be condensed into a period of just four weeks.

This Report should therefore be read with the above limitations in mind. Our own brief, and our evaluation has focused on qualitative aspects, with evidence drawn primarily from consultation and survey of individuals – external ‘experts’, partner leads, project participants and members of the local community. Quantitative data (including output data) is primarily that supplied by the CHAHP team prior to their contracts ending in December 2013. We have not been able to seek clarification of information provided or correction of the conclusions we have drawn from it. Financial information in Appendix 1 is supplied by Cornwall Council.

3.3 Methodology

Our approach has combined a number of elements:

Desk research

Quantitative data in this Report is based largely on information supplied by CHAHP and Cornwall Council. It consists of three Excel workbooks:

- CHAHP summary financial data (to end December 2013) – presented as Appendix 1.
- CHAHP Project Data Report (December 2013) – presented as Appendix 2.
- CHAHP Output Data Report to HLF (December 2013) – extracts presented as Appendix 3.

This was supplemented to some degree by our own enquiries which revealed additional outputs which we have included in our account below where relevant.

In addition our qualitative assessments have taken account of the following documentary or media sources:

- CHAHP Landscape Strategy (November 2008).
- CHAHP draft internal Evaluation Report Draft (December 2013).
- CHAHP project outputs including printed materials but also other media (such as those of 5P Enhanced Electronic Interpretation).
- The CHAHP website and other on-line resources including websites of CHAHP partners and projects.
- Other paper based and electronic media including Caradon Hill related materials produced since 2008. These include the WHS Management Plan (2013 revision) and the AONB Management Plan.
- CHAHP's Stage 2 submission to HLF held at HLF's SW Regional Office.

Questionnaire survey

An on-line questionnaire was mounted on SurveyMonkey on 6 February 2014; hard copies of the questionnaire were also produced.ⁱ The questionnaire was designed in sections each commencing with a closed question designed to elicit perceptions of or attitudes to aspects of CHAHP objectives and projects, but which importantly then provided the opportunity for (sometimes extended) open, narrative responses on the perceived strengths and weaknesses of CHAHP in regard to each area. At the same time:

- An email was sent to 283 members of the Friends of Caradon Hill announcing the evaluation and explaining its purpose, with a web link to the on-line questionnaire and a request to recipients to complete it; 16 of these emails bounced.
- A similar email was sent to members of the Caradon Hill Project Partnership Group where email addresses were known.

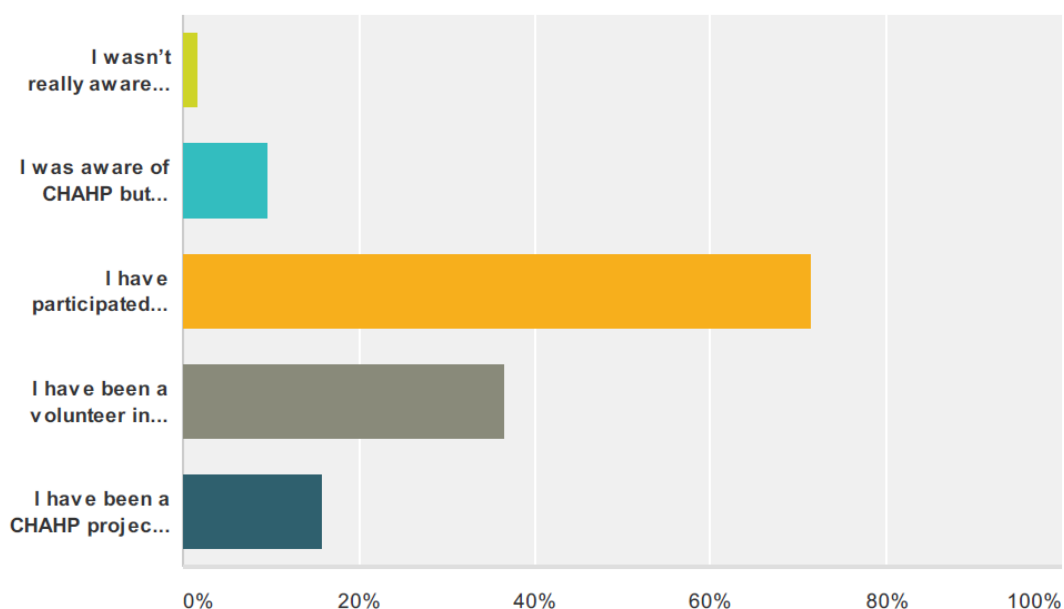
ⁱ We are grateful to Alan Jeffrey for arranging and implementing this at the Cornwall Council end.

- A further email was sent to all individuals on the Liskerrett Community Centre mailing list and to other smaller mailing lists which it was felt were likely to reach residents living in the CHAHP and surrounding area.
- Hard copies of the questionnaire were left in the Liskeard One-Stop-Shop together with pre-paid envelopes for return of completed questionnaires.
- Hard copies were sent by post with a covering letter and with pre-paid return envelopes to others where only postal addresses were available including those members of the CHAHP PPG without emails.
- Returned postal questionnaires were entered electronically into SurveyMonkey.

A total of 66 questionnaire responses were received overall. Appendix 4 presents the text of the email request to complete the questionnaire (a similar modified text was used for the covering letter to postal recipients) and printout of the summary results of the questionnaire survey.

It is important to note that the survey is not a representative (and much less a statistically significant) sample of the community of the Caradon area. In comparison with the total population, respondents are almost certainly skewed towards those who have had at least some engagement with CHAHP projects (Figure iv) and towards those who perceive it more favourably. However narrative responses – including those of the limited number of individuals who had not previously been aware of CHAHP or who had limited engagement with it, and the presence of some negative or hostile responses – suggests that these are likely to be reasonably representative of the spread of opinion.

Figure iv. Degree of involvement of questionnaire respondents to CHAHP.



The questionnaire survey was supplemented by a programme of semi-structured individual interviews. These were of two types; key informant interviews and 'follow-up' interviews with respondents to the questionnaire survey who had indicated their willingness to be contacted and who had provided contact information for this to happen. In both cases the interview programme was limited by time constraints – difficulties in getting hold of people by telephone and lead times for setting up pre-arranged interviews by email. Most interviews were conducted by telephone; a limited number were carried out on-site in

conjunction with visits to project locations (see below). More demographic information about questionnaire respondents is provided under Section 4.6 below.

Key Informant Interviews

A selection was made of individuals who might reasonably be considered to have expert or ‘inside’ knowledge of CHAHP and its achievements. This included representatives of statutory agencies (Natural England, English Heritage, the Cornwall AONB, and the WHS) the HLF Monitor and Regional Grants Officer, and project leads and members of the PPG selected from a list provided.

Unfortunately the PPG list provided proved to be at least two years out of date: the Cornwall Council Ecologist had left her post in August 2012 (and had not been replaced) and another had resigned from the PPG. None of the Commoners’ representatives responded to our request for an interview. The local representative for English Heritage declined to be interviewed.

Respondent interviews

Nineteen of the questionnaire respondents indicated their willingness to take part in follow-up interviews. We were able to arrange and conduct interviews with eleven of these individuals.

Participation in the CHAHP Legacy Group meeting

A proposal to hold two focus groups (one for the local community and another for ‘experts’ and PPG members) proved impossible to implement in the time available. However, we ‘sat in’ on the Legacy Group meeting at Sterts Theatre in Upton Cross on the evening of 26 February and were able to take part in discussion during the ‘round table’ report (and to speak with several individuals after the meeting).

Site visits

A limited programme of site visits was conducted over two days, 25-26 February during which we were able to visit a total of thirteen CHAHP project locations.ⁱ

A list of site visits, key informant interviews and an (anonymised) list of ‘community’ interviewees is provided as Appendix 5 to this Report.

ⁱ We are most grateful to Iain Rowe for setting up these visits and for accompanying us on 25 February.

4 Projects, outputs and outcomes

The following sections consider the outputs, outcomes under each of the five programme areas identified in the Landscape Strategy together with a sixth section for a cross-cutting theme of community engagement, as follows:

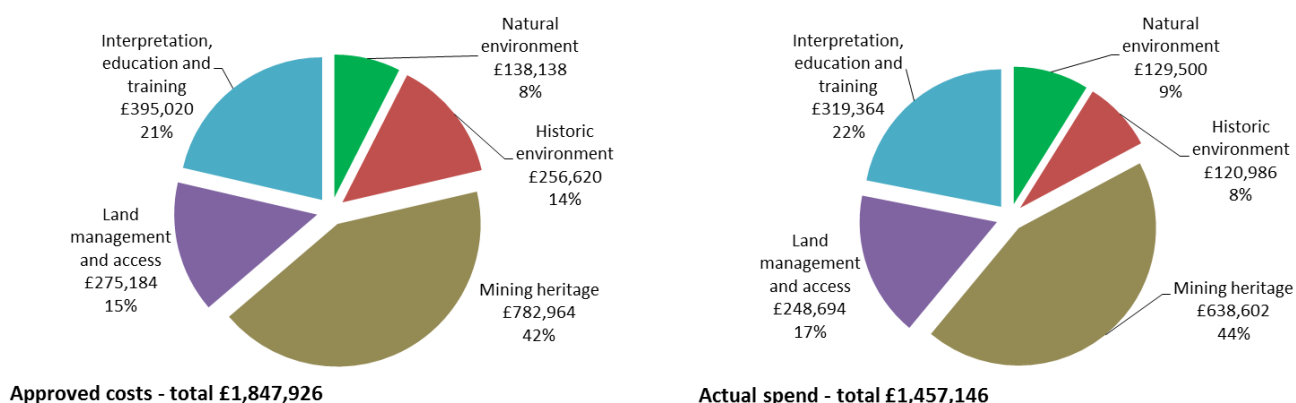
- Wildlife and natural features
- The built and historic environment
- Mining heritage
- Land management and access
- Interpretation, education and training
- Community engagement and participation.

Each section commences with an extract from the 2008 Landscape Strategy presenting the programme area’s aims and objectives; this is followed by a discussion of the projects undertaken (including significant changes over the delivery life of the Scheme) and of the significant outputs achieved.

Where project numbers are given, these refer to their listing in the PDR (Appendix 2); these are not identical to those in the 2008 Landscape Strategy. In both documents the classification of projects is to some degree arbitrary; most projects have multiple outcomes, contributing to several programme areas. For example all ‘natural environment’ projects contribute in varying degrees to the conservation of the historic landscape, to public access and understanding or to the enhancement of local heritage-related skills, and all have to some degree contributed to local community engagement. ‘New project indicates projects conceived to meet an underspend as part of the 2012 Project Review.

Figure v, below, indicates the relative significance (in terms of proportion of total project costs allocated to each) of the five CHAHP programme areas in the approved 2009 budget and anticipated actual March 2014 financial summary.

Figure v. Project cost allocations in the 2008 CHAHP Landscape Strategy



4.1 Wildlife and natural features

Natural Environment Programme

Aim: To conserve and enhance the habitats and natural environment of the Caradon Hill area, increase the knowledge and understanding of key wildlife sites, and facilitate their long-term management.

Objectives:

- Survey and research important wildlife habitats, to inform habitat management and site interpretation
- Facilitate and support best practice in conservation of habitats and species
- Work with farmers, commoners and landowners to improve management for biodiversity and landscape benefit
- To involve local people in the development and implementation of projects where appropriate.

(Extract from CHAHP Landscape Strategy 2008)

Projects

The CHAHP natural environment programme is in financial terms the smallest (accounting for under 10% of grant monies) but comprises a diversity of small but significant projects. These include:

- Parish Wildlife Groups Project: Wildlife groups work on events limited due to small numbers of people involved. However the situation improved after the Caradon Orchard Group was formed (40 members with CHAHP purchased equipment including a trailered apple press) and a successful event was held in 2013.
- St Cleer Parish Projects habitat improvements. These built on earlier HLF funded projects including the Dissenters General Cemetery and Chapel restoration, recording history and biodiversity and dissemination of information.
- A Dormouse recording and nest box project, with CHCHP paying for surveying and recording equipment.
- County Wildlife Sites access to Special Sites. This included restoration of and access to the Higher Tremarcombe Pipewell and Toyz Pond and scrub control along the line of the old railway.
- (New project) 'Alien Invaders – Himalayan Balsam' to include areas up stream of Golitha Falls with the intention to plants seeds of native species and wild meadow plants.
- (New project) Speed controls at Foredown to protect grazing animals.

Key outputs

Significant outputs relating to wildlife and natural features include:

- 2 Parish Wildlife Groups formed at Pensilva and Darite.
- 30 wildlife surveys undertaken (including surveys completed under the Field Studies Council's Open Air Laboratories (OPAL) network) totalling 42 survey days. These also provided information and advice to participants on pond dipping, bats and other mammals.

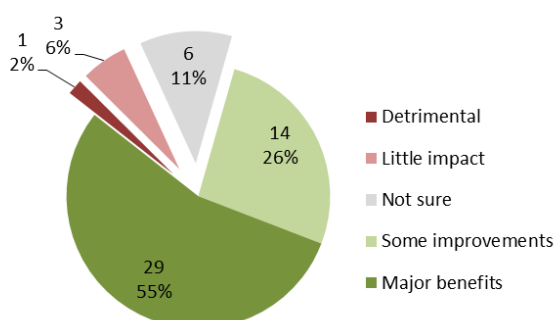
- 4 new box schemes with 500 boxes installed at 7 sites, including 50 replacements at Stara Woods and 6 dormouse handlers trained, 4 of whom received Natural England Licences.
- 54 semi-natural (woodland, grassland and heathland) sites and 2 riparian habitats maintained and 3 dry acid lowland grassland sites restored; 2 traditional orchards extended.
- 24 sites totalling 5 ha cleared of invasive species.
- 2 hedgerows, 2 dry stone walls and 8 fences restored; 450 trees planted, with 28 volunteers have been trained.
- Tactile Geology Display established in Liskeard and District Museum.

Several of the projects classed under ‘natural environment’ had significant outputs in other areas; for example the hedgerow and dry stone walling programme secured significant community involvement and produced lasting benefits in relation to local training and skills.

Outcomes and legacy

All projects in this programme appear to have been generated ‘bottom up’ through the enthusiasm of local groups and individuals. Perhaps because of this their focus has not been limited to wildlife and ‘natural’ habitats and benefits have included significant contributions to local history or cultural heritage (as in the case of the St Cleer Dissenters General Cemetery and Chapel restoration) to the development of specialist interest groups (as with the Caradon Amateur Geology Group) or to new community activities (as with the Caradon Orchard Group). In addition to its direct local benefits to the target species, the hazel dormouse project also contributed to national records through the UK Biodiversity Action Reporting System (BARS) though this does not appear to have been the case with the wildlife surveys; the CHAHP Output Data Return states that biodiversity records are not reported to BARS; this is now a HLF requirement for all LP schemes. The hedgerow, dry stone wall and tree planting programmes have also contributed to the conservation of the area’s cultural landscape.

To what extent do you think CHAHP has contributed to the conservation of wildlife, habitats, earth heritage or other natural features?



Over half the respondents to the on-line survey felt that projects in this area secured major benefits to natural features with a further quarter noting ‘some improvements’. One respondent stated that CHAHP had been detrimental to wildlife although when interviewed stated that this was because he had improved wildlife habitats on his farm

but was unaware of any other local projects.

One issue that arose during our visit concerns the responsibility for maintenance, aftercare and safety of sites following restoration works. In the case of Higher Tremarcombe Pond the dredging/desilting and removal of surrounding invasive vegetation has restored a significant village amenity and a new dipping platform has provided a valuable recreational and educational facility. Although the works were approved by the landowner at the time they were started (autumn 2011) no formal arrangements have

been made for maintenance (although there is an informal commitment by St Cleer community members to undertake periodic clearance) the new landowner is concerned about his potential liability for any accident. A RoSPA survey has rated the site at the lower risk level but recommended the establishment of a vegetative border and regular checks to ensure edges and retaining wall are in a good condition and it is not clear who has formal responsibility for this or who would be liable if it were to be neglected.

Figure vi. Toyz Pond restoration at Higher Tremarcombe



Dredging, clearance and reinstatement of the dam of Toyz Pond has restored a significant historic feature of the village, improving visual amenity, enhancing biodiversity and creating a new educational resource. Community members have agreed to undertake responsibility for maintenance.

“Introducing children to the moorland landscape will hopefully instil understanding and a desire to protect it. The publicity campaign on invasive plants (e.g. Japanese Knotweed and Himalayan Balsam) was very useful.”

“The Dormouse group has installed new nest box monitoring schemes which will be recorded by the national monitoring scheme for years to come. New records for the species have been verified and show on distribution maps. Raising public awareness, not only of species such as Dormice but also the very rare Bryophytes on some of the mining sites has made people see how valuable the area is.”

“Many people have been inspired to get involved in actually making bird boxes [they] have then been involved at home and with several groups such as local schools and wildlife groups.”

“Stara bridge project has encouraged use of a quiet area now disturbing wildlife.”

“My son is engaging in geological groups that have been formed out the interest started through opportunities provided by CHAHP.”

4.2 Mining Heritage

Mining Heritage Programme

Aim: To conserve the internationally important mining landscape of the Caradon Hill area, and increase opportunities for public enjoyment, involvement and learning.

Objectives:

- Conserve the highest priority structures, according to the best practice recommendations for Cornwall's mining heritage and the standards appropriate to a World Heritage Site
- Make the main mine complexes safer, by consolidating mine buildings and fencing mine shafts
- Link closely with relevant projects in the interpretation, education and training programme

(Extract from CHAHP Landscape Strategy 2008)

Projects

Mining is an immensely significant element in the Caradon Hill landscape and is treated separately in the 2008 Landscape Strategy and PDR. Stabilisation and structural consolidation of mining structures is the largest single CHAHP programme, contributing over 40% of total project costs. Projects are grouped in the PDR by three geographical areas: W Caradon, Craddock Moor and New Phoenix; S Caradon East - Holman's, Rule's and Kittow's; and S Caradon West - Sump's, Pearce's, Jope's, and Miners' Dry. This represents only a proportion of the mining heritage in need of attention within the CHAHP area; a significant part including Wheale Jenkin and Bellingham shaft was left out of the 2008 Landscape Strategy due to opposition by the landowner and commoners and we understand continues to deteriorate.

Required works to the mining fabric were identified by a professional structural assessment, approved by the Senior Archaeologist with the Cornwall Archaeological Unit and carried out by professional contractors. Works were carried out principally in the summer months to minimise ground damage and to avoid frost damage to lime mortaring; works to New Phoenix, Craddock Moor and West Caradon Mines were completed in 2011 and those to Holman's, Rules and Kittow's by 2012. Work in the three areas consists of stabilisation and consolidation of mining structures and features, none of which have had repairs since the late nineteenth century and some of which were in a dangerous state. The work has included scrub clearance, repointing with lime mortar, installation of lightning conductors, fencing of hazardous areas.

Other associated work includes the protection of bat habitat and bryophyte surveys.

Key outputs

The main output comprises the stabilisation and consolidation of some nine significant mine assemblages (five are identified in the ODR). Assuming that the fifteen recorded features in the ODR refers to earlier condition surveys this indicates that between six and ten assemblages remain in need of works.

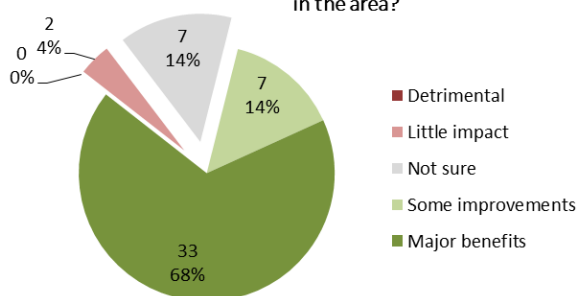
10 year management and maintenance agreements were concluded in the CHAHP development stage between Cornwall Council and the then landowner and submitted to HLF with the Stage 2 application; we understand these are being discussed with the new landowner.

However our site visit on 25 February revealed some significant safety hazards. These were particularly concerning since the Landscape Strategy identifies improved public access as one of the goals of the restoration. These have been reported to Cornwall Council and we understand are now being addressed. They include remedial works to a pit adjacent to Jope’s Engine House, improved fencing around mine shafts, and replacement of a bat grille over an adit with a solid steel cover.

Early in the planning stage for these works it was agreed that on-site interpretative panels would be inappropriate for this area. An innovative solution has been to develop audio-visual apps for each significant feature which can be accessed by visitors on android and apple ‘phones or by computer. Whilst not all visitors will have such access or feel comfortable with the technology, fixed interpretation is provided at the Minions centre and there is good existing literature on the mine workings and we feel this provides the optimum balance between providing good visitor information and avoiding ‘sanitisation’ of the semi-natural landscape of industrial dereliction.

Outcomes and legacy

How has CHAHP has contributed to the conservation of the mining heritage in the area?



Responses to the on-line survey indicated general agreement that the works have secured significant improvements to the mining heritage with 68% of returns stating that they had resulted in major improvements. (Most of those returning ‘not sure’ or ‘little impact’ stated that they were unqualified to make a judgement in this area.)

Our own brief visit to the South Caradon site on 25 Feb would support this general perception. Physical works have been approved by the County Archaeologist and appear to have been carried out to a good standard; after initial frost spalling lime mortar repointing seems to have consolidated well. We noted however that some walls which might have benefitted from repointing had been left covered in ivy, apparently for bats as a compromise between the relevant statutory agencies.



Figure vii. South Caradon Mine stabilisation

Stabilisation and consolidation of South Caradon mine structures is the largest CHAHP programme by cost, and should secure their fabric beyond the 10 year management and maintenance agreements concluded with the landowner, to the next 20 to 40 years.

The programme has involved some compromises between the interests of structural integrity, ivy, and bats. Cornwall Council is conducting a safety audit and undertaking remedial works to any hazards.

Interpretation of the stabilised mine works avoids intrusive panels. Instead short audio-visual presentations can be accessed by computer or android or i-phone.

“Repair & consolidation of mine buildings on Caradon Hill which were in danger of disappearing for ever. Now they will still be standing for generations to study keeping the history alive.”

“Preservation work on mine buildings - sensitively done & will ensure that the mining heritage remains for many years. [The] information leaflet - raising awareness and interest.”

“exemplary work, sensitively managed to integrate with the World Heritage Site landscape as a semi-natural industrial landscape.”

“CHAHP has assisted in the maintenance of local mine engine houses thus preventing them from further deterioration to the benefit of local people, visitors and wildlife. The long term benefits are that it will help preserve the local mining heritage within what is a World Heritage Site.”

“Lack of any projects on the mineral and geological wealth of the area [or] to protect the actual mine (underground) aspect of these sites. Only buildings and structures on surface have been addressed out of the whole broad subject of mines and mining.”

4.3 Other Built and Historic Environment

Historic Environment Programme

Aim: To conserve and enhance key historic sites and landscape features, and improve our knowledge and understanding of them.

Objectives:

- Increase the information resource on key historic sites within the Project area through research and survey
- Carry out works and/or facilitate works to improve the condition and presentation of these key historic sites and landscape features
- To involve local people in the development and implementation of all projects where appropriate.

(Extract from CHAHP Landscape Strategy 2008)

Most of the projects projected in the Landscape Strategy have been completed with several new projects added at a total cost of under half that anticipated in the 2009 grant allocation, over a number of separate project areas:

- Prehistoric monuments
- Medieval and post-medieval sites
- Cornish hedges
- Granite quarries
- Milestones, guideposts and crosses
- Railway features
- Settlements.

Projects

Each of the above areas comprises of a number of – mostly relatively small – projects, including:

- The re-siting of a medieval cross (associated with St Petroc) from Pendeen Children’s Home to a roadside near its original location in Fursnewth.
- Lowering of stone hedges at King Doniert’s, allowing a 360’ vista from the monument inclosure and other work to hedges including the Minions moorland wall (adopted as an exemplar of best practice by CC Historic Environment Service) and at Rillaton and at Rilla Mill.
- Repairs to hedges at Upton Cross and restoration of a granite wall at Trewalla Farm.
- Scrub and bracken clearance from Craddock and Caradon Hill, from the railway and embankment at Minions and at Tremarcombe (revealing previously unrecorded granite setts) and knotweed removal at Crylla Cross.
- A signage programme ranging from renovating or repositioning moorland signposts to (New project) a new plaque at King Doniert’s Stone and refixing a fallen plaque on St Cleer Well.

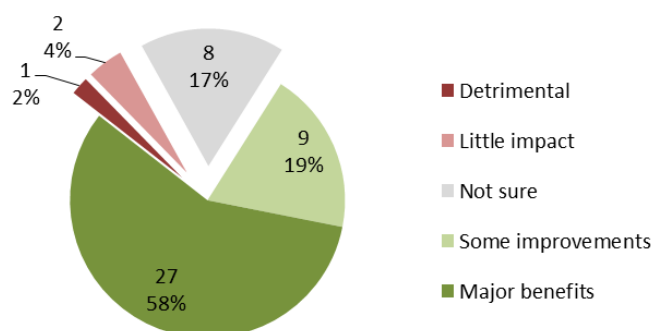
- Training courses including 3 hedge management courses for landowners, a 10-meeting Latin course for local history research and training in GPS for the Cornish Graves project.
- The formation of local groups including:
 - Caradon Archaeology (CA in partnership with Cornwall Archaeological Society) a group of 60 members dedicated to monitoring of Scheduled Ancient Monuments and planning applications; HLF also paid for GPS camera unit and safety equipment
 - Parish History Groups including the Linkinhorne History & Community Archive Group
 - the Caradon Mine and Miners Research Group
 - the Caradon Amateur Geology Group (focusing on granite quarries including the Killas Quarry).
- (New project) Cornish Graves graveyard survey and online dataset pilot – includes 20 volunteers recorded and uploading transcriptions from over 250 headstones at St Martins, Liskeard; The General Cemetery, St. Cleer and the Methodist Church, Rilla Mill.
- (New project) Liskeard Castle volunteer research training – this short project taught volunteers and local school children to research using Records Offices (visits were made to both Truro CRO and Exeter DRO) under the guidance of a County Archaeologist.
- (New project) Mapping the Sun Project at the Hurlers stone circle; Working with CCHE, Tamarside Archaeology Group and Roseland Observatory this included a week of ‘hands on’ archaeological, geophysical and astronomical investigation, adult and child friendly workshops (flint knapping and woad dyeing), a ‘Sunrise Walk’ and Publication of an excavation report.

Key outputs

Additional summary data from the ODR relating to works to the physical heritage includes:

- The conservation of 105 designated and 100 undesignated sites, buildings or features over an area of 1940 ha.
- Conservation of or within 3 Conservation Areas, 8 Grade 2 Listed Buildings, 8 Registered Buildings at Risk; 40 Scheduled Monuments and 1 Chapel.
- Recorded 200, repaired 11, restored 12, conserved 5 and interpreted 40 industrial, maritime and transport features.
- Catalogued 5 exhibited 10 and stored 5 archives.
- Conservation or recording of 45 Industrial Heritage Sites: transport rail and road 87 features; 1 power and 150 agriculture/subsistence features.

How has CHAHP has contributed to the conservation of other historic (archaeological, architectural and cultural) features?



Outcomes and legacy

The principal legacy of most projects in this programme area is the recording, cataloguing, and long-term preservation of key archaeological and historic features. However as with the natural environment projects, benefits have gone well beyond this and include training in

documentary analysis (including a 10-week course in Latin) and community events such as the ‘opening’ of the relocated Pendeen (now Fursnewth) Cross. The 2012 underspend permitted the introduction of several new CHAHP projects such as a survey of graves in the Dissenters’ Cemetery in St Cleer. This is linked to the Cornish Graves Project which now has its own website and which continues its work of recording across the County. Projects in this programme were perceived by more than half of questionnaire respondents as having led to major benefits to the archaeological, architectural or historic heritage.

One significant legacy – beyond physical works to structures such as crosses and hedges – will hopefully be the continued activity of local parish history groups. The purchase of a camera, digitisation table and light array and an A3 scanner/copier has been a significant boost to the Linkinhorne Community and History Group who have already digitised and archived a collection of more than 4½ thousand items from the parish and private archives. The apparatus is available to all local groups to use for a minimal sum (to cover the cost of replacement bulbs). The group has already applied for and received a separate HLF Heritage Grant to survey the putative site of Rillaton Manor. Other groups however, at Pensilva, North Hill and Henwood, have been less active.

Figure viii. Repair and resiting of the ‘Pendeen Cross’ at Fursnewth



Repair and resiting of the Cross has stabilised its condition for the foreseeable future and made it more accessible to visitors. The ‘installation’ was marked by a ceremony (with the HLF logo prominent on the CHAHP banner) attended by more than fifty people, with live music and addresses by the Mayor of Liskeard, the Vicar of St Cleer and the Grand Bard of Gorsedh Kernow (Photo: Angela Redman).

“Fursnewth Cross – [its] repair and removal from private gardens - returned to where it was taken and now accessible by all.” “St Petroc’s Day 2013 was a day to remember - all the local community attended and many more.”

““Mapping the Sun” raised public awareness and the research results can be extended over time.” “the guided walks around the area have been superb at raising my knowledge of aspects of our built landscape.”

“prehistoric archaeology presentations have aroused great interest and may result in more care by users of the countryside for ancient monuments.”

“The commissioning of an artist for the museum partnership projects and schools boxes has provided an attractive and child friendly approach to understanding local buildings and prehistoric structures.”

“Archaeological dig and training courses brought together a diverse range of people and ages and encouraged learning new skills or gaining understanding something whilst requiring people to communicate and work together.”

“Conservation of old stones found in demolished barn which were to be embedded into a local wall. The contract tendering was delayed by bureaucracy which eventually ended with this project being abandoned.”

“These discoveries will last in peoples' memories as well as in a database. Help people to understand some of the legal protection given to the area, why it's there and what it is for.”

4.4 Land Management and Access

Land Management & Access Programme

Aim: To enable improved management of the area's landscape heritage, and sustainable access to it, and reduce negative aspects of access through education and awareness as well as capital works.

Objectives:

- Conserve the highest priority structures of the best preserved copper mine-head complex in the proposed Cornish Mining World Heritage Site
- Improve access within the mine site so that people can explore it more easily and more safely
- Conserve, and where appropriate enhance, the site's ecological importance during the works, and in particular within the designated Special Area of Conservation

(Extract from CHAHP Landscape Strategy 2008)

The CHAHP land management and access programme accounts for around 17% of total spend and is comprised of a number of different elements.

Projects

Main project areas include:

- Whole Farm Management: management plans, Entry Level Stewardship agreements and workshops, walks and advice (typically on a one to one basis) for landowners.
- Caradon Trail: Presently mainly on public Rights of Way this is a 40 km trail for all users; some of the trail remains to be implemented. The programme is supported strongly by Liskeard Council and appears likely to continue.
- Environmental Land Management, Capital Works grants, and works undertaken 10 year maintenance agreements in place.
- Access Improvements: these include a circular sensory walk (together with new signage, interpretive lecterns and new fencing) at Golitha Falls NNR provided by Natural England, and a project to link the two halves of Stara Woods community woodland with a new suspension bridge alongside the only previous access by a fallen chestnut tree.
- New Access to Special Sites: Craddock Moor and Tremarcombe agreements with private landowners for access.
- (New project): path from Trethevy Quoit to Tremarcombe improvements including replacement of metal stiles with kissing gates.

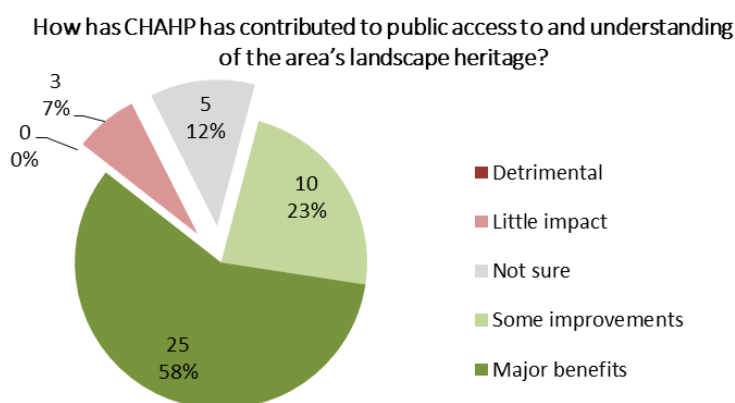
Key outputs

Significant achievements from this programme identified in the ODR include:

- 64 landowners/ farmers engaged over land covering 2,450 ha;
- 30 management plans written for land covering 750 ha;
- 20 management agreements put in place for land covering 25 ha;

- 27 km of new routes/tracks/paths;
- 20 ha improved open access areas and 2 km footpaths;
- 4 new heritage trails over 7 km;
- 9 successful agri-environment grants facilitated over 137 ha;
- 6 new and 9 improved interpretation boards, 4 improved community archives, 5 new audio, 1 leaflet; 1 website, 1 blog; 1 YouTube podcast;

Outcomes and legacy



As with other programme areas more than half the respondents in the questionnaire survey perceived the land management and access programme as having led to major benefits.

One concern revealed during our visits concerns the quality of the access, signage and other works to Golitha Falls NNR. The circular walk – a match funding contribution by Natural England - is described in the

PDR as 'easy access' but could offer significant obstacles to wheelchair users, as would the granite picnic table and bench near the entrance. The new suspension bridge at the Stara Bridge Woodland (Figure xiii) will require the community group that now manages the wood to find funds for annual condition inspections.

Figure ix. King Doniert Stone



Restoration of the hedges around the King Doniert Stone has lowered the height of the surrounding enclosure, improving its setting. It is hoped that if landowner agreement can be secured to similar works to the

hedge on the other side of the road, this will provide a 360° views across the landscape.

Figure x. The Caradon Trail



When complete the Caradon Trail will cover some 40km, mainly on public highway. The trail will include cycle routes (inset). Lack of landowner agreement to the siting of signs has made it so far difficult to create off-road walking routes.



“Provision of a new bridge over the river in Stara Woods. It has enabled access and increased the number of walkers able to access the woodlands on the other side of the river.”

“some events have increased the number of people visiting sensitive areas around Minions without getting the message across of the need for responsible moorland access [...] Dog off leads, sheep worrying, off-roading have seen no improvement.”

“Placement of Caradon Trail signs and accessories....the idea is great but the subcontract to CORMAC

has not been in that they are just placing signs and posts and cycle safety just wherever they see fit without talking to local land owners be it commoners or private housing. Thus upsetting the very people it has taken years to get 'on-side' with such intentions."

"Whether Houseman's Engine House was ever in or out of the project eventually I have no Idea BUT the removal of the Disabled access was undertaken in the projects name and the promised alternative arrangement was never instigated." "There was pressure particularly from Bodmin Moor Commoners to restrict public access. They didn't want any additional people on the moor. Ideally there could have been a fantastic legacy if an off-road trail had been created, it would have greatly magnified the economic impact for the area and local towns in the way that the Camel Trail did for Padstow."

"I'm not sure what make-up of the people who did the stone walling or hedging was but I think there could have been more encouragement for young people to go on and do this as a contractor in the future. Perhaps a few people could have been sponsored to become qualified as I think most people learnt it for themselves. I know this was not part of the remit of the project but it would have been a boost for local young people to gain valuable skills."

4.5 Interpretation, Education and Training

Interpretation, Education & Training Programme

Aim: To provide information, learning and training opportunities about the area's heritage to enhance understanding, increase participation, and develop skills and resources in local communities.

Objectives:

- To encourage more people to learn about and become involved in their landscape heritage, and to develop relevant skills and resources in the local communities
- To provide inclusive and accessible educational and interpretive resources for schools, colleges, the wider community, and visitors based upon the area's landscape and heritage
- To provide inspirational learning opportunities, that capture hearts and minds, and foster an appreciation of the Caradon Hill area's distinctiveness and heritage
- To enable local people to investigate their heritage
- To develop new audiences from under-represented and socially excluded groups
- To increase school pupil's understanding of the Caradon Hill area by engagement in creative projects that help deliver the National Curriculum
- To encourage relevant skills training, especially to enable local people to become more involved in the area's heritage and related activities
- To work in partnership with others to improve the quality, resources and accessibility of current provision
- To seek the sustainability of the projects in the long term where appropriate

(Extract from CHAHP Landscape Strategy 2008)

The interpretation, education and training programme is the second largest in CHAHP, accounting for 22% of final costs (some half that of the mining heritage programme). As with other CHAHP programmes other than mining, this consists of a large number of projects (many of them overlapping or linked to projects listed under earlier headings) grouped under 15 programme areas.

Projects

Examples of projects promoted under this programme include:

- Phoenix 100 centenary celebration of the last mine to be opened. Future plans include a 'second Phoenix 100' event in July 2014 - A second Phoenix 100 event to tie in with the original event and the closure of the mine in 1914 and the start of WWI and also as an end of project celebration.
- 'Play it Again' - a 'performance promenade show' at Liskeard and at Sterts Theatre; Village Walks And Talks (parish themed walks); volunteers trained; now a programme.
- 2 walking groups – the Caradon Monthly Walks Group and the Caradon Walking For Health Scheme (linked to the Pensilva Health Centre, Patient Participation Group).

- Local History Projects: publications; volunteers trained; Caradon Writers Group formed. History Groups formed; Stara Bridge; Mike Todd; Quarry Mills. Oral History and AV Project oral history recordings; volunteers trained.
- Liskeard and District Museum Research facilities, exhibitions, new cabinets + lighting in partnership with Viridor.
- Minions Heritage Centre (Houseman's Mine) – static interpretive displays renewed by the WHS as a match funding contribution to CHAHP.
- School Education School information resource packs, boxes, field trips; Adult education Courses including City and Guilds, workshops, Liskerrett Centre.
- (New project) Linkinhorne History & Community Archive Group has started digitising and cataloguing local Parish Archives, including oral histories, using equipment provided by CHAHP.
- Archives of the Old Cornwall Society and Cornish Times moved to Stuart House and digitised under the Mac Suite.
- Volunteer Skills Development including certified courses for local community groups.
- Training and Support Specialised/technical training for farmers, land managers and contractors in conservation management within a heritage landscape.

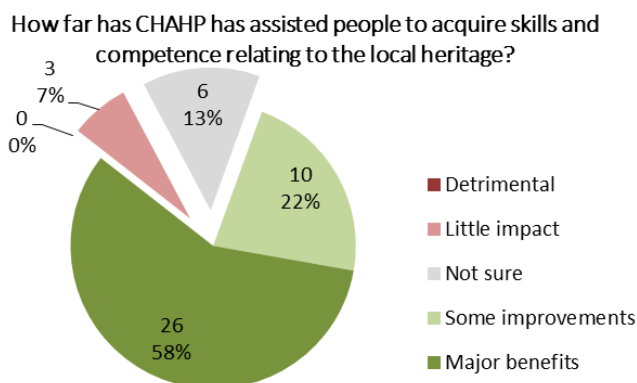
Key outputs

Quantitative outputs identified in the ODR include;

- Land and habitat management training; rural skills and heritage conservation training; tourism and business for 157 land managers and rural businesses;
- Land and habitat management training; rural skills and heritage conservation training; tourism and business for 322 volunteers;
- 7 primary and 2 secondary schools, 2 colleges; 4 youth and 22 community groups participated in CHAHP activities– a total of 3,792 beneficiaries;
- 118 school visits to sites and 25 outreach visits to schools; 200 teachers trained;
- 5 festivals/re-enactments, 5 exhibitions, 26 talks, 52 guided tours/walks and in addition 26 for disabled people, with a total of 2696 beneficiaries.

Outcomes and legacy

Whilst physical (on and off site) interpretation in the form of interpretation panels and displays, websites, remains accessible beyond the end of funding (hopefully the Minions Heritage Centre will be reopened) and whilst archive and research publications, have some intrinsic value in their own right, their long-term benefits – to heritage and to people – are more difficult to establish. This is even more the case with time-limited participatory events such as courses, performances, school visits &c. 'Evidence' may require follow-up and this requires planning, particularly in the case of education and training activities.



In many cases the benefits are qualitative rather than quantitative and can only be assessed indirectly. sometimes by anecdotal evidence or the opinions of those who were involved. 80% of respondents to the questionnaire survey perceived CHAHP activities in this area to have led at least to some improvements with over half perceiving major benefits, and many of the comments made by

interviewees suggest that some projects and activities at least have produced enduring benefits.



Figure xi. Digitisation equipment for the Linkinhorne Community History and Archive Group

A CHAHP funded purchase of camera, light table and A3 scanner/copier for the Linkinhorne History & Community Archive Group (kept in a specially constructed cupboard in the Rilla Mill Community Hall) has enabled them to archive over 4½ thousand documents to date.

The equipment is available for loan to other local groups and had been made available at CHAHP events for the public to scan their own family history and other materials.

“Raised the public profile with Mines, Moors and Minerals literature, the Caradon Trail signage, the podcasts and interpretation at the Minions engine house. And, as a tourist accommodation provider, I can say that the guided walks and clear explanations of the remains of the mining heritage have provided me with sufficient information to be able to pass on to my visiting guests in the years to come.”

“Most of the children who benefitted from our school trips had never been on Caradon Hill before and knew little about it even though they lived so close. The trips engaged their interest and helped them appreciate what they have on the doorstep.”

“Making local children aware of the amazing history of the mining landscape. Giving children a sense of place and identity so that they feel a part of their mining heritage and want to preserve it in the future and to tell others about it.”

“the project enabled children not only to engage with their local landscape but to understand the World Heritage Site designation and why it is important.”

“A chance was missed to provide good interpretation around Caradon Hill and the sites are difficult to interpret without some pre-knowledge.”

“The Hurlers project and the formation of the Archaeology group will see continued interest in the historic riches of the area and raise awareness amongst school children through the school visits.”

“Does the excavation of the 'pavement' between two circles at the Hurlers qualify in this category? The new gate at the bottom of the Linkinhorne Parish Jubilee Field, and the way markers for the Caradon Trail etc. will assist and encourage those wishing to explore the area and its heritage.”

“I learnt how to do Hedge Laying. I have since used this skill to maintain other hedges in the project area.”

“Web site design course.....I am a total computer phobe...I am currently attempting to create my own web site as a result of this course...I AM NOT ALONE BY FAR!!!! A whole generation of left behinds with worlds of experience and knowledge being able to participate and communicate in this modern world...and advance!”

4.6 Community engagement

Community participation appears as an explicit objective only in the Natural Environment and Historic Environment programmes but in the Landscape Strategy is an implicit theme in all the CHAHP project areas. Many individual projects identified in the PDR include community engagement which is a specific objective of several projects:

- 1A Parish Wildlife Groups
- 2A Prehistoric Monuments - Volunteer Site Monitors
- 2G Settlements – Establish Parish Groups and 5E Local History Projects

Beyond the CHAHP local groups a wider range of the community has been involved as participants in CHAHP including school visits and public events.

It is appropriate here to comment on the composition of the questionnaire respondents and by implication the make-up of the Friends of CHAHP (and of the wider community who might be involved in activities, present or future). Of the respondents to the CHAHP evaluation questionnaire (Appendix 4):

- Most are local; 91% live or work within or adjacent to the CHAHP area as against 9% who both live and work outside it.
- More than half (57%) are aged between 45-64, with a further 28% aged over 65. Only 9% are aged between 31-44 and only 2% between 18-30. It is known that many children took part in CHAHP activities however.
- 45% are retired with 55% in employment, equally split between full-time and part-time. None declared themselves unemployed or students.
- There is a good gender balance – 52% female, 46% male, with 2% declining to say.
- All declared their ethnicity to be 'White British' with six adding 'Cornish' and one 'White Irish'.
- None considered themselves to have a disability sufficient to limit their participation in CHAHP activities or projects.

Interpretation of the above figures in relation to community engagement with and by CHAHP needs to take into account wider demographic characteristics of the area, for example in relation to participants' age, employment, (dis)ability and ethnicity (the last at least probably reflecting the wider community within the CHAHP area).

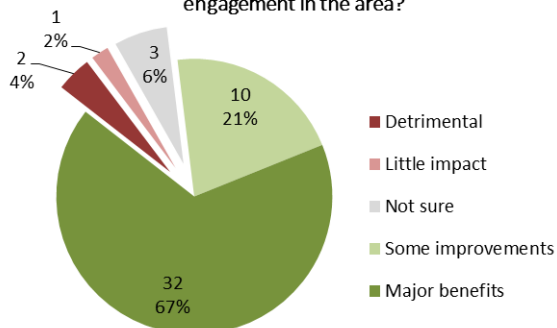
Key outputs

Significant 'community' achievements identified in the ODR across all projects in addition to those listed in S4.5 above include:

- 70 individual volunteers involved delivering a total of 4,250 volunteer hours;
- 15 village/parish research projects, 4 cultural tradition projects and 1 oral history project, with a total of 305 project participants engaged;
- 34 project grants awarded;
- 8 jobs in conservation and heritage safeguarded.

Outcomes and legacy

How much has CHAHP has encouraged community participation and engagement in the area?



The 283 members Friends of CHAHP mailing list provides one indicator of community interest and almost 90% of questionnaire respondents felt that CHAHP had produced some or major improvement in community engagement. Two individuals felt that CHAHP had been detrimental, one citing the lack of visitor facilities, particularly accommodation, the other citing increased litter and dog

fouling.

The CHAHP Legacy Group

Community interest seems manifest in the number of local groups established; in all 15 groups were set up, exceeding the number originally planned. Several of these seem likely to continue beyond the end of HLF funding. A particular feature of CHAHP is the establishment during its last six months of a Legacy Group. The CHAHP Legacy group includes representatives of each of the constituted groups with the aim of providing a shared resource to take forward the work of CHAHP. One manifestation of this is the (new) CHAHP web site www.caradonhill.org.uk which is expected to be retained following the end of HLF funding and to be managed by the Legacy Group as a portal for each of the individual groups to share information and promote events etc.

Commoners and landowners have been involved with the project since its inception and have been concerned about the impact that CHAHP might have on increasing tourism in the area and its consequences for the tranquillity and character of the upland farming landscape. On the other hand representatives of local enterprises have expressed concern that an increase in visitor numbers was expressly excluded from CHAHP's aims. The concerns of Commoners and some landowners came to the fore particularly during 2006 and resulted in the exclusion of significant parts of the WHS Mining Landscape from the stabilisation and consolidation programme. They surfaced again following the review of CHAHP in Summer 2012. In the autumn a special meeting was set up with the St Cleer and District Commoners Association to discuss their concerns, particularly in regard to particular projects. The outcome of this meeting was a formal written confirmation from the St Cleer and District Commoners Association that they agreed to the CHAHP extension. A commitment was made by the Project Officers to liaise directly with the Secretary of the St Cleer and District Commoners Association and with the representative of the Bodmin Moor Commons Councils over any projects that might involve the Commons.

Commoners and landowners were well represented on the PPG with 9 members of the St Cleer and District Commoners Association in addition to the Duchy of Cornwall and the Rosecraaddock Estate and a

representative of the Bodmin Moor Commons Landowners Association. The PPG also included a representative of the Best of Bodmin Moor Group (representing local tourism enterprises).

Figure xii. The Caradon Orchard Group



The Caradon Orchard Group, established as a 'new project' under CHAHP, runs courses and promotes events on apple growing, pruning and cider making.

HLF funded the purchase of juicing equipment including small and large (trailer-mounted) presses which are available for hire by members (who pay a subscription of £6 per year) for non-commercial use. The apparatus has also been used by schools with apples brought in by pupils.

Figure xiii. Stara Bridge Community Woodland



A new HLF-funded suspension bridge (right) alongside a fallen chestnut tree crossing (left) has provided access to a previously inaccessible bank of the wood and completed a circular walk for the less able or adventurous. 'Legacy' will require the Community Woodland Group to find the funds for the periodic safety/condition assessments of the bridge that will now be required.

"Not so much one big example as a number as an accumulation of smaller ones" "Saving the mining buildings from further deterioration, highlighting what this area has to offer in walks and heritage. This encourages visitors to the area who hopefully spend money, which then filters out to the wider community." "Awareness of Phoenix mine [...] has given local people an opportunity to be involved in Heritage works and have a great feeling of Ownership and Pride in their area and what they have done to sustain it."

"CHAHP has provided a great agency for bringing similar groups together and enabling people to form useful networks."

"This has encouraged people to visit Minions, but they do not have anywhere to stay, so they do not return, this is bad policy this Council follow, they cannot see any further than their nose. We tried to expand our caravan site, full backing of the Parish Council as they could see the benefit to local shops and the area."

"Through various projects and groups I have met so many wonderful people in my local community and we are all working together in various on-going projects which is community participation in practice."

"the children were better equipped to walk and spend a day on the moor at different times of year and many of the children who visited the moor for the first time then brought their parents back after their

visit!”

“Good practical experiences and the opportunity to be and get involved regardless of age, gender or ability.....I partook in the woad dying...fantastic stuff.”

“other people find their own hobbies and don’t expect to get public money for them.”

“lack of cooperation by various land owner groups on the moor has put paid to things going ahead that would have been a major benefit to the project and the continued awareness of the area.”

“I think it was a bit too scatter gun at the start of the project and needed a bit more focus. some people came in, were interested but drifted away like us because it all seemed a bit too much. it would have been better to have less aims and to have targeted these better with better focus.”

“Our school has been made much more aware of the implications of public access and a greater understanding of the way the Moor is used and the importance of respect for the commoners. They have made many aspects of the Moor more accessible and they have helped to coordinate and liaise between visitors and the commoners..”

“Access to the moor in places has been spoilt by commoners and land owners who don't seem to have an understanding about what the project was trying to do...or just wanted to be bloody minded.”

5 The CHAHP legacy – and lessons learnt

This section considers first the enduring benefits of CHAHP in terms of the landscape-wide legacy and then of the legacy of individual projects. The analysis follows the structure of HLF's current (February 2013) informal advice to LPs on legacy planning.⁽⁶⁾

This is followed by consideration of what did not in retrospect work so well and of the lessons that might be learnt from this.

5.1 Landscape – wide legacy

HLF LP funding is predicated on the premise that funding at a landscape scale yields more than would result from funding a series of smaller projects. In terms of positive contributions to the whole landscape our work suggests that CHAHP has contributed to an enduring legacy in a number of respects (although some of these are qualified) as follows:

Legacy	Example
New or significantly reinforced identity for the area.	CHAHP has in no sense been a 'marketing' scheme (projects aimed at enhancing the visitor experience or increasing visitor numbers have featured only marginally) but has undoubtedly raised interest and awareness amongst local residents. One of the most significant contributions to the area's wider identity has been the (2006) inauguration of Caradon Hill as part of the Cornwall and West Devon Mining Landscape WHS and CHAHP has at least to some degree linked the WHS to the surrounding area - including much of Liskeard as well as several surrounding villages.
Generated ways of working which are likely to continue.	The PPG, as the Legacy Group sees itself as a steering group for a Caradon Heritage Partnership to continue the work of its CHAHP predecessor. The 'bottom up' approach of the Legacy Group – open to all voluntary organisations in the area, with a rotating chair – should enable it to avoid negativity and opposition and provide a firm base from which to grow.
New projects or proposals developed as result of LP activity	Linkinhorne History & Community Archive Group successfully applied for a further small HLF grant to survey the putative site of Rillaton Manor using geophysical techniques. No evidence has yet been uncovered but the work continues. Liskeard Museum has secured funds for interactive displays incorporating artwork produced with a CHAHP small grant. The success of CHAHP's application to HLF has prompted the World Heritage Site and the Cornwall AONB to put together a bid to HLF for a new Landscape Partnership in West Penwith.

5.2 Legacy arising from individual projects

Benefits from individual projects enduring beyond the end of HLF funding can be identified in regard to a number of projects. However many of these benefits need to be qualified, as follows:

Legacy	Example
Conservation of built features and archaeological sites	Consolidation of mine structures in S Caradon should be good for between 20 – 40 years and existing management agreements should guarantee their stability for 10 years at least.
Habitat creation and restoration works	<p>The restoration of Toyz Pond will benefit biodiversity and amenity (recreational and visual) value (though there are uncertainties over formal management/maintenance and legal liability).</p> <p>The Orchard Group continues to promote the cultivation and use of local apple varieties.</p> <p>Hedgerow and other boundary restoration and tree planting will make a significant landscape contribution.</p>
New environmental or historical data.	<p>New local history groups have generated substantial amounts of new or digitised (and hence newly available) data which should contribute to County records.</p> <p>Dormouse and other biological data is entered into County records and thence into BARS.</p>
Physical access	<p>The Caradon trail and cycle routes should enhance visitor access.</p> <p>The sensory trail at Golitha Falls NNR (provided by Natural England as match funding) has provided a new circular walk which should endure despite issues about its suitability for wheelchair users.</p> <p>The Stara Woods suspension bridge has made the community woodland accessible to all.</p>
Intellectual access	<p>The new CHAHP legacy website – and CH-APPS will hopefully continue to be maintained as a developing resource for the area. Several local groups developed under CHAHP also have their own websites.</p> <p>Digitisation of the <u>Cornish Times</u> should provide a permanent legacy although the archive in Stuart House appears to date to be little used.</p> <p>We understand that the Minions Heritage Centre, presently closed for repair works, will reopen in spring 2014. If/when it does so the revised interpretation provided under CHAHP will be an important means of enabling visitors to understand the mining heritage of the area.</p>

New skills and competencies in the local area

CHAHP groups have engaged in a number of training activities and several of these (hedging, basket making, and orchard management) seem to have generated a good deal of local enthusiasm which is likely to continue.

New or reinvigorated local community groups

This may turn out to be one of the strongest legacies of CHAHP; 83% of questionnaire respondents reported that they were already or planned to be involved in CHAHP legacy activities as against 17% who did not.

Figure xiv. A CHAHP Legacy Group meeting – 26 Feb 2014



For the last six months of CHAHP the Project Partnership Group became the CHAHP Legacy Group. Made up of project leads and representatives of local groups (it no longer includes representatives of Commoners, landowners, the local authority or statutory agencies) the Legacy Group is working to sustain and build on the achievements of CHAHP which will be renamed the Caradon Heritage Partnership.

5.3 Lessons learnt

Our assessment of several of the enduring the benefits of CHAHP identified above as landscape and project legacy is qualified by reservations. Some of these may be attributed to external factors over which neither the CHAHP Partnership nor the lead body had significant control; other problems relate to CHAHP itself. This section considers issues of planning, management and delivery both positive and negative – what went well and why, and what went less well and could perhaps have been done differently.

Landscape strategy and project planning

One of the strengths of CHAHP is that it was developed ‘bottom up’ and included a wide process of community consultation and engagement, in addition to input through the advice of a wide range of external experts. The latter includes the commissioned reports produced as part of the planning stage

(late 2004-March 2006) as well as in the development stage (Stage 2, June 2006 – November 2008) which also included an extensive programme of community and stakeholder consultation.

These early stages resulted in a well-produced Landscape Strategy, with appropriate vision and aims together with an Action Plan comprising a realistic programme of 34 projects distributed over five CHAHP programme areas. HLF criteria at the time of submission of CHAHP's Stage 2 application in 2008 required applicants to secure a balance of activities and outcomes across four programme areas against which applications were assessed. Whilst undoubtedly the original selection of projects (in the 2008 Landscape Strategy) and subsequent additions from August 2012 were devised to 'fit' with HLF's programme priorities it is to the credit of CHAHP that we found little evidence that any projects were 'make-weight' in the sense of providing a paper 'balance' over the programme priorities yet yielding little benefit to heritage or people. Both the 2008 Landscape Strategy and Action Plan and the later project proposals funded under the CHAHP programme demonstrate the importance of good groundwork, wide consultation and the active involvement of local communities.

Administration and delivery

Following HLF's confirmation of a Stage 2 (delivery) grant in March 2009, CHAHP experienced significant problems. These are documented in Section 2 above and can be broadly attributed to external and internal factors.

'External' factors include reductions in match funding and local government reorganisation, but in terms of 'lessons learnt' one additional element concerns HLF's own procedures for LP grant. The 'competitive' nature of applications for Stage 2 under HLF's 2008 funding arrangements meant that some development work for capital projects (including securing key consents) was left for the delivery phase, delaying what was probably anyway an optimistic timescale in the Landscape Strategy. Revisions to HLF's procedures now mean that provided they have a satisfactory landscape strategy and action plan schemes proceed automatically to 'delivery'. This makes it appropriate for consents (and wider stakeholder consent to what is proposed) to be secured before delivery begins.

In terms of internal problems, the complex nature of landscape partnerships requires a delivery team that includes a range of skills covering community engagement and outreach together with good financial administration and project management. These are not always easily combined in the same individual. It also requires considerable motivation, and external recruitment of staff on short-term contracts is not necessarily the best way to secure this, particularly at a time of major institutional reorganisation. An alternative approach for a scheme of this complexity – which would have been acceptable to HLF - might have been temporary secondment of permanent staff covered by back-filling – this would facilitate flexibility and continuity, particularly towards the end of HLF funding. Either way it is important that if at all possible, project staff are retained until the end of the project; as it is, many loose ends remain to be sorted out (and our evaluation has been hindered by the lack of important information or access to key individuals).

The constitution of the CHAHP PPG was broad and its constitution included significant representation of landowners and commoners as well as of local voluntary groups and statutory agencies. However the range of different interests led inevitably to conflicts which hindered its effectiveness. It is not easy to see how this could have been avoided, unless the scheme were to be led by a more restricted group of delivery partners which – given that the most significant capital works took place on private/ common

land - would probably have led to greater difficulties. The ‘bottom up’ approach of the Legacy Group, comprised of representatives of local voluntary groups seems likely to prove effective, at least initially, in supporting new projects and providing a firm base from which to grow.

The evaluation process

A final issue – both from the perspective of the authors of this report and we think also from that of CHAHP itself – concerns the commissioning and timing of CHAHP’s evaluation. This was done too late (when delivery was almost complete, project staff no longer in post and key information either no longer available or difficult to access) and was condensed into too short a timescale. As indicated in Section 3, above, HLF now recommends⁽⁵⁾ that evaluation not be a purely retrospective assessment but rather an on-going and participative process, designed to enhance project outcomes (and help these to be captured) initiated at a much earlier stage in delivery. We have consulted widely and engaged with partner representatives, project leads and participants. However had we started earlier, we could not only have avoided some of the difficulties in accessing information, but could have provided feedback identifying problems, helping the partnership to focus on outcomes, and to assemble evidence from the start of each project (for example by asking participants in training activities to report on how they had applied their new skills or how they intended to do so). As it is, whilst the physical legacy of works to natural and built heritage can be assessed by surveys of condition, other evidence, particularly for the less tangible outcomes of projects is in many cases anecdotal and sometimes contradictory.

“This is a project whose aims deserve to continue, thanks to the energy of its project leader and his involvement of key volunteers and members of the wider community. In my view, it is an object lesson to many other projects that run their course and, sadly die, when the funding source concludes.”

“I think some of the newly formed groups will founder without the support of CHAHP.”

“Many people have attended who may not necessarily have ventured out on their own, because of ability or confidence or have been inspired to do more by virtue of the walks, talks and socialisation....which leads to [...] greater respect and understanding for the area that we live in. Passing on of these gifts to future generations as well as being able to benefit and enjoy in the present.”

“Work with local schools, residents and groups has made people of all ages aware of the rich heritage of the area. The development of trails and apps for information has been a real step forward in enabling information to be shared without the need for boards to clutter and detract from the landscape.”

“Some successor organisations may not be sustainable. Their viability might have been more sure if they had been created earlier or the CHAHP had lasted longer. Things take longer to bed in than people expect. But I am pretty sure that some will survive in the longer term.”

“what I have seen has been second to none.”

“‘burden’ – host body unsympathetic - there were people who didn’t want the burden of community engagement and/or who saw the HLF monies as an income stream.”

“great to get going – now we’re set up we’ve got a job to do.”

“other people find their own hobbies and don’t expect to get public money for them”

6 Conclusions

Despite major problems in delivery, CHAHP can be counted a significant success overall. One ‘expert’ interviewee, asked to provide a summary view, commented “they’ve done incredibly well, considering” and we would concur with this.

There can be little doubt that following its successful Project Planning and Development phases (and the production of an effective Landscape Strategy) CHAHP’s Delivery Phase got off to a shaky start and in its first half at least, had a bumpy ride. A good deal of this can be attributed to ‘external’ factors – the initial loss of match funding, the collapse of the RDA, the abolition of Caradon District Council and the creation of Cornwall Council as a new unitary authority. The latter in particular has been presented as a significant problem at a crucial period in the Scheme’s delivery, resulting in job uncertainty for staff and the need to adapt to new and sometimes complex administrative arrangements. These undoubtedly exacerbated problems within the delivery team. Management of a large partnership scheme involving a diversity of projects delivered by multiple partners, often on private land and with the support and engagement of the local community is difficult at the best of times and requires a particular combination of skills which are rarely found in one individual.

Other difficulties relate to the social and legal context of the CHAHP landscape, particularly in regard to land ownership and the sometimes conflicting interests of commoners and local enterprises. CHAHP’s initial aspiration to deliver a programme of mine consolidation and stabilisation across the whole of its area has been realised in only a part of it due to difficulties in securing the necessary landowner consents. Moreover there remain landowner concerns about responsibility for public safety which remain to be resolved in relation to management/maintenance agreements.

Overall however the CHAHP has justified HLF’s investment, particularly in the light of the inherent complexities (in comparison to other HLF funded programmes) of landscape partnerships, and the particular socioeconomic complexity of the project area. In the first place, the physical outcomes in terms of conservation of the natural and cultural heritage have been diverse and significant. From small projects (such as the restoration of Toyz Pond) to the large programme of stabilisation and consolidation of mine buildings, and with the varied projects yielding benefits to physical and intellectual access, CHAHP has delivered on most of the key elements of its 2009 Landscape Strategy.

Equally significant are the ‘people’ benefits of CHAHP in particular regarding community participation and engagement. The activities of local groups formed during or boosted by CHAHP and the involvement of local communities (in line not only with HLF’s requirements but also those of the European Landscape Convention to which HLF’s LP programme is perhaps the UK’s most significant contribution) seem certain to continue beyond the end of HLF funding, contributing both to the quality of community life and (for example in regard to the activities of local history and wildlife groups) to understanding and conservation of the natural and cultural heritage. The determination of the Legacy Group to take the work of CHAHP forward as an ongoing Heritage Partnership is in several respects exemplary, beyond that of many other Landscape Partnership schemes.

7 References

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3. HLF. *Evaluation. Good-practice guidance*. London: Heritage Lottery Fund; 2012.
4. Clarke R, Mount D, Anteric M. *Evaluation of the Landscape Partnerships programme. Report to the Heritage Lottery Fund*. London: CEPAR, Birkbeck & Heritage Lottery Fund; 2011.
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6. Mount D. *Legacy Planning for Landscape Partnerships*. London: Heritage Lottery Fund; 2013.



Figure xv. Holiday-makers at Trethevy Quoit, summer 1954.

8 Appendices

Appendix 1: Summary CHAHP financial data (December 2013)

This provides summary financial data (to end December 2013).as total spend against approved costs for each of the five CHAHP programme areas.

Appendix 2: CHAHP Project Data Report (December 2013)

This comprises the outputs, comments, exit strategy and evaluation notes for each project taken from the Programme and Cash Flow files 2010. Against these, the final outputs of each of the projects at completion in December 2013 have been set out. Alongside this is a description of additional outputs that have also been achieved within each project where relevant. An assessment of the predicted legacy of each of the project outputs has also been set out and describes whether the project is complete or on-going and whether it is likely to continue.

Appendix 3: Output Data Report to HLF (December 2013) - Extracts

These HLF forms set out the key output data for the project at completion in December 2013. Interim evaluations were also completed in January 2011 during delivery of the project which set out predicted outputs of the project. These have been incorporated into the final HLF Output Data Report.

Appendix 4: On-line questionnaire and community survey

This presents the text of an introductory email linking to the on-line questionnaire, together with a summary of the results including the text of narrative responses to the 'open' questions.

Appendix 5: Interviews and site visits.

Appendix 5 presents: a list of key informant interviewees and an anonymised list of 'community' interviewees selected from respondents to the questionnaire survey, together with a list of site visits undertaken to CHAHP project locations (where some of the key informant interviews were conducted).