

### Delivery of the LP / Roles and Responsibilities of Lead Partner and Each Delivery Partner Organisation

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The purpose of this section of the LCAP is to set out:

- What the Board, Delivery Group, Project Partners and other groups are expected to do;
- How they will do it;
- The project management framework including general project management, risk management and financial management

### Programme Management and Core Team Job Descriptions

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During the Development Phase, RSPB Cymru (on behalf of the Living Levels Partnership) have set up an office and recruited a Living Levels programme team. The team currently consists of: Programme Development Manager; Community Engagement Officer and Finance and Administration Officer. This team is based with Natural Resources Wales in their offices at Pye Corner on the Gwent Levels, provided for the duration of the programme and the team will continue to be based here for Delivery.

RSPB Cymru will employ the core Living Levels staff members in Delivery with the exception of the Natural Heritage Grants Officer who will be outposted to Gwent Wildlife Trust, the lead organisation delivering several major conservation projects. The post will be seconded back to RSPB Cymru for two days per week to allow the team to be fully integrated and for consistency with the procurement and financial management procedures.

In the Delivery Phase the focus of the core team roles will switch from a planning and consultation focus to a delivery and outcome-focus.

Core role descriptions are outlined below (full job descriptions provided in appendix 17)

#### **The Living Levels Programme Manager (1FTE) will be responsible for:**

- Coordination and oversight of the overall programme of projects – ensuring they deliver on time, within scope and within budget
- Budget setting and monitoring for both Projects and overall Programme in line with RSPB, Living Levels and HLF requirements
- Develop, monitor and amend an annual work programme and associated budget for presentation to the Delivery Group and Board

- Ensuring that HLF procurement rules and the Living Levels procurement strategy, communications protocol and brand guidelines are understood and adhered to by all partners
- Reporting to HLF and core funders
- Reporting to the Delivery Group (monthly), Programme Board (quarterly), and an RSPB Internal Programme Board (bi-annually)
- Line management of the Living Levels team
- Risk management strategy for the programme - escalating any issues appropriately as they arise
- Representing the programme externally, including with the media and with stakeholders as and when required to promote key programme outcomes
- Developing and managing the Scheme brand and website, Facebook page and Twitter feed, working with colleagues to ensure that content is regularly updated, relevant, vibrant and interesting



- Developing local media contacts and promoting media coverage and marketing for the Scheme
- Managing the external contractors to facilitate scheme evaluation and, alongside the core partners, delivering the scheme legacy strategy
- Managing the exit strategy for the programme.

**Other members of the core team will be:**

### **1. Living Levels Community Engagement Officer (1 FTE)**

#### **Main Responsibilities:**

- To lead the delivery of community participation project activities in the LLLP LCAP including:
- Work with Partnership and Scheme staff and relevant lead partners to plan and deliver a high quality and inspiring calendar of activities and events which will help to connect people to their local landscape, its story and heritage, and

conservation needs across a number of key sites within the Living Levels

- Recruit and manage the community artist to deliver the Big Skies Community Art project and deliver the community and schools elements of the project including finding host venues; volunteer recruitment, facilitating and recruiting schools and promoting the project with communities as identified in the scheme plan

- Organise and animate community workshops to ensure community buy-in and involvement with the Access and Interpretation work packages utilising and developing the community engagement toolkit
- Using contacts established in the Development Phase, continue to work with community leaders, businesses, museums, and local venue managers to set up and develop community hubs with the aim that their management be taken on by the communities by the end of the Scheme

- Support Living Levels Scheme colleagues to prepare artefacts and resources for the schools engagement and touring exhibitions
- Deliver a programme of outreach work to promote and raise awareness of the Living Levels and its priority sites with target audiences including a targeted programme designed to better engage "harder to reach groups" and youth groups
- Deliver the scheme volunteer plan to increase participation in the scheme including organising the recruitment, orientation and welcome, and assignment of volunteers to schemes that support the delivery of the Scheme
- Be the key face of the Scheme for communities ensuring that the project communicates effectively with the local community through an open and transparent two-way dialogue using a range of methods (including word of mouth, networking, social media, new technologies, website, press releases, interviews and literature)



- Prepare and give presentations to communities to support the work of the Scheme
- Update the Scheme website, Facebook page and Twitter feed, working with colleagues to ensure that content is regularly updated, relevant, vibrant and interesting
- Undertake routine regular monitoring and recording of all community events and activities and producing written evaluation reports.

### 2. Living Levels Finance and Administration Officer (0.8 FTE)

#### Main Responsibilities:

- To provide comprehensive administration support to the Living Levels Programme Delivery Team including maintaining the Living Levels paper and electronic filing systems in line with Data Protection requirements and relevant RSPB and Living Levels policies and procedures
- To manage financial procedures for the Living Levels Programme to include raising purchase orders, processing invoices, monitoring transaction reports and raising income notifications
- Collation of partner claim forms and other supporting documents to ensure timely submission of financial claims to HLF and other funders
- To support the Programme Manager by collating and filing the key reporting documents needed to monitor the programme (highlight reports, output data sheets, budget trackers)
- To assist with arrangements for Partnership governance meetings, including arranging visitors' refreshments, attend meetings and take minutes
- To organise travel arrangements/meetings for the Living Levels LP team
- To be responsible for the maintenance and acquisition of all office/IT equipment/ stationery and other office supplies
- To manage telephone calls, routine correspondence and enquiries
- Ensure the Living Levels LP office is maintained in accordance with RSPB health and safety protocols and liaise with NRW Facilities Management Services as necessary

### 3. Living Levels Access and Interpretation Officer (1 FTE)

#### Main Responsibilities:

- Work closely with colleagues, partners and consultants to deliver the projects and outputs in Programme 2 including:
- Liaise with specialist advisors to draw up accurate and clear project designs and manage projects associated with this programme
- Work with key partners to develop the strategy for the creation of the visitor hubs and associated hubs to ensure a coordinated approach to visitor welcome, signage and interpretation

- Engage with partners, stakeholders, communities and individuals, working closely with the Community Engagement Officer, to ensure that their needs, ideas and research outputs from other projects underpin all project work in the access and interpretation programme
- Liaising with key partners, the Highway Authorities and appropriate Statutory Authorities to ensure that all the necessary consents, planning permission and future management arrangements are put in place
- Work with the Programme Manager to tender contracts for interpretation and signage, ensuring agreed procurement procedures and limits are followed, and manage contractors and contracts to deliver projects on time and within budget
- Working with contractors to co-ordinate and deliver a diverse range of lively, engaging and creative interpretation, working to agreed timescales and outcomes (including branding, signage and waymarking, walking and cycling leaflets, sculptures and tide markers, time-lapse video and website integration)
- With stakeholders and local volunteers, develop the LLLP plans to improve and promote the promoted routes detailed in the Loops and Links project plan and coordinate and oversee their practical implementation
- Work with communities and volunteers to create new access points, especially from residential areas, and linkages from and to the WCP and NCN route 4
- Work with church and community leaders to deliver the Inspire! Churches on the Levels project, ensuring that any new materials and interpretation are consistent with the overall branding
- Draft interpretation and promotional materials ensuring that content is drawn from other research and community project strands in the scheme to provide rich and meaningful content;
- Help develop a portfolio of resources that can be used by businesses to promote and market the Gwent Levels as a visitor destination
- Keep accurate records of work undertaken, the people involved, output data and the outcomes
- Prepare and give presentations to stakeholders to support the work of the Scheme
- Update the Scheme website, Facebook page and Twitter feed, working with colleagues to ensure that content is regularly updated, relevant, vibrant and interesting
- Prepare progress reports as required and contribute to monitoring and evaluation of the Scheme.

Image Credit:  
Nigel Pugh



#### 4. Living Levels Natural Heritage Grants Manager (1 FTE)

##### Main responsibilities:

- To achieve the outputs of the Habitat Restoration Projects
- To identify suitable field ditches, orchards, and veteran willows as well as other habitat enhancement opportunities by working with other Partner organisations and liaising with landowners directly on the ground
- Manage the development, tender and delivery stage of the planned habitat restoration works ensuring at every phase compliance with the necessary health and safety legislation
- Liaise with the appropriate Statutory Authority (NRW) to ensure all the necessary consents are in place before work is carried out for each Scheme and appropriate Protected Species surveys are considered
- Ensure contractors work to safe working practices at all times (as per CDM)
- Working with the Natural Heritage Project Support Officer (NHPSO), ensure pre and post monitoring surveys are organised for all scheme funded works.
- Work with the NHPSO to identify suitable volunteer work party opportunities through each Habitat Restoration Scheme
- Encourage participation of volunteers through the wide range of opportunities available through the whole Living Levels Scheme
- Maintain good relationships with landowners ensuring they are kept well informed as their scheme progresses
- Look for opportunities and liaise with GWT Conservation team in identifying areas as Local Wildlife Sites across the Living Levels area
- Work with Bumblebee Conservation Trust and Buglife Cymru in development of Pollinator Action Plan for the Shrill Carder bee on the Gwent Levels
- Work closely with the Living Levels Scheme Team at all times
- Manage the budgets for the Projects and ensure all spending is within budget or mitigated for accordingly
- Keep accurate records of work undertaken, the people involved, output data and the outcomes
- Prepare and give presentations to stakeholders to support the work of the Scheme
- Update the Scheme website, Facebook page and Twitter feed, working with colleagues to ensure that content is regularly updated, relevant, vibrant and interesting
- Prepare progress reports as required and contribute to monitoring and evaluation of the Scheme



Image Credit:  
Nigel Pugh

### 5. Living Levels Sustainable Landscapes Officer (0.6 FTE)

#### Main Responsibilities:

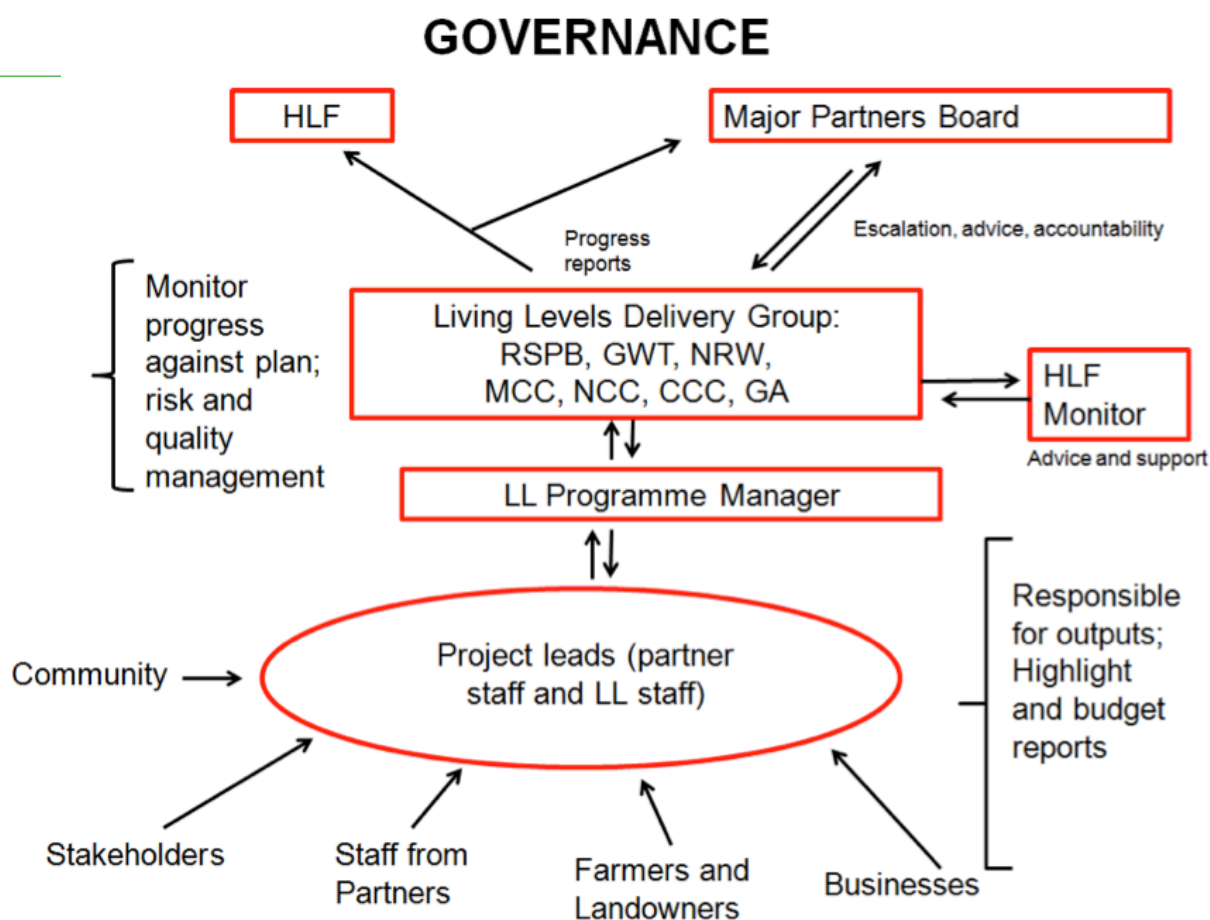
- To work with stakeholders, including project partners, farmers and local communities to deliver the goals of the Sustainable Landscapes and Ecosystems projects
- To establish and facilitate project advisory steering groups
- Where relevant, and working with the advisory groups, appoint appropriate external contractors/consultants
- To manage ongoing relationships with contractors/consultants and external stakeholders
- To contribute to, and coordinate the writing of reports, briefings and other material to further project objectives
- Work with relevant project staff to facilitate and deliver required stakeholder engagement activities
- Establish good working relationships with farmers and landowners and oversee the set-up of demonstration farms
- Work with course leaders and students from Coleg Gwent to set up and support the business case studies
- Develop and deliver, in conjunction with project staff and stakeholders, an advocacy strategy to disseminate project findings and influence policy and decision makers;
- Working with relevant policy colleagues ensure project outputs are aligned with RSPB and Living Levels conservation objectives
- Keep accurate records of work undertaken, the people involved, output data and the outcomes
- Prepare and give presentations to stakeholders to support the work of the Scheme
- Update the Scheme website, Facebook page and Twitter feed, working with colleagues to ensure that content is regularly updated, relevant, vibrant and interesting
- Prepare progress reports as required and contribute to monitoring and evaluation of the Scheme

### Role of Partnership Board and Delivery Group

To manage and control the implementation of the Living Levels Partnership, the Programme team will be supported by the Living Levels Delivery Group. High-level political support across the partner organisations will be managed through the Living Levels Partnership Board, constituted from representatives of the Partner organisations. Each Partner will be entitled to one seat at the Partnership Board and one seat at the Living Levels Delivery Group, with a single vote at each level.

A range of Working Groups have also been set-up during development to provide technical support and ensure cross-working between the scheme's many projects. The following sections set out the core roles and responsibilities of these groups to assist with operational delivery. This is not exhaustive and will be regularly reviewed by the Board.

Figure 21  
— Scheme  
Governance





### Delivery Group

The Programme team will be supported by the Living Levels Delivery Group. The Delivery Group contains experienced officers from the seven core partners. The role of this group is to make decisions on behalf of the Partnership. Actions that emerge from decisions are taken up either by the Living Levels Programme team or by officers within the Partner organisations. Coordination of these actions to ensure that they deliver the overall programme outcomes is the responsibility of the Living Levels Programme Manager.

Amongst other things, the Delivery Group and its constituent members will, during the Delivery Phase:

- Help ensure the programme developed in the LCAP – including any subsequent modifications agreed by HLF- is delivered on time, within scope and within budget, flagging any risks or issues as they develop to be dealt with appropriately
- Ensure the direction and progress of individual projects are consistent with the requirements of the Programme and support those charged with delivering outputs to ensure they are delivered to a high standard
- Seek to secure maximum organisational buy-in and commitment – to win 'hearts and minds' of colleagues through regular communication about, and involvement in, the Partnership and Programme
- Ensure the Programme staff and colleagues working on the Programme are adequately briefed on the required actions and outputs as determined by the Delivery Group
- Agree all major consultancy contracts to ensure timely production of high quality outputs
- Ensure all activities, projects and administration are compliant with the rules, regulations and requirements of funders and grant making bodies
- Review acceptable risk profiles and thresholds for the Programme and projects and monitor these regularly
- Contribute to the management of risks in association with the Programme staff
- Help secure match funding
- Advise on organisational time-scales and processes to ensure appropriate consents/approvals are delivered as needed
- Develop the roles of appropriate working groups which have clear Terms of Reference including timescales, levels of delegated responsibility and reporting mechanisms
- Maintain people's focus on realising Programme outcomes and ensure that the Programme outputs are consistent with the Programme aims and contribute effectively to the Programme objectives;

Living Levels Partnership Board

- Develop and embed benefit realisation/measurement/evaluation
- Support legacy planning for the Programme

High-level political support across the partner organisation will be managed through the **Living Levels Partnership Board**. Currently, the Board consists of senior officers and Councillors (Cabinet Members) who represent each of the seven core partners. During Delivery this will be extended to include all partners and additional stakeholders as identified by the present Board. The Board meets quarterly.

The Board is non-executive. It's role is two-fold: 1) to provide strategic oversight and advice to the Living Levels Delivery Group; and 2) to ensure understanding and support for the Living Levels Programme at the highest level within their own organisation.

The Board Chair will:

- Facilitate the Board to enable it to exercise its responsibilities and ensure the receipt of timely and sufficient information to enable the Board to perform its role;
- Be responsible for ensuring Board meetings are conducted in an atmosphere conducive to constructive and open dialogue;
- Have the authority to represent the Board outside of formal meetings

## Part One – The Scheme Plan / Delivery of the LP

### Partnership Board Terms of Reference

**Tabulated summary of the main role of the Partnership Board (full Terms of Reference in appendix)**

Role	<ul style="list-style-type: none"><li>• Advisory/Non Executive</li><li>• To ensure appropriate awareness and support within the partner organisation (e.g. Local Authority)</li><li>• To provide strategic advice to the Programme Delivery Group, particularly in respect of ensuring the programme delivers the desired outcomes within the agreed parameters</li><li>• To assist the officer from the partner organisation who sits on the Programme Delivery Group to make decisions about the Living Levels Landscape Partnership scheme that will affect the partner organisation (e.g. financial, reputation and other risk-based decisions)</li></ul>
Membership	<ul style="list-style-type: none"><li>• From the Core Partners (currently RSPB, GWT, NRW, NCC, CC, MCC, GA)</li><li>• Defined by those Partners committing time and resource during the Delivery Phase in order to manage the Programme</li><li>• Partners who have signed the LLLP Memorandum of Understanding</li></ul>
Additional members	<ul style="list-style-type: none"><li>• Note that other Landscape Partnership schemes have “associate members” who do not have a vote. It is intended to use this to increase the breadth of interest on the Board (specifically to include landowners, farmers, community and businesses)</li></ul>
Power of veto	<ul style="list-style-type: none"><li>• Note the Lead Partner will retain the power of veto and have sole power to make any necessary decisions and determinations where there are issues of HLF grant compliance; or issues that have the potential to increase financial or other risks to the lead partner (by dint of the responsibilities of the lead partner in relation to the HLF grant) to an unacceptable level to the lead partner</li></ul>
Formalities	<ul style="list-style-type: none"><li>• Full members will need to be signatories of the LLLP Memorandum of Understanding.</li></ul>

## Part One – The Scheme Plan / Delivery of the LP

The Living Levels programme Board was set up during the Development Phase and currently consists of high-level representatives from the seven core partners and an independent chair.

### The current members of the Living Levels Programme Board are:

Organisation	Board Member	Position
	Position vacant <sup>14</sup>	Independent Chair
RSPB Cymru	Katie-Jo Luxton	Director, RSPB Cymru
Natural Resources Wales	Steve Morgan	Head of Operations, South East Wales
Monmouthshire County Council	Councillor Bryan Jones	Monmouthshire CC
Newport City Council	Councillor Jane Mudd Councillor Roger Jeavons	Newport CC Newport CC
Cardiff Council	Councillor Peter Bradbury	Cardiff Council
Gwent Archives	Tony Hopkins	County Archivist, Gwent Archives
Gwent Wildlife Trust	Ian Rappel	Chief Exec, Gwent Wildlife

<sup>14</sup> Sadly due to ill health, Partnership Chair Peter Williams has had to resign with immediate effect in July 2017 and the Partners are seeking a suitable replacement.

### Working Groups

Complementing these groups, thematic working groups have also been set up, acting on an informal basis, to support the development of projects. These groups consist of representatives from partner organisations working on the many LLLP projects as well as invited specialist experts and will offer advice and technical support on the delivery of each project. These groups have helped mobilise relevant existing networks to encourage linkages of external initiatives and events with relevant projects within Living Levels. There are currently working groups in the following thematic areas: natural heritage restoration, learning and education; INNS; Fly-tipping; access/interpretation.

In addition, staff from PR, communications and marketing departments have come together to form an advisory communications group to support the team and provide support for communications and media relations. A communications protocol has been established and signed off by the partners (appendix 19) and a communications strategy will be written to guide the work of this group and the team during the Delivery Phase.

An outcome of these groups will be to develop and share best practices regarding the implementation of individual projects but also to facilitate partnership working more generally beyond the life of the individual projects by creating shared systems for monitoring and reporting actions across the whole landscape area.

### Project Management

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RSPB Cymru is the lead Partner for the Partnership and takes overall accountability for project outcomes, finances and risk management. Where appropriate, individual outcomes, finances and risk will be delegated (through a scheme of delegation to the appropriate delivery partner). The Living Levels Programme Manager has access to support from the RSPB Strategic Resources Office that has strategic oversight of RSPB projects and programmes and provides support, training and tools for project managers.

The Partners have signed a Memorandum of Understanding (in Appendix 20) which outlines roles and responsibilities and how they will work together around key topics such as communications, branding, publicity, data protection etc, allowing each Partner to take responsibility for dedicated areas and ensuring all parties are contributing to the project. It does not commit Partners to any specific responsibilities around delivery or funding.

The Project Partner Agreements will be required by partners that have agreed to lead projects or to commit resources to complete specific projects. This document will define roles, responsibilities and finances for those projects only to sit alongside the MoU. These documents have been prepared together with the MoUs and read and understood by all Partners – it is intended to secure final sign off of these as part of the preparations to deliver the programme after obtaining approval from HLF to proceed.

At Scheme level, the Programme Manager will follow an internal Project Management Framework ensuring that the programme meets RSPB Cymru and HLF priorities and that all members of the project team are clear in their role and responsibilities. The Project Management Framework developed by the RSPB is based on principles derived from PRINCE2, but has been adapted and refined to reflect the needs of the RSPB (as the developers suggest it should be used).

On a project level, tolerances for scope, schedule and budgets will clearly set out and bi-monthly highlight reporting will flag any significant issues with implementation that need to be escalated to the Delivery Group or Board.



### **Project Delivery**

All projects have been developed within a standard project management framework (as advocated by HLF). This includes writing a full project plan that includes: objectives outputs and outcome; roles and responsibilities; delivery mechanisms; time-line; risk register and monitoring protocol

As a minimum each project must have an assigned project manager to lead the development of the project. Projects will be reviewed on a regular basis against agreed milestones linked to time, cost and quality. The Living Levels Programme Manager will play an over-arching coordination role ensuring projects are on track to deliver outcomes in time, within the agreed costs and to the agreed quality.

Work-packages will be reviewed regularly by the Living Levels Delivery Group who will help to ensure actions required by partners are delivered. The Living Levels Partners Board will act as a point of escalation if problems cannot be resolved at officer level.

### Financial Management

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As lead partner, RSPB Cymru will, on behalf of all Partners, account for and manage the LLLP funds and make all payments on its behalf, other than in respect of match funding generated/received directly by other Partners, which will be managed and accounted for by the relevant generating/receiving Partner. Partners will also manage projects and secure and manage match funding for those projects. To ensure programme finances are managed effectively all grant funded projects are specially coded so that grants received and expenditure for the project can be tracked, and monitored.

The Development Phase required detailed budgets produced for every project with predicted cash flow.

An inflation budget has been included to minimise the likelihood of cost overruns. In addition, tight financial management and separation of duties for key risk-related decision-making will ensure project budgets stay on track. This will include half-yearly forecasting, monthly financial reporting and the requirement for progressive levels of approvals up to and including the Delivery Group.

A contingency budget of 5% of the overall scheme total has been included. This budget will not be available for cost overruns but will instead be used to finance unforeseen expenditure to enable key objectives and outcomes to be met. This will need approval of the Delivery Group and HLF.

The Partners Board has asked six of the core Partners to agree in principle to underwrite a share of the current financial shortfall in the Living Levels Programme in the unlikely event that the match funding gap could not be closed through other sources of funding. Once the outcome of the stage 2 submission is known in November 2017, the Partners intend to reassess the financial picture (having heard from other funding bids) to confirm the final sums required to proceed. However, RSPB Cymru has already secured a commitment to underwrite £91,000 of funding for the programme from five core partners – NRW, GWT, MCC NCC and RSPB Cymru as lead partner. In addition, Cardiff Council will underwrite £30,000 to reflect their smaller overall share of the landscape and benefits.

The commitment letters are appended to this LCAP. At the time of submission the shortfall in funding stands at £11,933.

### Other financial arrangements:

- The Programme is underpinned by a complex financial package the majority of which comes from the HLF Landscape Partnership scheme (£2.5m for Delivery). This contribution must be matched with funding from other sources – most of this will come from match funding associated with individual projects. Funding will also come from partners, in-kind and volunteer time. In addition, the lead organisation and/or various combinations of Partners will seek to package multiple projects together in order to maximise funding opportunities from non-HLF Landscape Partnership sources. In these situations the Delivery Group should approve all applications made on behalf of the programme which would contribute £50,000 or more to the delivery of the Programme, and advise the Board of these applications
- Together, the Programme Manager and the Delivery Group will work to ensure that the potentially complex situation of multiple funders and competing grant applications is co-ordinated to maximise success and avoid unnecessary conflict or competition
- The Programme Manager will bring any projects / funding proposals of perceived high risk to the attention of the Board
- The Delivery Group will identify and help secure third party contributions to individual projects within the Programme, particularly those where Delivery Group members are acting as the project manager; Funding applications which may pose a particular risk for the reputation of the Partnership will be brought to the attention of the Board for approval, otherwise these are to be approved by the Delivery Group
- The Delivery Group will must be informed of all grant applications under £50,000 and will advise the Board of all grants applied for
- Having agreed an annual budget and work programme the Delivery Group will be consulted on deviations from this Programme in the region of (+/-) £5,000.

Risks and Opportunity Management (Risk Matrix)

In order to manage risk, a Risk Matrix for the Scheme will be maintained by the Programme Manager. The Risk Matrix, including mitigation strategies, will be reviewed on a regular basis during the Delivery Phase, with the key risks captured in the regular highlight reports drafted by the Programme Manager and presented to the Delivery Group on a monthly basis and Partners Board quarterly.

At project level the key risks and mitigating actions have been set in the project plans which all contain a risk register. These risks are to be reported on by project leads to the Programme Manager using monthly highlight reports so that any significant issues can be flagged and dealt with promptly. To further ensure risk management is mainstreamed within the projects, all key project personnel will be made aware of key risks and their potential impacts before implementation begins.

The three most significant risks at Scheme Level at this time are:

- 1. Failure to secure funding to bridge the funding gap;
- 2. Failure to secure support and engagement of a broad section of the local community;
- 3. The impact of the proposed M4 Scheme and potential impact of future developments

These risks were identified at the application stage and we have actions in place to manage them, namely:

- A funding strategy and a fall-back approach whereby the financial risk and any cash shortfall is shared across the core partners
- A full-time Community Engagement Officer kept in post to bridge the gap between Development and Delivery Phases

- Monitoring the progress of the M4 Public Inquiry and planning the location of physical projects outside the footprint of the Scheme to avoid any potential conflicts from arising.

The M4 risk and the potential impact of future developments may require additional actions to mitigate the effects and will be kept under review by the Delivery Group and the Partner Board.

The Scheme Level Risk Matrix and mitigating actions is set out in the table below. Project Risk Registers can be found in the individual project plans.

## Part One – The Scheme Plan / Delivery of the LP

Risk	Likelihood	Impact	Mitigation	Who will lead this task
Welsh Government decide to build M4 relief road over the Gwent Levels SSSI	Medium	High	The partnership have developed an approach to the M4 relief road (and other potential major infrastructure developments) that engages the community and a wide-range of stake-holders and is part of the process that help to secure the best outcome for the landscape and the people that live, work in, and visit the area. Projects have been planned to ensure there are no works in areas of land affected by the Scheme proposal or mitigation areas allocated for the Scheme proposal.	Elected Partner Board Chair
Breakdown of Partnership	Low	High	Significant work has gone into the pre-delivery phase to ensure partners understand the commitment that will be required during the scheme. Continued support and advocacy for Partners as required.	Programme Development Manager
Failure to recruit programme staff impacting on Delivery timetable	Low	High	Ensure time for a thorough recruitment and induction of Delivery Staff; prepare for recruitment of Delivery staff in between Development and Delivery rounds.	RSPB Cymru Director
Failure to build on existing support within the community - lack of community consultation creates barriers to implementation of projects	Medium	High	Consultation with Community Councils and Community Groups has been ongoing since the summer 2015 (and pre-development). Plan to maintain communications (presentations, social media and display stands) about the programme in between Development and Delivery rounds.	Community Engagement Officer
Failure to secure match funding for Delivery stage	Medium	High	The Partners have agreed a fall-back plan to cover any shortfall and maximise in-kind contributions - underwriting has been agreed to cover the shortfall in funds with six core partners. Funding applications for in-year funds will continue to be submitted and a funding plan matching projects to the most appropriate funds has been drafted and will be managed by the RSPB Senior Fundraiser.	RSPB Senior Project Fundraiser
Key consultancy contracts slip on agreed timescales holding up project delivery in year one.	Medium	Medium	Provide data to consultants quickly and prepare documents pre Delivery, ensure close management of progress so that any slippages can be flagged early and pre-empted	Programme Development Manager
Plans proceed to establish tidal lagoons in Cardiff or Newport, significantly altering the character and features of the Gwent Levels Estuarine landscape.	Low	High	As with the M4 relief road, the Partnership will develop an approach that engages the community and a wide-range of stake-holders and is part of the process that helps to secure the best outcome for the landscape and the people that live, work in, and visit the area. Potential compensation grants arising from developments could be sought by the Partnership to finance projects with a community benefit - this will be monitored by the Delivery Group reporting to the Board.	Elected Partner Board Chair
Volunteer interest in Living Levels wanes if they can't start on their project of interest during gap period	Low	Medium	Provide regular communications and updates on social media, regular volunteer 'shout outs' and praise for volunteers on social media	Community Engagement Officer



Image Credit:  
Mike Boyes

## Legacy and Sustainability

### Legacy

The aim of legacy planning is to produce a sustainable and integrated Legacy Plan that builds upon the success of the project and ensures that suitable mechanisms are put in place that will continue to deliver on the partnerships stated aims and objectives.

As with most Landscape Partnership schemes, the funding provided by HLF is designed to support a spike in investment and activity to set the Partnership on course to achieve its vision for the Gwent Levels landscape and the communities within it over the longer term. This journey will not end in 2021 and an important legacy of the scheme will be to leave in place robust mechanisms and ways of working which will sustain the benefits and landscape distinctiveness upon which they rely in the long term. The Partners intend to continue the Partnership, albeit in a different format, to implement the vision set out in the GI strategy and Destination Management Plan after the period of initial investment provided by HLF. In February 2013 the HLF circulated

a report entitled Legacy Planning for Landscape Partnerships. This sets out a number of recommendations for Landscape Partnerships to consider when thinking about how they might best secure a legacy from their activities after their Scheme has completed delivery. The report emphasises the importance of taking an ambitious view of the legacy and that a formal mid-scheme review is the best time to firm up legacy ambitions and arrangements for beyond the life of a project. The Partnership will therefore commit to undertake this review at the same time as the mid-term evaluation review detailed in the following section. This will allow the Partnership to consider its legacy ambitions at the same time as reviewing how well the Scheme's wider level outcomes are being achieved. The Partners will therefore produce a mid-term Living Levels legacy strategy that identifies the actions that need to be taken before the end of the Scheme in 2021. The Legacy Strategy will also be reviewed and updated in response to the final Scheme evaluation. It will set out the long-term vision for sustaining the Scheme and will be used as a tool to secure resources and put in place the appropriate mechanisms

or structure required for the Living Levels Partnership to continue into the future.

The Legacy strategy will build upon the baseline findings of the LCA, GI strategy, Destination Management Plan, project plans and community consultations. Monitoring information will be initially collated through the Living Levels evaluations assessment, to assess the success of the scheme and then developed into a robust forward plan for the Levels to ensure its longevity for the future. It will be supported by a management and maintenance plan which will identify commitments of individual partners and landowners, monitoring requirements, and implementation methods and costs. The strategy will also identify funding opportunities drawing on national and local policy drivers (e.g. well-being objectives nationally and locally). The Living Levels Legacy strategy will be informed by the HLF Legacy planning for Landscape Partnerships guidance taking on board experience and advice of other partnerships referred to in the guidance document.



Image Credit:  
Peter Trimming

In addition to the Legacy Strategy, two other elements have been built into the Living Levels Scheme which will help support the Partnership to clearly identify its legacy ambitions. These are:

### 1. Celebrating Success and Sharing Best practice

- A budget of £1000 has been included to allow celebration events to be held as a series of events/workshops with community partners designed to praise the achievements of the LLLP, to reflect on best practice, to shore up commitments made and to aid in the development of new opportunities. This will involve Partners, the wider community and stakeholders.

### 2. Living Levels Legacy Fund:

- A budget of £20,000 has been included to be released towards the end of the scheme to enable continuity of positive actions - especially community-based projects. This may be spent on the purchase of equipment, further training, site visits or facilitating planning meetings

and funds may be allocated to third parties to cover costs which are likely to be incurred after the scheme has closed. The precise needs and use of this fund will be identified in the final evaluation and agreed by the Partnership Delivery Group.

The sustainability of the Living Levels Scheme has been carefully considered during the Development Phase to identify the best ways of continuing its benefits and key activities after HLF funding has ceased. Sustainability issues are considered for each of the main programmes area below.

#### Programme 1 – Conserving and Restoring

This programme is intended to be a catalyst for changing the model of how restoration and enhancement is carried out, to make it more effective and sustainable and to allow improvements to the landscape to be accelerated beyond levels currently achieved. All capital projects undertaken in this programme will be protected by agreements to ensure the benefits are maintained for a minimum 10 year period; however,

the nature of projects and the level of support generated from landowners should help to sustain the benefits indefinitely. The scheme will establish good working relationships with landowners to ensure that more field ditches cleared of scrub are kept clear in the future, either with the landowners carrying out the work themselves or through the involvement of volunteers, or both. Prior to the creation of new habitats such as orchards, wet meadows or pollinator areas, management plans will be drawn up to ensure that landowners sustain the future management of these habitat features and agree to maintain any livestock fencing which may be required. Farmers and landowners will also be encouraged to enter agri-environment schemes (such as Glastir small grants scheme) and NRW will ensure that all contracts and any new S15/S16 SSSI management agreements have clauses on the maintenance of any features funded through Living Levels with those landowners.

The natural heritage capital fund will encourage local communities and groups to be proactive about their local heritage. Through the funding and training provided, applicants will gain skills needed to take action to conserve and promote their heritage in the long term

Mapping work will have shown the best places to plant new orchards and pollinators or create connectivity corridors which can be used as a tool to prioritise and implement further works in the long-term, guided by the principles and funding opportunities identified in the GI strategy. Best practice guidance on orchard management and pollinator planting for the general public wanting to get involved will also be produced so that knowledge is produced for generalist as well as specialist audiences. In addition, key partners will continue to act as a source of support to these sites long after the funded project finished.

The Sustainable Landscapes and Ecosystems projects are an important part of the legacy strategy to sustain the benefits

brought about by the capital restoration projects and to start to demonstrate how to permanently alter farming practices to ensure more sustainable farming systems are adopted in the future. Demonstration farms will provide opportunities for engaging a wide range of audiences and media and will also provide case studies for wider profile-raising, particularly with Welsh Government. Whilst there are still many uncertainties over the future of agriculture policy post-Brexit, it is the aim that the project will influence future public support mechanisms for agriculture and rural development based around delivery of sustainable management of natural resources.

The Ecosystem Services project will seek to identify, develop business cases for, and where possible, pilot novel mechanisms for the funding of future land management activities that enhance ecosystem service delivery through sustainable management of natural resources. There is plenty of theory around these kinds of schemes but few concrete examples meaning that little progress has been made

on the ground. For example, it is hoped that work with the Welsh Perry and Cider Society will enable links between orchard owners and producers and help to ensure there is a market for fruit in future years giving orchard owners the incentive to maintain their orchards.

NRW have committed to adapt future monitoring of the SSSI to pick up new areas identified by the LLLP. For example, NRW staff tasked with ongoing SSSI monitoring or ditches and reens will add new sections to enable monitoring of the key other landscape elements and potential threats including INNS to improve early warning systems. The monitoring system will also include boxes on the presence of relict orchards, pollinator habitat, wet meadows or and any good quality habitats. This will represent a change to current methodology / way of working to be more holistic and will act as a tool to guide future investments and policies at landscape-scale.

NRW and the INNS working group are committed to using the tools and working practices established during this Partnership. A strategy



will be promoted for dealing with new INNS outbreaks targeting different levels of users to enable even the most basic user to have an understanding of key species to look out for and likely 'new arrivals'. The INNS working group will ensure that the INNS map remains up to date and dynamic to support this.

It is intended that the Gwent Levels Fly-tipping Action Group will continue to meet as necessary after the end of the scheme. By developing new, trusted relationships, seeing real achievement on the ground, and producing a thorough understanding of the full cost of dealing with this problem, this project will continue to engage and involve the multiple agencies involved in supporting the management of the landscape and reducing the barriers to making this management effective. To maintain the level of fly-tipping at low levels, Fly-tipping Action Wales will continue to monitor the levels of fly-tipping after the project finishes and will maintain/replace the signage if it is still required after the Delivery Phase. The local

community will take ownership of the pollinator gardens and the education package will be available for teachers to deliver in the future to make sure the message is repeated. In addition, the Partners intend that this project will be used as a case study with successes brought about by the preventative and punitive measures clearly demonstrated in the Cost-Benefit Report that will be produced at the end of the project. Fly-tipping Action Wales will hold this information on its website so that it is easily accessible. The report will be communicated to key decision-makers and will be disseminated via the newsletters that are sent out to over 50 partners that Fly-tipping Action Wales work with. These partners include the 22 Local Authorities, the Police and Fire Service and Keep Wales Tidy. An update on the findings of this report will also be provided to the National Fly-tipping Prevention Group which is chaired by Defra.

### Programme 2 – Understanding and Appreciating

Capital projects undertaken in this programme will be protected by agreements to ensure the benefits are sustained for a minimum 10 year period. The increased access, awareness and understanding of the heritage will provide a legacy for the scheme in itself, regardless of whether some of the projects continue post-delivery.

The creation of Visitor Hubs will provide a lasting legacy to the work of the scheme. Local authorities will retain responsibility for maintenance of signs and panels outside Partner landholdings. A maintenance budget has been included in the proposals and a maintenance plan for these features will be created as part of the legacy strategy. Panel content will require revision within 5-10 years and panel replacement is likely to be required around year 6-8.

As well as developing into a valuable series of locations where visitors can continue to learn about, engage with and enjoy the local landscape and heritage, the hubs will encourage a greater



Image Credit:  
Nigel Pugh

number of users which in turn will help raise awareness and support for tackling some of the issues facing the Levels. The increased visitor numbers and spend will help generate the resources required to sustain investment in visitor facilities. Engagement with more difficult to reach communities e.g. Rumney and St Mellons will be a stepping stone to raising awareness of what is on the doorstep.

The museum displays will continue to provide learning opportunities for visitors, including school groups for many years to come.

Ambassador training and roll-out of the toolkits will provide the tools, confidence and knowledge needed to empower communities to look after their local heritage. The Community hubs and local routes will rely on the continued involvement of the wider community to keep information refreshed and up to date. It is vital for the ongoing success of the Levels projects that communities take ownership of visitor understanding, access and orientation.

The promoted walking and cycling routes will be maintained by the Local Authorities and the routes will continue to be promoted by the Partnership. Once the projects have finished, the existing Public Rights of Way (PROW) teams managed by Local Authorities and their volunteer groups will continue to survey and maintain the routes with required materials made available to them. In addition, Ramblers Cymru have suggested the possibility of hosting their 'Big Welsh Walk' on the Gwent Levels to coincide with the completion of the access and interpretation package. This is an event which aims to promote lesser well known and used walking areas.

In future years, Local Authorities will ensure that updates are undertaken in a consistent way across the Levels and communicated at site, on leaflets, and on-line. The Living Levels as a visitor destination will continue to be marketed by joint working between the partner organisations, with responsibilities for contributing elements allocated on a fair basis to be identified in the Legacy strategy.

Local Authorities will retain responsibility for maintenance of the Roman stone, Tide Markers and Sculptures although ideally each community will 'adopt' their figure and act as watchdogs over the interpretative infrastructure as well. The precise responsibilities for each structure will be worked out on a case-by-case basis as they are developed so that this is not left until the end of the scheme. It is intended that Local Authority volunteers will also help to monitor and maintain interpretative infrastructure, such as interpretation panels, waymarking, furniture and community artwork.

Beyond the end of HLF funding period the maintenance of works undertaken at the Lighthouse Inn Gateway and on the network that serves it would be covered under the NCC green service revenue budget for the public rights of way within Newport. Partners will work with NRW and Welsh Government to seek to ensure that the project's legacy in improving access in the coastal zone is reflected in the funding and management arrangements for the Wales Coast Path after the current funding commitment to 2020.



Highway Authorities will take on responsibility for brown signs and a regular review of brown signage will be undertaken by Tourism officers to ensure signage is still relevant. Community Councils will be asked to take on responsibility for cleaning Living Levels village signs. The project will also look to Councils to take on responsibility for replacing damaged signs. The maintenance of the new interpretation at Newport Wetlands will be incorporated into the annual management plan for the reserve. The digital equipment will be maintained by current staff and volunteers, and its replacement will be incorporated into the rolling Visitor Experience Plan.

It is hoped that the seasonal local events will be popular, well-attended and profitable for local businesses and will grow into a sustainable calendar of events in future years. The aim of supporting and adding value to existing and emerging events on the Gwent Levels is to ensure that these activities continue after the programme having been boosted by increased footfall and heightened positive reputation from being part of the wider Levels 'Festival' and marketing. Partners will encourage local groups to continue to open Church Towers for future exhibition events. The project aims to equip communities with the skills, inspiration and confidence required to be able to take this activity beyond the life of the programme into annual events and installations, helping to attract visitors. Links will have been developed with established

events including the wider Cider and Perry Festival traditionally held at Caldicot Castle, and to the Wye Valley River Festival which attracts high visitor numbers from a wider catchment.

The vision is that these events will build a reputation to the level of similar outdoor celebrations such as Caerphilly's Rivers of Light and eventually aspire to the global attraction of such events.



Image Credit:  
Sinead Lynch

### Programme 3 – Learning and Engaging

This programme has been designed to provide local communities, volunteers, partners and delivery staff with a wide range of skills to help them make decisions about and care for their heritage in the long term. There are a number of ways in which this training will support the Scheme's legacy and ensure that work by Partners and volunteers continue to make a positive contribution to the landscape and its communities.

Training local people in the skills they need to look after natural and cultural heritage assets in their local area will decrease dependence on external projects and funding. Increasing access to information, such as about fruit varieties specific to the Gwent Levels, and training in key habitats such as orchards and pollinators on the Gwent Levels will enable people to have the skills and confidence required to plant, manage and maintain their own areas of these important habitats. Volunteers and local people will be given the skills and confidence to carry out planting and habitat

management on their land including in their own gardens or community gardens, giving them the chance to learn to use new tools, make friends and make a long term contribution to the landscape condition. Volunteers will be trained and supported to carry out surveys and monitoring of a range of habitats and species. The aim is to have a long-term and self-sustaining monitoring network of volunteers. All records arising from the project will be added to the SEWBRc database helping to fill gaps in the current records. This, alongside the surveys carried out for the LWS project will help contribute to a more robust understanding of the importance of the landscape as a whole and will be added to the new SPG or similar document which will be adopted as a legacy of the scheme. Once new sites are designated as Local Wildlife Sites, the landowners will become part of a network that will meet once a year through events run by GWT. The management of the sites will remain the ultimate responsibility of the landowners but they will be supported by GWT and will receive regular newsletters with information about local

biodiversity, training courses and helpful management advice to sustain the condition of the habitats. Training will continue to be offered by GWT and other Partners will be asked to make a similar commitment beyond the length of the Scheme to maintain interest, up -skilling and enthusiasm for the landscape and its heritage.

The Learning programme has been designed so that the educational resource does not remain on the shelf. Developing the resource at the start of the scheme with Partners and teachers and supporting them to use it through the Scheme's life will provide both groups with the confidence and knowledge to deliver it once the Scheme has ended. This holistic approach will ensure the resource is used while developing new partnerships for the future. The outputs will be publicly available on the Living Levels website for schools to use / download. Beyond the end of HLF funding period the legacy of this programme will be the greater knowledge of individuals and young people about the heritage of the Levels.

The Community Arts project will also help to give an understanding of the importance of the heritage for hard-to-reach groups.

Making them more aware of the landscape on their doorstep and providing them with a chance to be involved with the design and implementation of a creative permanent feature of the landscape will give them a stake in the heritage and local decision-making processes. It will provide Partnership staff with the skills and experience to engage with new groups and foster beneficial relationships and dialogue.

The GIS, data and historical information collected will be made fully publically available through the People's Collection Wales, Gwent Archives and the regional Historical Environment Record maintained by the Glamorgan-Gwent Archaeological Trust. All these organisations are funded to maintain their records and on-line presence. By making the outputs digitally accessible, the potential audience reach increases far wider than the local communities who will be involved in the project.

The new skills developed by the volunteers and participants could increase employability.

Other artefacts, oral histories, archival material and historical research collected and collated through the projects will be deposited and accessioned into the most relevant public collection. This will ensure that these stories and material culture remain available and accessible 'in perpetuity' for the public.

The creative outputs of the programme – digital trails, public leaflets, touring exhibition – will all have a life beyond the projects themselves. Some of the artefacts, trails and activities will continue to be available to the public and visitors to the Gwent Levels at the major hubs. The touring exhibition will continue to be available to borrow by various organisations and venues across the Levels. This will remain the responsibility of the lead Partner unless a suitable legacy body is identified in the Legacy Strategy – this could potentially be a community group or organisation.

### Programme management

An important part of sustaining the legacy of the Living Levels Scheme will be to ensure its achievements, records and outputs continue to be shared and are accessible to Partners, volunteers, participants, other LP Schemes and the general public. To this end, the lead Partner, will aim to continue to maintain the Living Levels website after the Scheme finishes, unless a successor structure identified in the legacy strategy takes on this role. Content for the website will continue to be managed by RSPB Cymru and Partner staff to ensure it remains up to date, accurate, and makes the most of social media to communicate its messages to the widest possible audience. It will continue to provide updates on the legacy of the Living Levels Scheme including any on-going opportunities for volunteering, successor projects and events across the area. The website will contain many of the outputs from the Scheme including oral history recordings, schools learning resources, iconic images and artwork, best practice guides and

training manuals, time-Lapse videos, maps and route guides, copies of posters and newsletters and the Living Levels promotional film. Films will be archived on the Partnership website, microsite and YouTube Channel and will continue to be used during seasonal events at key destination hubs.

A number of the projects in the scheme will require close working by a range of new partners and communities to achieve successful delivery. They will necessitate the sharing of resources and close coordination to achieve project outcomes. Partners will be encouraged to learn together and deliver projects together, allowing a cross-fertilisation of ideas and methods, fostering productive, constructive and lasting relationships. Working together will make the Partnership stronger and provide partners with the resources and skills to manage the heritage in the long term and ensure that the positive contributions made by the scheme are sustained. The LLLP will strengthen existing partnerships and, importantly,

create new ones. A number of the Living Levels Partners have a long-standing working relationship and work together on other high profile programmes (such as Cardiff Council and RSPB Cymru's Giving Nature a Home Project in Cardiff). The delivery of the Living Levels Scheme will help them all to work together more effectively, promoting a joined-up approach to managing the heritage and increasing understanding of it.

### Exit Strategy

The employment of the Living Levels Team will bring new skills to the Partnership, raise its profile across the Scheme area and help form new relationships with local communities and other organisations and groups. The Scheme will be delivered over a three and a half year period with the bulk of delivery occurring between years two to four. The Programme Manager will be responsible with the wider Partnership for building and putting in place the Scheme's legacy and ensuring the sustainability of the Scheme once the Delivery Phase is complete.

The Final three months of the Programme will be a winding-down period with no project delivery in this time. This will enable end of Scheme administration and evaluation to be carried out. There will be a phased withdrawal of the Scheme rather than an abrupt end, which will better equip the Partnership to carry on and sustain the positive contributions made by the Scheme. The distribution of the legacy fund will help support the transitional arrangements and ensure continuity of projects.



### Monitoring and Evaluation

The approach to monitoring and evaluation will rely on a combination of work by LLLP staff, Partners and Resources for Change (R4C) as the commissioned external evaluation contractor. This approach is planned in order to embed monitoring and evaluation activities within day-to-day working, but also to include external, objective input at key points. The external evaluator will have an ongoing mentoring role providing support to the Scheme manager, in addition to leading on two specific evaluation interventions (mid-term and final evaluations).

#### The Partnership's aims for the Scheme's evaluation are to:

- **Meet reporting requirements of the main funder** and ensure we meet the requirements of other match funders - helping the Partnership to report back to their main funder, HLF, in accordance with their guidance.
  - **Inform on-going delivery and management** - helping the staff and Partnership to keep the Scheme well focused, acting an 'early warning' system if anything is going awry.
  - **Find out about and demonstrate impact** – providing information about whether projects are successful or not, finding out what difference the projects individually, and the Scheme as a whole, are making (answering the "so what?" question), finding out whether the Scheme is achieving its goals.
  - **Draw out and use learning** – within the projects and the Scheme, and disseminating beyond.
  - **Inform future work** – providing learning and evidence to understand and promote sustainability of project activities and impacts, and to help with planning for future project activity and partnership working.
- The Partnership's intentions for the evaluation are that it will enable them to manage their projects and the Scheme more effectively, as well as to understand what they are achieving, and also help them to plan well for the future.

#### For the purposes of this Scheme, the following definitions have been agreed:

- **Evaluation** is the analysis of information in order to inform decision-making.
- **Monitoring** provides the information needed for that analysis to be done.
- **Impact** considers the wider effects of the project in totality and how it has affected the bigger systems and context in which the project operates, towards delivering the Theory of Change.
- **Legacy** identifies the longer term impacts of the interventions and how they and or their impact will be sustained.

### There will be two elements to the monitoring:

1. **Output monitoring**, within the format of the HLF output data sheets, completed as part of the required regular reporting to HLF. This will enable the Scheme Manager and Partnership to assess whether projects are being delivered on time and budget.

2. **Additional monitoring**, within the format provided by the monitoring 'toolbox' to be appended to this Framework. This will provide data to help the Scheme Manager, staff, Partnership and external evaluator to understand more about the extent to which projects are contributing towards the Scheme's intended outcomes. This will involve project leads and staff collecting data relating to the evaluation's 'Key Topics', at a frequency that matches their capacity and fits their project's work and timings, and using the most suitable technique for the topic, their activities and audiences, then recording the findings using the standardised datasheets

provided within the monitoring 'toolbox' (to be created by the evaluator at the beginning of the Scheme implementation period). Scheme staff will collate the data and make it available regularly to the Scheme Manager, Partnership and external evaluator, for use in evaluation.

### There will be five elements to the evaluation:

1. **Baseline creation**. Within the individual project plans, using relevant data and information to create 'a picture of now' for that project. To be drafted by project leads, with support from the external evaluator. Also, creation of a Scheme-wide summary baseline based on project baselines, to be drafted by the external evaluator.

2. **Annual partnership review**, in the years with no external evaluation intervention. A targeted, short reflection exercise facilitated by the external evaluator during a regular Partnership meeting.

3. **Interim evaluation**. A mid-term, in-depth evaluation, led by the external evaluator.

4. **Final evaluation**. An end of Scheme, in-depth evaluation, led by the external evaluator.

5. **End of project reviews**. For each project, to be carried out by the external evaluator working with the project lead, capturing evidence of impact, drawing out learning and looking to sustainability and legacy. Depending on Project timescales, may be within the two external evaluation interventions or separately, depending on when individual projects complete.

### The evaluation will have the following features:

- It will produce information that is relevant to the projects and Scheme, which can be used as robust evidence for decision-making by projects and the partnership.

## Part One – The Scheme Plan / Delivery of the LP

- The evaluation will be focused on the 'Key Topics' identified by the Partnership, with the external evaluator using the information to analyse the extent to which the Scheme contributes towards HLF's intended outcomes for the programmes it funds (based on the premise that the fundamental design of the Scheme is focussed on these outcomes).
  - Information coming in to the evaluation (through monitoring and the evaluation interventions) will be from multiple sources, including participants and the wider Gwent Levels communities as well as project and Scheme staff and partners.
  - It will capture the issues, barriers and more negative things, but with a constructive attitude.
  - The amount and type of additional monitoring will be decided on individually by projects, but always carried out in a way that will create data which fits the standard data collation templates provided by the evaluation framework's appended 'monitoring toolbox'.
  - It will sit within the broader context of new approaches being taken forward from the Well-being of Future Generations Act and the Environment Act, in particular the well-being goals and sustainable management of natural resources.
  - A recognition that the Scheme is only one of many factors which will contribute to change in the Gwent Levels area, but that the evaluation should do what it can to understand what changes can be attributed to it, and the way in which this has happened.
- The monitoring and evaluation comprises a mix of ongoing monitoring and distinct evaluation interventions at mid-term and final points.

### Activity

#### Output monitoring

Additional monitoring (over and above requirements to HLF, to inform the evaluation in line with the Key Topics)

Annual reviews  
(2018, 2020)

End of project reviews

Interim evaluation  
(End of year 2 – late 2019)

Final evaluation  
(End of Scheme, early 2021)

### Annual data collection and returns to HLF.

By project staff, to complement the output monitoring with additional information to inform project and Scheme evaluation.

To be carried out at the discretion of the project lead and Scheme Manager, according to staff capacity and technique preferences. Data collation and analysis to be overseen by the Scheme Manager. The opportunity to involve university-level students in data collation and analysis will be explored, e.g. for raw data received from a question added into a Local Authority survey, for visitor data collected by projects and partners; training and mentoring from the evaluator will support this approach, if used.

Facilitated by evaluator at regular Partnership meeting.  
To enable a more informal check on progress.

At the end of each project.

Focus on impact and learning, with reference to initial baseline and anticipated successes.

By evaluator, with project lead.

Check on progress, sustainability & legacy planning, and feedback to the community:

Are we heading in the right direction?

Are we beginning to have an impact? Is it the impact we're aiming for?

Are we doing it right?

What can we learn from our work so far to help us plan for the future, after the end of this HLF funding?

Impact, sustainability & legacy consolidation, and feedback to the community and funders:

What difference have we made? Has this been the best way to achieve these outcomes?

What will sustain after the end of the funded project?

What learning can we and our stakeholders take from this for the future?

## Part One – The Scheme Plan / Delivery of the LP

The Scheme Manager will have lead responsibility for monitoring and evaluation, with input from other project staff and Partners in order to carry out the ongoing monitoring. The two evaluation interventions will be delivered by R4C, the commissioned external evaluation contractor. The table below gives more detail.

Who?	What?	When?
Living Levels Scheme Manager	Operational responsibility for evaluation initiation and delivery.	Ongoing.
	Operational responsibility for monitoring activities.	Ongoing.
	Monitoring collation and analysis.	Quarterly review.
	Active participation in evaluation information gathering, analysis & recommendations.	Tailored to monitoring activities. Mid-term and final evaluations.
Scheme staff and wider Project teams	Support to Scheme Manager for monitoring and evaluation delivery.	Ongoing.
	Collecting monitoring data.	
	Active participation in evaluation information gathering, analysis	
Scheme staff member (to be arranged) Project leads and partners	Collation of monitoring data.	As per monitoring schedule.
	Collecting monitoring data	Ongoing
	Active contribution to evaluation information collection.	Mid-term and final evaluations.
University students (possible option to be explored)	Monitoring data collation and analysis	As required.
External evaluator	Delivery of interim and final evaluations.	Mid-term and final evaluations.
	End of project reviews	As necessary.
	Facilitation of annual reviews.	2018, 2020.
	Mentoring support.	Ongoing

### Summary of Evaluation Activities

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Full plans for the two evaluations (mid-term and final) will be finalised and prepared in detail immediately prior to each evaluation. The evaluations will be carried out by R4C as the independent external evaluator, with support from the Scheme Manager, other Scheme staff and partners.

At this stage, there are outline plans, comprising the following potential key information-gathering activities in each evaluation:

- Review of collated monitoring data
- Scheme staff and Partner in-depth semi-structured interviews
- Participant and volunteer survey – sample:
  - Short semi-structured interviews
  - Case study in-depth semi-structured interviews – volunteers
  - Participatory information-gathering, e.g. pinboards, listening tree.
  - Online survey – all volunteers, registered participants
- Resident survey
  - Structured conversations
  - Pop-up stalls

### Reporting and Dissemination

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For the mid-term and final evaluations, the external evaluator will be responsible for compiling a full report. The structure of this will be confirmed at the start of each evaluation, but is likely to include:

- Executive summary
- Introduction
  - To the Scheme and constituent projects
  - To the evaluation
- Findings, by key topic
- Case studies
- Analysis, by key topic and HLF outcome
- Recommendations
- Appendices, e.g. contributors to the evaluation, data summaries.

It will be important to close the evaluation 'feedback loop' by disseminating the learning that is drawn out. The different audiences for this mean that a variety of ways will be used, in order to provide the information in a suitable format and level of detail for each key audience. Ideas for methods include:

- 'Easy read' summary of evaluations, including images, in a format suitable for upload to the Scheme website, as well as sending via email or printing.
- Powerpoint presentation, with speaker notes.
- Blog and/or vlog.
- Articles suitable for Partner organisation and other specialist organisation newsletters and websites.
- Key messages card, providing Scheme and Partner staff with key points to pass on during informal conversations.

The full Monitoring and Evaluation Framework is appended to the LCAP.



### Adoption and Review

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The draft LCAP was adopted by the Delivery Group prior to submission of the Second Round Application in August.

The LCAP will be reviewed on an annual basis during the lifetime of the programme to ensure that assumptions made are still valid and ensure that projects are true to the aims and objectives of the LLLP. The Scheme Manager and Delivery Group will be responsible for making sure the document is used and that plans are implemented as prescribed in the LCAP unless changes are agreed with HLF, in which case the LCAP will be updated to reflect these changes. The Board will approve changes to the LCAP. Copies of the LCAP will be held by all partners and made available at Gwent Archives and other Community Hubs requesting copies. It will be available online to download from the Living Levels website.

It is the aspiration that the LCAP, alongside the Regional Green Infrastructure Strategy and Visitor Destination Management Plan will form the backbone of a forward strategy for the LLLP area.

