



LP Second-round help notes

These help notes provide you with further information for preparing your detailed second-round submission. You should read this document together with the Landscape Partnerships (LP) Guidance. The Landscape Conservation Action Plan (LCAP) is the main document you need to produce and submit to us at the second round. **You will only need to prepare this document once you have completed a first-round application and have received a first-round pass from our Board of Trustees.**

You are expected to make your second-round submission within 12 to 18 months of being awarded a first-round pass. This should be in the form of a lever-arch file (not bound as we may want to remove some documents to make copies). Following receipt of the submission we may ask you to send us some documents electronically if we feel this would be useful.

Your second-round submission will be assessed within four months and will then go to the next regional or country committee meeting for a decision on a second-round award.

We look forward to receiving your second-round submission.

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List of additional supporting documents needed together with the Landscape Conservation Action Plan.

Provide all the supporting documents listed below, preferably within a lever arch file and not as separate bound documents.

	Please number your supporting documents using the number specified on the left.
1	Written confirmation that the main contact is authorised to act on your partnership's behalf.
2	Written confirmation from a senior member of the lead partner organisation that their staff's involvement in the Landscape Partnership will be treated as a high priority.
3	Letters of support from new partners who have joined the partnership since the first round, stating why and how they are going to support the scheme.
4	Partnership agreement, finalised and signed by all relevant parties.
5	A map or maps that precisely define the boundary of the LP area and that show the location of all the projects, including a map at 1:50,000 scale. The map must be colour-coded, with a key. Provide a CD-Rom with the digitised boundary using MAPinfo or ESRI formats. The projection must be British National Grid.
6	Conservation Management Statements for projects involving capital works for years 2-5.
7	Provide copies of any research and survey reports produced in the second-round development phase that updates the information provided at the first round.
8	A simple diagram which summarises the structure of the LP scheme team.
9	Job description and person specification for the LP scheme manager post, and any LP team posts, plus grade, salary and position in the management structure.
10	External consultants and contractors – specifications of services and works proposed, and skills, experience and qualifications needed; finalised procurement strategy for all contracts for works being delivered in year 1 (procurement strategies for works in years 2-5 can be in draft form).
11	Relevant committee meeting minutes confirming the adoption, publication and implementation of the LCAP by the lead applicant and other key partners.
12	Photographs of projects where appropriate.
13	Information about third-party grants and what the criteria and basis for awards will be to private owners of heritage assets. Provide copies of template third-party agreements if applicable.
14	Scheme timetable.
15	Written confirmation that the partnership funding for the first year is secured. Provide information about other funding that has been or is likely to be secured 'in principle' for years 2-5. Partnership funding will need to have been secured at the time that each annual work plan for years 2-5 is approved (on an annual rolling basis).
16	Monthly cash flow for the scheme for year 1. Projected quarterly cash flow for years 2-5.
17	Income and spending forecasts.
18	All statutory-agency, local-authority and Secretary of State approvals should be obtained. Include copies of consents and permissions for the full scheme. Submit detailed plans for extent of year 1 projects and include Site Conservation Statements for capital works proposed.
19	Copies of relevant and up-to-date strategies and frameworks, or sections thereof, not provided at the first round.
20	A signed copy of the Declaration.

LP Second-round help notes

Introduction

If you are applying to HLF for a Landscape Partnerships grant of between £250,000 and £2 million and you have already completed the first-round application form and have been awarded a first-round pass, then we will ask you to prepare a **Landscape Conservation Action Plan (LCAP)** as the main part of your second-round submission. These help notes will help you prepare the LCAP.

In March 2007 the European Landscape Convention came into force in the UK. The ELC definition of landscape is '*... an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors*'.

The Landscape Partnerships programme embraces the principles of the ELC and the three core concepts of landscape protection, management and planning. The process of producing an LCAP will help you to:

- identify and understand the heritage and what you need to do to conserve, restore or enhance your Landscape Partnership area;
- establish what the management needs are of the heritage and your local landscape; and
- understand what the people who live, work and spend time in the area value, and what their vision is of their landscape in the future.

Landscape Partnerships

Landscape Partnerships contribute to heritage conservation as an integral part of rural regeneration. Under this

programme we will support schemes that provide long-term social, economic and environmental benefits for rural areas. Landscape Partnerships aim to create an integrated partnership approach to the management of our landscape heritage. Successful schemes must be focused in an area of distinctive landscape character and must deliver the following four programme outcomes, which will also be the headings for the programmes of work that each scheme will deliver.

Landscape Partnerships outcomes

- A Conserving or restoring the built and natural features that create the historic landscape character.
- B Increasing community participation in local heritage.
- C Increasing access to and learning about the landscape and its heritage.
- D Increasing training opportunities in local heritage skills.

Each Landscape Partnership scheme must gather good-quality information about your proposed LP area, so that planning is based on a thorough understanding of the condition and significance of your landscape. This information must also be combined with the needs and values of people connected to this landscape, in order to identify the priority issues and establish projects that will make a real difference to conserving local distinctiveness.

A key feature of this grant programme is that we are keen to encourage you to work in partnership since we believe this is central to developing a successful scheme. The partnerships are normally made up of members of the community,

together with regional, national or local organisations with an interest in the area that come together to deliver a shared vision.

The development phase

This is the period of 12–18 months after you are awarded a first-round pass, during which you are expected to develop your project and make a more detailed (second-round) submission. You should use this time to gather all the heritage and community information you need in order to refine, confirm, plan and accurately cost your scheme. You should be aware that the total amount HLF set aside for the delivery of your scheme at the first round is fixed and you will not be able to ask for an increase at the second round. This amount will have been determined by the programme costs that you identified at the first round, which are known by HLF as the approved purposes. You should therefore make sure that as your proposals are firmed up they remain within this cost framework.

You will probably need to employ an LP scheme officer for the development phase. They are likely to have a central role in building partnerships and community links, and will coordinate the development of the scheme.

An integrated approach

The LP programme promotes an integrated approach to addressing the needs of a landscape. You must address the whole breadth of heritage including the built, natural and intangible heritage (such as language, traditions, and cultural, artistic and scientific associations). You need to make sure that you understand each of the different types of heritage that is found in your LP area and the needs of the communities in the area.

Importantly, your LCAP needs to detail how you expect to manage and maintain the heritage benefits gained through an LP scheme.

Participation and learning in your Landscape Partnership

You will also need to carry out work during the development phase that will help you to develop your heritage participation and learning activities. We hope that you will be able to carry out most of this work yourself, but it may be helpful (and stimulating) to employ specialists for some elements, for example, to undertake consultation with target audiences or to develop the training and skills programme. However, the vital choices that are right for your partnership can only be made by you.

Participation

We expect LP schemes to increase community participation in the landscape heritage. You can do this by:

- creating opportunities for people to volunteer in your projects – for further information see our guidance *Thinking about volunteering*;
- helping your community to take an active part in your project, including encouraging people make decisions about heritage – for further information see our guidance *Thinking about community participation*; and
- developing new and/or wider audiences for the landscape's heritage – for further information see our guidance *Thinking about audience development*.

Learning

Your scheme must also improve opportunities for learning about the landscape and its heritage, which includes providing training in local skills. This can be done by:

- providing information about your heritage and interpreting it for people –

for further information see our guidance *Thinking about interpretation*;

- creating opportunities for people to gain new skills or improve their existing ones – for further information see our guidance *Thinking about training* and;
- holding events or activities that help the general public or particular groups of people learn about the landscape's heritage – for further information see our guidance *Thinking about learning*.

Access

We also expect LP schemes to improve access to the landscape heritage. There are many ways in which you can do this, for example by:

- making physical access improvements in order to overcome barriers to access to the landscape and the heritage found in the area. If this is not possible, you should provide access by alternative means such as webcams or audio-visual presentations;
- drawing out all the opportunities that the landscape presents for people to use their senses: sound, touch, smell and taste as well as sight, so that people with sensory impairments can experience the landscape; and
- offering different forms of intellectual access to places of heritage or landscape interest, for example through interpretation panels, trail leaflets, guided walks and the use of new technologies such as downloads to mobile phones.

What is a Landscape Conservation Action Plan (LCAP)?

Working towards an LCAP is not just about the production of an actual document. It is a useful process that will help you plan, structure, cost and manage the delivery of your Landscape Partnership. This section identifies the different types of information

that we expect you to gather during the development phase, tells you how they should be organised and helps you to prioritise actions and identify projects that meet the four LP outcomes.

In outline, an LCAP tells you:

- about your landscape area and its heritage;
- why it matters and what people value about it;
- what is happening to it;
- what you need to do and who needs to be involved to look after it;
- what projects will help you do this;
- how much this will cost and when it will be done; and
- how the benefits of the scheme will be maintained.

Who should produce the LCAP?

The LCAP should be fully owned and embraced by the whole partnership. There is a lot of work to do – undoubtedly too much for any one individual or organisation to do on their own. You may have received development funding to employ an LP scheme development officer, and this person should play an important role in coordinating and writing much of this document. However, the success of the LCAP and of the delivery of the scheme is dependent on commitment and input from all the partners.

The LCAP and specialist reports and surveys may be outsourced, but it is vital that the partnership comes together to analyse the findings, understand the issues and finalise the projects. If the production of the LCAP or other key pieces of work is contracted out, it is crucial that the partnership maintains a close involvement in and a good understanding of these elements.

Landscape Character Assessment

In order to develop a successful Landscape Partnership, you must have a thorough understanding of your landscape. We expect you to base your scheme on an up-to-date Landscape Character Assessment (LCA). You may have an existing LCA, but it might not provide a sufficient level of detail, may be out-of-date or of insufficient scope. If you need to carry out a new LCA, update or refine an existing LCA, we would expect this work to be carried out in the development phase so you will need to identify a budget for this work in your first-round application. You may carry this work out using local people, specialist staff or consultants (refer to the LP Guidance for further information).

The LCA will help you to describe the elements and patterns of features that make your area different and distinctive from another. You should also be able to make an assessment about the condition of the landscape and the opportunities for restoring and strengthening these elements, and to identify actions that will address the threats to its character.

Conservation planning work and other specialist heritage surveys

As part of your scheme development, you may also want to commission specialist surveys to help you either develop projects or manage your heritage in the long term.

If this detailed survey, research or recording is essential for your scheme delivery or individual project design or to establish costs, you should have included the cost of carrying out this work in your scheme development costs.

You will often need to carry out more detailed research or investigation; the

following activities might be included, for example:

- detailed condition surveys of built heritage;
- historical research;
- habitat or species surveys;
- access audits;
- archaeological assessment and/or analysis of a building or landscape;
- geophysical investigation;
- site, building or species monitoring;
- heritage research or consultation with communities; and
- geological survey.

If you do, at the first round you will need to tell us:

- what type of work is needed;
- why it is critical to your project;
- which type of professional skills you will need; and
- the cost and timetable for its delivery.

Further details are given in the guidance *Thinking about conservation*.

During the development phase you will need to commission, coordinate or carry out this work to inform your LCAP. You should provide copies of any key reports and surveys produced in the development phase in support of your application at the second round.

Planning participation, learning and access

In order to plan participation, learning and access across your LP scheme you will need to carry out or commission work to find out key information during the development phase. This will enable as many people as possible to take part in projects that will both address and make the biggest difference to local needs.

You may not have much information about the people who are involved in the LP area and the people who could be involved – your audiences. The LP Partnership should assess how much is known about audiences, activities and access in the LP area and identify what further information is required and how this will be obtained.

Audiences – (By ‘audience’ we mean a group of people with identifiable characteristics who may be involved with your heritage now or who could be involved in future). You should find out about the following:

- Who are the current audiences for the heritage that is the focus of your scheme?
- What do you know about them (e.g. demographics; life styles; how they are involved; why they are involved; what they value about your heritage)?
- Which groups are not currently audiences?
- What do you know about why they are not audiences?
- What are the barriers to people becoming involved?
- What else do you need to know?
- Are there particular audiences you need to target?
- Does the nature of your heritage mean that particular audiences are special to you?
- What do current audiences think of what is offered?
- What do potential audiences think of it?

Activities – (This covers what you do now with and for people, and what else you could provide through the LP scheme). You might find it helpful to think about all the ways people relate to your heritage, including:

- visiting;
- taking part in an event, programme or course;

- being consulted;
- training;
- advising;
- living;
- working locally and earning a living directly or indirectly from the heritage of the area;
- volunteering;
- supporting or fundraising;
- enjoying;
- governing.

Access – (This involves currently accessible areas, barriers to access and the need for physical and other access improvements). You should explore how people can access your landscape heritage, including:

- How do people currently get to and around the LP area and its heritage?
- What are the barriers to accessing the areas which are less accessible or have no access at all?
- Are there particularly valued or popular parts of your site to which people would like more and better access?
- What access improvements can be made and what are the most appropriate improvements?
- Will access improvements damage the heritage, and if so, can this damage be avoided, mitigated, limited or managed in order to permit access?

Before you think about access improvements, you may want to commission an access audit. This is a step-by-step assessment of the ease with which disabled and less mobile people can get into and around sites and facilities. This assessment involves consulting current and future users to understand any barriers that may limit access for specific groups. To ensure that heritage sites are not damaged by providing access, you may need to carry out a heritage-impact assessment (see our guidance *Thinking about conservation*).

For information on disabled access, please see our guidance *Improving your project for disabled people*.

For more information and a planning framework which you may find helpful, see *Planning activities in heritage projects*.

Updating and providing supplementary information

As well as the LCAP and the supplementary information we request in the checklist at the front of this document, you will also need to update and reconfirm certain core pieces of information from your first-round application. Please highlight any changes that have taken place between the first round and the second round. This includes the following:

The lead partner/applicant

Confirm the name and contact details of the lead applicant.

- Give the official or registered address of the applicant or lead partner, with the full postcode. Give the name of your main contact person.
- The name of your organisation should be the same as that on your constitution.
- If this is an application on behalf of the partnership, the name of the lead organisation should be given.

The partnership

Confirm the key people and named representatives of organisations who are members of the LP scheme's Board or partnership. Include any new additions or changes since your first-round application.

- Explain the proposed role of the partners in terms of funding, decision-making

and the management of the scheme.

- Describe the structure and list the members of your partnership. For example, you may have an LP board which involves a core of organisations and individuals, but there may also be a broader partnership supporting the scheme.
- Confirm the proposed structure of the Landscape Partnership's Board. Provide a diagram that shows the structure of the scheme delivery mechanisms from the Board to the LP scheme manager; include decision making points and staff management responsibilities.

The contents of a full Landscape Conservation Action Plan

We want you to produce a plan that is unique to your chosen LP scheme area. This will set out the strategic framework for the area and establish a clear vision. There should be a shared purpose to develop, manage and deliver a scheme for the benefit of the landscape and the community as a whole. You must propose programmes of work that meet the four LP outcomes within this context.

You must show how your vision and proposals for the LP area have taken account of:

- other national, regional or local strategies;
- important landscape features or activities identified through surveys and the landscape character assessment or other studies;
- the potential threats that these elements may face, but also the opportunities;
- local social and economic needs;
- what the people who live, work and spend time there value; and
- need for training in local skills.

The breadth and amount of heritage found within each LP area will be vast. It is important to prioritise what an LP scheme

can focus on, based on the above and on opportunities to build on and create links between existing projects and initiatives in the LP area. However, there is certain basic information that you will need first in order to prepare conservation projects and manage sites and assets. More detailed information about this can be found in our guidance *Conservation management planning*, in particular the checklists under Appendix A. There is also more specific guidance on the management of different kinds of heritage – see our document *Management and maintenance planning*.

You will also need to show how the information you have gathered about audiences, activities and access has shaped how projects have been developed. You will find more specific guidance in *Planning activities in heritage projects*, although for the LP programme we do not expect you to produce a full activity plan.

LCAP proposed outline

Executive Summary

A very brief summary of the main points included in the plan.

Introduction

- who wrote the plan, when, why and what their expertise is;
- who participated and who was consulted;
- scope of the plan, including the extent of the LP area;
- links to other planning work, in particular the Landscape Character Assessment;
- brief description of the scheme and what it will cover;
- any gaps in the plan, including any limitations; and
- any important documents that need to be read with the plan.

Section one – Understanding your Landscape Partnerships Area

The first section of the plan should be about the landscape character of your LP area and the heritage that contributes to the distinctiveness of your landscape. This develops in more detail the summary information we asked for in the first-round application and will probably be supplemented by additional information that you have discovered during the development phase.

Describe the landscape character

Describe the area that you have identified as your LP area. This should summarise the main findings from your landscape character assessment (LCA). It should tell us about the patterns of features and associated activities that make the area special. We should gain an understanding from this section of what gives the area its distinctive feel, particularity and 'sense of place'. The section should also include cultural and historical associations, as well as purely identify the physical attributes of the area. The LCA should also identify what the threats are to the area's distinctiveness. What are the needs of the landscape? What may be diluting and weakening its character? What are the forces for change? Consideration should also be given to what needs to be done to address the needs of the landscape and what the opportunities are for restoring and strengthening it.

You should also justify the boundary that you have chosen for your LP area. This should have a rational explanation, based on the information you have obtained from the LCA, the additional planning work you have undertaken, and it should be based upon areas that the community recognises.

Describe the heritage

Describe each of the different kinds of heritage that is found within your LP area,

including biodiversity, buildings, archaeology, designed landscapes, earth and industrial heritage, cultural, artistic and scientific associations, and intangible heritage such as language and place names.

History

Tell us how the landscape has developed through time. Use historical sources, maps and archaeological evidence. The development of the landscape may be shown more effectively through drawings. Describe the history of the area from the earliest times to the present day, identifying any key features associated with particular periods of time. Don't forget to include the 20th-century history of the site and the social history of the area.

Context

Describe where your LP area is and the context of the surrounding countryside. Clarify why this particular area has been chosen as a scheme focus, over and above other areas within the same or adjacent regions.

Management information

Explain what strategies for managing the LP area exist. These might include an AONB Management Plan or local authority landscape strategy. Identify landscape management mechanisms, such as Environmentally Sensitive Areas, or the more recent Higher Level Scheme areas of the Environmental Stewardship, or Forestry Commission Woodland Grant schemes. Tell us how the landscape and the key parts of the heritage you have identified are managed today. Include what heritage skills you have, what resources you devote to looking after the heritage; and what existing management standards you need to meet as a result of protection or designation. Identify if any of the projects will involve private landowners or other people, who they are and what their role is. Tell us what existing policies you have for managing the heritage, access or other aspects of

the landscape and your key heritage assets, and what they require you to do.

This section should be based on surveys and investigations, as well as historical sources, maps and plans. Illustrate it with photographs and, where possible, historical illustrations, maps or master plans. Refer to any more detailed supporting information such as gazetteers, heritage audits, inventories and any other relevant pieces of research or surveys.

Section two – Statement of significance

This is a key part of your plan. It should tell us what is important about the range of heritage of your LP area, why and whom it is important to.

There are many different ways in which heritage is important to people. Your statement of significance should consider the following:

- Is the heritage of importance to science, for example for its biodiversity or geology?
- Is it rare or endangered?
- Why is the heritage important to history? Is it associated with important people or events? How does it contribute to our understanding of the past?
- What are the artistic qualities of the objects, buildings, spaces or designed landscapes?
- What is the cultural and human importance of the area?
- Is the heritage of archaeological significance? What can the buildings, objects, landscape or buried remains tell us about past events? What do we know about the pattern of construction, use or alteration?
- Do you have an item of technical importance – does it tell us about innovation?
- How does the local community value a particular place or collection?

- Has the heritage been used in films, paintings or in literature?
- Is it important for spiritual reasons?
- Is it a source of formal or informal learning or of enjoyment?
- Does its current use contribute to its significance?
- Has the value of the heritage changed through time? Was it important for different reasons in the past?
- Is the story of its conservation or preservation important?

If the heritage is registered, designated or protected in some way, this is because it is of particular value. Tell us whether it is protected, how it is protected and why.

Also explain why it is important to different communities who have an interest in it. Of course this will include different heritage areas – biodiversity, archaeology, architectural history, traditional skills, archives, landscapes, industrial heritage. But it will also include other groups who may value the area. Make sure you have spoken to:

- the community which lives in the area and may have a particular interest in a place or a feature;
- any groups which take an interest in the heritage, such as ‘friends of’ or local interest groups;
- people who use the heritage sites within the LP area now, such as visitors, walkers; or
- anybody else who values that heritage.

It is important to have an understanding of the overall significance of heritage assets, and which elements may be regarded as being of particular value and why. For example, which areas of a site may be important, which parts of the building matter or which species are rare. This information will help you when you have to make decisions about projects for your scheme.

The statement of significance should cover the heritage as a whole but it is also useful to identify the significance of different parts in more detail, perhaps in a gazetteer.

It can be useful to distinguish between things that are crucial to the landscape’s significance and cannot be lost or compromised over, and those of lesser value. This may be helpful in helping you to make decisions about priorities for your scheme. The statement should help to identify why something is significant and whom it is significant to.

If there are things that are of value, but are not a high priority within the LP scheme as they are being addressed through other means, give us the context of other projects, schemes and initiatives that may already be addressing these important elements of the heritage.

Section three – Risks and opportunities

This section should explain what is happening to the heritage. It should identify all of the risks to the heritage, and how it might be vulnerable. It can also identify opportunities for improving the heritage.

The plan should cover a wide range of things, from the condition of the heritage through to ownership, use, boundaries, resources, management problems, access, contents and public expectations. It should explore competing priorities such as conservation and tourism pressures. Try to use information that allows you to measure the scale or nature of the risks, such as how much has been lost over time.

Individual projects in your LP scheme could potentially put some aspects of the heritage at risk. For example, work to a roof in an historic building might put bats at risk. You will need to think about all of these risks when you are developing your programmes of projects.

You will also need to think about the risks that will arise if you do not maintain or manage your site in the long term. For example, if you don't manage a reed bed it will eventually develop to willow scrub, which could result in the loss of priority Biodiversity Action Plan species such as the bittern.

There are always conflicts on sites – too many visitors may put the heritage at risk, but on the other hand if you don't have sufficient visitors you may not have the resources to look after a particular site. Identify conflicts like this.

One of the risks to your heritage may be climate change. More wind and rain can put historic buildings at risk; climate change may also affect the distribution of species and the appearance of landscapes. This section of the plan should identify how climate change might impact on the landscape's heritage.

Some of the risks may relate to the partnership – for example you may lack the representation or skills needed to manage all the heritage found in your LP area. Other issues may arise from external factors.

This section can also include an outline of the opportunities for conserving or improving the significance of the heritage. But remember that this part of the plan should be about the heritage and its needs. Specific proposals for projects should be dealt with later in this document.

Section four – Aims and objectives to deliver the LP programme outcome

This section explains how you will look after the heritage and address the identified

needs of the communities in your LP area. This will involve physical work to restore, repair or keep assets and sites in good condition, as well as providing learning and training opportunities and to enable people to have improved access their landscape heritage.

By now you should have enough information to draw up your long-term aims or objectives for conserving and managing the heritage as well as for participation in activities in your LP area. You should find that the information you have acquired in the previous sections will make this much easier. There should be a clear link between significance, risks and opportunities, and your aims and objectives.

Your aims and objectives should be applicable to the overall LP area, but also specific to sites and the particular heritage features that your LP scheme will focus on. They should be based on the work you have done earlier in the plan. Setting out your aims and objectives will help reassure us and your partners that you are committed to caring for the heritage to the highest possible standards.

Adapt this section to your own needs. Topics that we would expect you to cover include:

Conservation – how you will:

- conserve or enhance each of the different types of heritage;
- resolve any conflicts between different types of heritage;
- meet conservation standards for each kind of heritage; and
- carry out any identified work, who will do it, when and how.

Participation and learning – tell us:

- which audiences you will be targeting through the scheme
- how more people can get involved in the conservation, management and

maintenance of particular heritage sites and assets;

- what opportunities there are for volunteering;
- how people can be involved in making decisions about the heritage;
- what opportunities will be offered to learn about and understand heritage, and the contribution it makes to the landscape, in an active way;
- what training in skills and traditional techniques will be provided to help maintain the character of the LP area; and
- who will benefit from these heritage skills, who will be targeted and how they will be accredited.

Access –tell us:

- how you will improve physical access without damaging heritage;
- whether there are areas of the site where physical access is inappropriate, and if so, how you will provide alternative access;
- how you will design physical access improvements so that they are appropriate to the site, including choice of materials, scale and location; and
- how you will improve access to all different aspects of the heritage.

Climate change

Identify your aims and objectives for dealing with the risks you identified above, including how you will deal with changing weather patterns.

Effects on the environment

Explain how you will reduce effects on the environment in the way you manage your heritage; for example, how you will encourage visitors to:

- use public transport;
- conserve energy; and
- minimise waste.

Maintenance – tell us:

- what you need to do to manage and maintain the heritage sites and assets within the LP scheme, who will do it, when and what resources are needed;
- what you need to do to maintain any new work funded by HLF, including new facilities and new interpretation material, who will do it, when and with what resources. If you are including 10 years' management and maintenance costs in the overall scheme costs, these will need to be costed separately (the amount must be less than 10% of the cost of each programme) and evidence of this future commitment supplied. For further information refer to the LP Guidance.

Management – tell us:

- how you will manage visitors in a way that does not damage heritage;
- about the impact that visitor services may have on heritage and how you will minimise that;
- how you will ensure that staff, volunteers and contractors have heritage and people skills;
- how you will deal with any potential heritage conflicts (for example managing biodiversity in a designed landscape); and
- what management standards do you need to comply with, and how you will do that.

See our guidance *Management and maintenance planning* for more detail.

Managing information about your landscape heritage – explain:

- how you will make sure that decisions are based on enough information about the heritage;
- who will provide that research or investigation, when and how;
- how you will store heritage information, update it and make sure it is accessible in the future;

- how you will ensure volunteers, staff and contractors have access to information about the heritage; and
- how you will inform the public, visitors and others about your heritage and how you are looking after it.

Make sure that your aims are consistent with any local, regional, national or international policies, and any conservation standards that you need to meet.

As a result of the planning process and consultation, you may find your partnership needs to expand, or that you need to recruit a delivery-team member with particular expertise, manage the heritage differently or work more closely with others. Explain how you will build in flexibility.

Section five – Scheme plan and costs

Using the information above, you should be able to identify the things you need to do within your LP area to look after the heritage that makes the area special and how people can learn about and be involved in their landscape. The partnership must work out what needs to be done and what the best way to do

this is. You must analyse your findings and identify what the priorities are for the landscape and associated communities. This process should help you work out what projects will meet these priorities. It is crucial to understand that a Landscape Partnership is **not** a collection of projects that just happen to take place within the same geographical area. The LCAP must clearly justify the projects that you have identified, demonstrate the landscape context and what the benefits are of each individual project, but it must also clearly identify the contribution that is being made to the landscape and local communities as a whole.

Your LP scheme must deliver evenly in terms of **impact** across the four LP outcomes which are also the mandatory programme headings (refer to LP Guidance). When you are planning your projects, you must ensure that they deliver under at least one of the programme headings and that when all the projects are arranged under the programmes, that the scheme is balanced in terms of what will be achieved across these in relation to the LP outcomes (this is not necessarily the same as 'numbers of' or costs of projects).

Landscape Partnership scheme structure

THE LANDSCAPE PARTNERSHIP SCHEME				
Programme A: Conserve built and natural features	Programme B: Community participation	Programme C: Access and learning	Programme D: Heritage skills training	Programme E: Staff and overheads
Project a	Project a	Project a	Project a	Post 1
Project b	Project b	Project b	Project b	Post 2 etc
Project c	Project c	Project c	Project c	Overheads...
Project d	Project d	Project d	Project d	Scheme evaluation
Project e...	Project e...	Project e...	Project e...	Management and maintenance....

At the first round your projects were indicative and not finalised. During the development phase, you will have gathered a lot more information, which will have enabled you to plan your programmes and projects in much greater detail. For the second-round submission, all of these should be confirmed and their inclusion justified. We will not expect projects to change after this. Projects for delivery in year 1 must be finalised, and you should include a fully planned and costed work programme within the LCAP. Partnership funding must be in place so that scheme delivery can begin as soon as a second-round pass is obtained and HLF contracts have been signed. We expect as much detail as possible to be provided for projects that are being delivered in years 2 to 5; there should be much greater certainty over costs and how the projects will be delivered. This information for each subsequent year can be confirmed on an annual basis in conjunction with the agreed annual costed work programme.

Presenting programme and project information

Please present your information programme by programme. It would be helpful to have the information presented in the following way:

- a) List projects, audiences targeted, benefits for people, expected outputs and project costs (see appendix 1).
- b) Update the cost tables provided for each programme in your first-round application. Also provide a comparison table showing the costs you identified at the first round and the costs you are presenting at the second round.
- c) Provide an overall financial summary showing programmes and projects and spend across the delivery years.
- d) Provide a comprehensive description of each project. Include information on:
 - type of work or activity, such as repair,

restoration, conservation, learning, volunteering, etc;

- who will lead/deliver this, other partners involved and a description of how;
- how much it will cost and what partnership funding is being contributed; unit costs eg unit per hectare/ square kilometre or item;
- what and how much will be delivered eg number of people trained; hectares of land; kilometres of boundary restoration;
- whether the project will be carried out on private land, and if so, who are the landowners involved and what percentage of a project is expected to occur on this land; and

Provide photographs where appropriate.

Section six – Sustainability

It is important that the benefits of a scheme can be sustained in the longer term. HLF regards investment in these schemes as laying down foundations upon which the local community can build. LP schemes are about creating a sustainable legacy for a landscape and its people.

You should tell us about your exit strategy and how you will sustain the long-term benefits of an LP Scheme. You should have developed your thinking further since the first-round submission, so please provide us with updated information or confirm:

- how you will approach and carry out your exit strategy – this should relate to staff you have employed as part of the scheme as well as maintaining the conservation and community benefits to the landscape that the Landscape Partnership has delivered;
- how you will develop and manage the scheme so that the benefits and key activities established by a Landscape Partnership may continue beyond the

life of an HLF-funded scheme;

- what will happen once projects that are part of the scheme are complete – for example, will your organisation or other members of the partnership be able to continue these projects in any way?
- how you will make sure that other people can learn about the scheme and individual projects afterwards (for example, by keeping a good and accessible record of what was done); and
- how the LP scheme will help your organisation and/or partnership to change. For example, your organisation/partnership may:
 - create new jobs for the scheme and for the longer term;
 - change its management structure;
 - change the services you offer the public;
 - make new long-term commitments to heritage; or
 - set up new partnerships and ways of working.

Section seven – Evaluation

We also want to know how you will measure and evaluate the success of your scheme. You will need to tell us how you intend to evaluate your scheme and how you will share results with both us and other organisations. Please read our guidance *Evaluating your HLF project*. You will also be expected to report on your progress at regular points during your scheme and provide a short evaluating report at the conclusion of the scheme.

Tell us:

- your proposals for monitoring your progress;
- your proposals for evaluating the success of the scheme; and
- how you plan to share your evaluation and lessons learnt with other similar organisations and the wider public.

Section eight – Adoption and review

Tell us when your partnership has formally adopted the plan, who will be responsible for making sure it is used, and how that will happen. There is no point in preparing a plan unless people use it. Also tell us who will monitor and review the plan. Tell us who has copies of it, where it is published and where archival copies will be kept.

Bibliography

List any other plans that relate to this one, including your landscape character assessment and any other documents.

You should also include a list of your other key policies that relate to the scheme site, such as your access policy, interpretation and communications strategy or environmental policy, if you have them.

Refer to other important documents and state where they can be found, such as:

- wildlife or habitat surveys;
- condition surveys of collections, buildings, transport items or other heritage items;
- any other site investigation, such as archaeological work, ground investigation, dating;
- any scientific studies or experimental data relating to conservation techniques or materials;
- any maps, plans or other drawings of the heritage; and
- any other historical research.

List all the other materials you have consulted to write this plan and tell us where it can be found. This means that people can follow up more detailed information if they want to, and you can keep the LCAP reasonably short.

**Appendix 1 – Example: Project summary by programme
Programme A Conserve and enhance**

Project title	Project description	Audience	Benefits for people	Expected outputs	Costs
Hedging our best	The project will offer training in local and traditional hedge-management skills in conjunction with BTCV.	Long-term unemployed and young people (16-25 years old)	New and improved skills in hedge management. Will obtain qualifications. Regular hedging sessions also become informal social networks.	48 people trained over 4 years. 60% obtain qualifications. 5kms of hedgerow restored and in positive management	£25,000 (including £10,000 for training; £2.50 per meter of hedge + overheads)
Wishing wells	5 well features, restored using specialist building contractors. The Bliford Local History Society (BLHS) will carry out research and produce a leaflet. The traditional well-dressing festival will be revived.	Local communities in and around Bliford 3 local primary schools to be involved in well dressing	Visual improvements in Bliford, providing an enhanced environment for the local community Development of research skills for members of the BLHS Greater awareness of local heritage and traditions for local people Involvement of young people in local traditions	5 wells restored 500 copies of leaflet to be produced 10 members trained in archive skills 200 children to be involved in dressing the wells & dressing day celebrations	£7,500 (restoration works) £300 (printing & materials) £500 (materials & transport) Continued for all projects in programme...