Final Report on Midterm Evaluation

Credit: Keith Wilson

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Contents

1   Introduction

This document is a report on the Midterm Review of the Callander Landscape Partnership (CLP). It describes the progress since the scheme started in July 2018 (by the scheme as a whole and individual projects). And it makes recommendations on ways in which the scheme can build on its successes to-date, to ensure that it continues to deliver work of high quality and great value to the Callander area, its heritage, people and communities.

Note on the Covid-19 coronavirus crisis
The research for the Midterm Review was carried out during the very early stages of the Covid-19 coronavirus pandemic, before the UK government and other UK organisations had started introducing controls on social and economic activity. This report has been produced on the basis of the research carried out at the time and on the assumption that the scheme and its constituent projects would go ahead as planned.

It is now clear that the scheme and projects will not be able to go ahead as planned, as most, if not all, events and activities will have to be cancelled in the coming months at the very least. We assume that the partnership will have to review all of its plans – no doubt in consultation with NLHF and other bodies. We hope that the scheme will be able to resume and be completed at some point, once the present crisis has passed and the country enters the recovery phase.

2   About the Scheme

2.1   Vision, Aims and Outcomes

Callander Landscape Partnership (CLP) is a £2.2m community-led Landscape Partnership scheme, funded by the National Lottery Heritage Fund[1] and a range of other organisations. The scheme started in July 2018 and is due to finish in June 2021.

The CLP vision and aims are shown in the boxes on the following page.

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[1] CLP was awarded a grant of £1.43m by NLHF

Vision

Through the Callander Landscape Partnership we will change the way our landscape set within both the highlands and the lowlands is managed, understood, celebrated and linked to our town. Local people and visitors of all ages will enjoy and appreciate the important cultural, historical and natural features that surround us. We will leave a legacy that supports the town's drive to become the outdoor capital of the National Park.

Aims

- Improve the setting of Callander through much needed investment in the surrounding landscape; building momentum through a partnership minded to address the issues surrounding Callander's key heritage.
- Make the most significant contribution to Callander's outdoor capital aspiration, by recovering and restoring the rich cultural and natural heritage and providing physical and intellectual access to the Callander landscape.
- Engage more people in the landscape and heritage, invigorating the local economy, improving lives and sustaining the community.

Further to its vision and aims, the partnership scheme set itself a series of ambitious outcomes:

Outcomes

- Cultural, built and intangible heritage along with archaeological sites will be recorded, revealed and managed to help us understand and interpret Callander's past
- A rich resource of information will be available detailing the archaeological, natural, built and living heritage of the area
- Future direction will be set at a landscape level, with stakeholders knowing more about the area's heritage features; decisions will be better informed.
- Natural Heritage will be better understood, connected and managed
- Capital investment will improve infrastructure and broaden the visitor offer; facilitating greater access to the landscape
- People and particularly young people will have developed a wider range of heritage skills, knowledge and understanding; connections will be made with national accreditation schemes wherever possible
- More people and a wider range of people will have volunteered their time, with a broad range of opportunities on offer
- More people and a wider range of people will visit Callander, with visitor stay encouraged by a diversified and exciting heritage destination offer
- Working together with Callander's Active Travel Team, we will support residents and visitors alike to explore the landscape sustainably, with an emphasis on cycling and walking

2.2   Partners and Staff

The scheme is being delivered by 15 partners from the public, private and third sectors (see below). Some of these partners are leading on the delivery of projects, others have a role in providing expertise, advice and sometimes match-funding for the scheme. Loch Lomond and the Trossachs National Park Authority is the accountable body for the scheme.

Callander Landscape Partnership

In addition, there is a core team of 4 people working to coordinate partners' activity, deliver the scheme, manage the process and secure the legacy, as follows:

- Emma Martin (Programme Manager)
- Julie Wilson (Volunteering and Activities Officer)
- Ross Crawford (Community Heritage Adviser)
- Toby Ross (Project Support Officer)

2.3   Projects

The scheme aims to deliver its vision, aims and outcomes through a suite of 20 projects, clustered under 4 programmes:

- **Engage**: These projects celebrate the landscape's connections to people, helping to bring Callander's landscape to life for both residents and visitors
- **Explore**: These projects aim to improve the path networks and recreational opportunities, to encourage people to explore.
- **Research**: These are projects with an archaeological or historical focus that aim to record and manage Callander's cultural and built heritage to help better understand and interpret the area's past.
- **Restore**: Physical conservation and land-based projects such as dry-stone walling or fencing, habitat restoration and larger capital projects to help restore the local environment.

Details of the projects can be found in section 4.

3 The Midterm Evaluation

3.1 Aim

The aim of the Midterm Review was to provide an independent evaluation of the scheme covering:

- programme-level delivery to-date (including project management, legal, financial and governance systems and processes as far as they affect the delivery of the scheme)
- individual project delivery to date
- spend against budget for the scheme overall
- progress in developing the programme's legacy
- the extent to which the scheme will achieve all of its objectives
- recommendations for improvements for the second half of the scheme
- opportunities to learn from best practice
- any changes needed to Monitoring and Evaluation approaches

3.2 Approach

This review was based on the following methods:

- Document review – qualitative and quantitative evidence gathered by the scheme management team, partners and volunteers. These documents have included:
    - The stage 2 bid to NLHF
    - The Landscape Conservation Action Plan (LCAP)
    - Training and activity plans
    - Quarterly reports to NLHF
    - Reports from project leads on the progress of their projects (16 of these were available)
    - Change log, change process documents and details of changes to the LCAP
    - Monitoring spreadsheets
    - Maps of volunteer addresses
    - Risk log
    - Financial documents including budgets and cashflows
    - Legacy Project Action Plan
- Telephone and face-to-face interviews with key stakeholders (see Appendix A)

Our approach for carrying out interviews is set out in the box below. (See Appendices B and C for copies of the templates we used when interviewing project leads and board members.)

How we do interviews

- When we carry out interviews and focus groups, we always make sure that participants know what we are doing, why we are doing it and how we will use the information we collect.

- We take notes on the interview and send these to participants for them to review. We then produce a final version based on their feedback.

- We undertake to treat all information as confidential. This involves anonymising comments in our reports and sharing the actual interview notes only with the interviewee.

A draft report on our research was sent to consultees (CLP partners and staff) to give them an opportunity to comment on any errors and omissions. The final report was produced, taking account of all feedback received.

4   Findings

4.1   Individual projects

The tables below summarise progress made by individual projects in relation to the agreed targets for their outputs and outcomes. The information presented in the 'to-date' columns is taken from the individual project assessments provided by the Scheme Manager. There are some projects which do not have project assessments (E3, Ex2, Ex3, R2 and Rest3). This is because the projects haven't started yet or are in the very early stages of delivery.

The comments on each project at the bottom of each table are based on both our document analysis and interviews with key stakeholders.

4.1.1 Engage Programme

E1: Heritage Skills	
Project lead	Callander Youth Project Trust (CYPT)
Budget	£229k
Summary	This project aims to plug the heritage skills gaps locally and regionally, bringing people from all walks of life into contact with the CLP through skills development opportunities. Six Modern Apprenticeships will be delivered, offering young people paid employment combined with the opportunity to train for jobs in areas that fit with the CLP legacy. Further accreditation options will be available to the CLP's volunteer base including informal routes such as John Muir Award, as well as more formal accreditation routes that tie in with regional and national providers.

Outputs/targets	Assessment by project manager (including performance to date)
3 heritage MA frameworks established in Callander	*Proposal changed to 2 frameworks, as Cultural Heritage was not possible (now incorporated into Rural Skills) – existing frameworks are Rural Skills and Hospitality/Outdoor Tourism.*
6 young people complete a heritage MA	*2 Hospitality/Outdoor Tourism have already completed (Hospitality MA); 4 are currently underway (2 Hospitality/Outdoor Tourism and 2 Rural Skills).*

6 young people have sustained positive destinations	*4 still on-going; 1 has progressed to a university course in film-making and 1 is now in full-time employment at Forest Holidays (after successful completion of his work placement).*
Outcomes	**Assessment by project manager (including performance to date)**
People and particularly young people will have developed a wider range of heritage skills, knowledge and understanding; connections will be made to national accreditation schemes	*Rural Skills MAs are continuing to develop their heritage skills attained at Canal College (Level 2 Award – Cultural Heritage), through a variety of natural and cultural heritage projects. This also presents them with the opportunity to pass these skills onto local volunteers participating in the projects, whilst continuing to develop their own skills passport.*
Natural heritage will be better understood, connected and managed	*All six MAs have had varying levels of involvement in local conservation projects, including volunteer days, wildlife surveys and invasive species clearing. Through working with local youth groups they have helped to pass this knowledge and interest onto the next generation. Two are also set to complete John Muir Award Leader training to further assist with this.*
Cultural, built and intangible heritage, along with archaeological sites will be recorded, revealed and interpreted	*Modern Apprentices have been involved in numerous local archaeological excavations, alongside mixed teams of professional archaeologists and local volunteers. They have also attended training seminars in Oral History and Gaelic Language Heritage.*
A rich resource of information will be available detailing the area's heritage	*Over the remainder of their 15-month contract, Rural Skills MAs will be contributing to online resources detailing the heritage of the local area, helping to make this information more widely accessible.*
Comments	

- This project has been challenging for CYPT, as it had never delivered Rural Skills MAs before (but has delivered hospitality MAs). However, with support from the CLP core team, these challenges have been overcome, and important lessons learned about how to run MAs in the future.
- The length and complexity of the agreement between CYPT and LLTNPA resulted in some confusion and misunderstanding over the financial management of this project.
- The MAs have been reduced in length from the planned 18 months to about 12 months. This has resulted in financial savings that could be used to fund a replacement for the MA who dropped out (see below).

- All of the MAs have gained a wide range valuable skills, experience and qualifications, with the impact of the project on one of them being described as "transformational".
- 1 MA had to leave due to a change in personal circumstances after the project assessment was written. CYPT hope to recruit another one and believe it could complete by end of scheme.
- The project will fall short of achieving one of its outputs (the number of frameworks developed). However, what it has achieved is significant. The Rural Skills element combines an MA, National Certificate and further vocational training opportunities that genuinely bring together cultural heritage and countryside management with a landscape-level focus.
- The project might also fall short of the targets for completed MAs and positive destinations. We are not in a position to comment on the other two output targets.
- The project has already made significant progress in relation to its outcomes and we would expect this to continue during the coming year or so.

E2: Volunteering and Activity

Project lead	Loch Lomond and the Trossachs National Park Authority
Budget	£70k
Summary	This project underpins everything else that the CLP will deliver; providing a wide range of activities across all CLP audiences. It will deliver a range of volunteering opportunities and activities ensuring that people from a range of backgrounds can directly access the CLP.

Outputs/targets	Assessment by project manager (including performance to date)
30 people receive accredited heritage training opportunities	*15 people received accredited heritage training opportunities*
100 people trained as part of project	*90 people trained as part of project*
100 people volunteered as part of project	*147 registered volunteers*
£56,250 of volunteer time quantified financially	*£18,839 amount of volunteer time quantified. £4293 for practical volunteering, £671 independent activities, £13,875 Board Meetings.*
20 volunteers are actively engaged in archaeology	*59 volunteers are actively engaged in archaeology*

30 young people from across CLP target audiences introduced to archaeology	*141 young people from across CLP target audiences introduced to archaeology*
24 volunteers (include young and elderly age groups) benefiting from data recording and IT skills training	*19 volunteers benefiting from data recording and IT skills training (Leny Woods Archive workshop and Oral History training)*
90% of volunteers receiving training are satisfied with the event/course (Likert 1-5)	*99% volunteers receiving training are satisfied with the event/course*
1,500 people have contact with CLP through events	*2,833 people have contact with CLP through events (933 through attending our events, 1900 through stalls at local events, talks, presentations)*
Outcomes	**Assessment by project manager (including performance to date)**
People will have developed heritage skills, knowledge and understanding	*There has been a wide variety of opportunities for people to develop skills and increase their knowledge, including species identification, the Gaelic language, practical conservation, archaeological surveys and excavations, dark sky audit, and assisting with interpretation mapping. There is access to training at all levels; on the job training, informal training courses and accredited training opportunities. There are also opportunities for volunteers and Modern Apprentices to work and learn together.*
More people and a wider range of people will have volunteered time	*The volunteering programme has been very successful with a good volunteer base now in place. While we have met our targets so far, we are keen to develop our ladder of participation approach in the coming year and encourage more people to move onto volunteering after attending outreach activities.*
Comments	

- The project has already achieved most of its output targets and has significantly exceeded some targets.
- Volunteer contributions are not always recorded on timesheets, with the result that the scheme is under-recording (a) volunteer hours and (b) the financial value of volunteer time.
- It is not clear that the target for volunteer match funding will be reached and currently the figures show a shortfall in this area. The LP are currently reviewing what has been delivered so far and their systems for capturing this data.
- The project has already made significant progress in relation to its outcomes and we would expect this to continue during the coming year or so.

E3: Path Signage

Project lead	Loch Lomond and the Trossachs National Park Authority & Callander Community Development Trust
Budget	£34k
Summary	This project will use the CLP signage strategy written during the development stage as a basis from which to deliver a coherent signage system. It will focus on the most popular and accessible paths within the CLP scheme area organised as primary and secondary destinations; drawing on key heritage sites to secure the right paths network for the CLP eco-museum legacy.

Outputs/targets	Assessment by project manager (including performance to date)
100% of 'Primary Destinations' connected to car parks and town centre	*No project assessment*
50% of 'Secondary Destinations' connected to car parks and town centre	

Outcomes	Assessment by project manager (including performance to date)
Capital investment will improve infrastructure and broaden the visitor offer	*No project assessment*

Comments
• No progress yet on the ground, but some planning is underway

E4: Communications: Web Development

Project lead	Loch Lomond and the Trossachs National Park Authority
Budget	£72k
Summary	This project will establish a stand-alone website for the CLP, interpretative web-based publications such as ESRI Story Maps, and the creation of an online digital data archive which will serve as a content management system for the website and Story Maps and also provide an accessible, searchable archive of the information collected as part of the project.

Outputs/targets	Assessment by project manager (including performance to date)
One story-map developed	*Agreed with NLHF that a digital communications review contract will be awarded in early 2020 to explore whether a story-map is the correct communications solution for Callander*
80% of visitors to Callander feel they understand the landscape	*Final evaluation process will repeat visitor survey to establish improvements post-delivery of key communications projects.*

Outcomes	Assessment by project manager (including performance to date)
A rich resource of information will be available detailing the archaeological, natural, built and living heritage of the area.	*No real progress to date* (but see update on this in Comments box below)
More people and a wider range of people will have volunteered their time, with a broader range of opportunities on offer.	*Volunteers continue to collect photographs of the landscape on behalf of the CLP and these are contained within a shared Flickr account.*

Comments
- The website has been created   - Significant progress has actually been made in relation to the first outcome listed above. For example, CLP has collected a wealth of valuable information through habitat monitoring, oral history recordings, archaeological excavations and so on.   - There was an original output to have a presence at the Highland Games and/or Summerfest to contact 1500 visitors (not reported on in the project assessment). This was subsequently changed (although the change was not recorded on the scheme's Change Log):   - The reference to specific events was removed due to uncertainties associated over the future of the Highland Games

○ The target of 1500 *visitors* was changed to 1500 *people* due to difficulties with collecting postcode data within a stall environment at Summerfest. Nevertheless, in 2020 Summerfest was due to have a CLP focus. For many of the activities on offer, CLP would be able to collect postcode data and, therefore, would be able to identify whether beneficiaries were local residents or visitors.

E4d: Interpretation

Project lead	Loch Lomond and the Trossachs National Park Authority
Budget	£15k
Summary	This project will provide intellectual access to the wealth of cultural and natural heritage found within the Callander landscape. This will draw on the area's past and in particular Callander's Pass as an explanation for the unique character of this place. The audience for interpretation is broad; covering all three groups i.e. residents, visitors and under-represented groups as set out in the Chapter 3 of the Landscape Conservation Action Plan.

Outputs/targets	Assessment by project manager (including performance to date)
4 key 'heritage hubs' interpreted	*Interpretation for several hubs is now at the design stage and hubs are: Callander Crags, Falls of Leny, Little Leny Meadow, National Cycleway 7 and Bracklinn Falls Path*
Development of GIS Story-Map (launched)	Not mentioned in assessment (but see comment above on Story Map in table for project E4)
Perception that interpretation has improved within scheme amongst local people (80% at 4 or higher)[2]	*Consultation/repeat visitor survey during the latter part of the scheme will explore local/visitor views on improved interpretation*
Number of visitors understanding Callander Landscape (80% at 4 or higher; Likert 1-5)[3]	Not mentioned in assessment
Outcomes	**Assessment by project manager (including performance to date)**
People will have developed heritage skills, knowledge and understanding	*Partners have shared thoughts on heritage that should be interpreted and will best inform visitors to Callander about heritage*

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[2] 1 is condition at Sept 2016
[3] 1 is condition at Sept 2016

A rich resource of information will be available detailing the area's heritage	*The Interpretation Strategy and Action Plan provides a wealth of information for both the CLP and the community of Callander*
More people and a wider range of people will visit Callander	*New interpretation will enhance visitor experience and engage people with Callander's Landscape*
Comments	
• A considerable amount of preparatory work has been carried out that will feed into the delivery of the project outputs and outcomes.	

4.1.2 Explore Programme

Ex1: Callander Crags Paths	
Project lead	Loch Lomond and the Trossachs National Park Authority and Stirling Council
Budget	£113k
Summary	This project aims to provide an off-road and accessible route from Callander Town Centre through the Callander Crags woodland site to Bracklinn Falls. This involves creating a section of new path to the Bracklinn Glen Car Park (so that people no longer have to walk along a road), and upgrading an existing path from the car park to Bracklinn Falls.

Outputs/targets	Assessment by project manager (including performance to date)
Path surfacing improvements (325m): Ancaster Road (Crags Entrance) to Crags Car Park.	*Initial works completed. Stirling Council and LLTNPA's Access team have consulted with local residents on remedial issues with surfacing/drainage.*
Path build (458m): Crags Car Park to Bracklinn Falls Path.	*Main path works were completed in December 2019. Three timber footpaths and benches installed January 2020.*
Perception that path network is improved within scheme (80% at 4 or higher; Likert 1-5)[4]	*This has not been assessed yet as the capital works have only just been completed.*
Outcomes	**Assessment by project manager (including performance to date)**
Capital investment will improve infrastructure and broaden the visitor offer	*The network of core footpaths in Callander Crags has been both enhanced and expanded. Links between the town and Bracklinn Glen have been greatly improved and the need for visitors to walk on a road removed.*

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[4] 1 is condition at Sept 2016

More people and a wider range of people will visit Callander	*Infrastructure and access to the woodlands and Bracklinn Glen has been greatly enhanced, enabling more people to engage with the landscape.*
We will support people to explore the landscape sustainably	*The aims of major funder IPA have been met, enabling:* • *Improved links and connectivity* • *Improved path conditions* • *Barrier-free access for all*

Comments
• This project has been largely completed. • Capital works on the lower path were carried out (from the town to the car park) were carried out by Stirling Council at no cost to CLP. The underspend from the CLP budget will be re-allocated to the Falls of Leny project. • There are issues with the quality of the lower path. Responsibility for maintaining this path and resolving any problems now resides with Stirling Council (who carried out the capital works), not CLP. • This project appears likely to broadly achieve its outputs and outcomes.

Ex2: Little Leny Path	
Project lead	Drumardoch Estate with support from the Core CLP Team
Budget	£43k
Summary	This project will provide access from the National Cycle Path 7 west of The Meadows, to Little Leny Meadow and the Buchanan of Leny burial ground located at the confluence of the Eas Gobhain and Garbh Usige.

Outputs/targets	Assessment by project manager (including performance to date)
NC7 to Buchanan of Leny Burial Ground improvement (243m improved)	*No project assessment*
Circular route around Buchanan of Leny Burial Ground (229m improved)	

Perception that path network is improved within scheme (80% at 4 or higher; Likert 1-5)[5]	
Number of visitors understanding Little Leny Meadow (80% at 4 or higher; Likert 1-5)[6]	
Outcomes	**Assessment by project manager (including performance to date)**
Heritage will be better understood, connected and managed	*No project assessment*
Capital investment will improve infrastructure and broaden the visitor offer	
More outdoor activities will be on offer as access to the Callander Landscape is improved	
More people and a wider range of people will have volunteered their time via an engaging and broad range of opportunities	
More people and a wider range of people will visit Callander, with visitor stay encouraged	
Comments	

- The start of the project has been delayed by persistent flooding during much of the last two years.
- A decision was taken recently (with the agreement of the funders[7]) to:
  - Not create a path across the meadow (leaving it as a grassy path)
  - Improve the access to the meadow
  - Create a different route to the burial ground
- The revised project plan is expected to be delivered by the end of the scheme.

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[5] 1 is condition at Sept 2016
[6] 1 is condition at Sept 2016
[7] NLHF and Improving Public Access (IPA)

Ex3: Coilhallan All Ability Trails

Project lead	Forestry and Land Scotland and FABB with support from Core CLP Team
Budget	£51k
Summary	This project aims to address the need for an accessible trail within Coilhallan Woods suitable for both wider access and visitors of the Facilitating Access Breaking Barriers centre.

Outputs/targets	Assessment by project manager (including performance to date)
Accessible trail upgrade (500m; DDA or as close as)	*No project assessment*
Accessible new trail (500m; DDA or as close as)	
Furniture improved to aid users (4 perch benches installed)	
1 accessible parking bay provided	

Outcomes	Assessment by project manager (including performance to date)
Capital investment will improve infrastructure and broaden the visitor offer; facilitating greater access to the landscape	*No project assessment*
More people and a wider range of people will visit Callander, with visitor stay encouraged by a diversified visitor offer and exciting heritage offer.	

Comments
• One of the delivery partners, FABB (Facilitating Access Breaking Barriers), has struggled to engage with this project to-date. The project team are hopeful that this will change in second half of the project.

Ex4: Falls of Leny Visitor Destination

Project lead	Loch Lomond and the Trossachs National Park Authority and Callander Community Development Trust
Budget	£287k
Summary	This project is the centrepiece of the CLP. The original project as submitted to the National Lottery Heritage Fund (NLHF) in January 2018 is no longer viable due to ongoing issues with Transport Scotland and the planned crossing of the A84 at the Leny Woods Car Park. Under the revised project plan, the project will now be delivered in two phases. During phase one a bridge will be installed over the Falls of Leny, the Victorian Walkway will be restored, visitor infrastructure will be enhanced and Bochastle and Coireachrombie Car Parks will be upgraded. The second phase of the project (post CLP) will address issues associated with the A84 road crossing and upgrading the Leny Woods Car Park.

Outputs/targets	Assessment by project manager (including performance to date)
Creating links and connections to the heritage within the landscape and restoring the Falls of Leny visitor destination.	*Not yet started.*
20% of people questioned in Callander town centre know about the improved Falls of Leny Visitor Destination.	*Not yet started.*
One bridge installed at Falls of Leny.	*Not yet started.*
New path network installed to bridge from car park.	*No longer going ahead.*
Path upgraded from car park to NCN7.	*Existing path connecting Bochastle Car Park to National Cycle Network 7 will be upgraded during Bochastle capital works.*
One road crossing in place.	*No longer going ahead.*
Victorian Walkway restored and reopened.	*Not yet started.*
Car park at Bochastle refurbished and extended to expand capacity from 14 to 29 parking spaces.	*Not yet started.*
Outcomes	**Assessment by project manager (including performance to date)**
Natural heritage will be better understood, connected and managed	*None as yet.*

Capital investment will improve infrastructure and broaden the visitor offer	*None as yet.*
Future direction will be set at landscape level	*None as yet.*
More people and a wider range of people will visit Callander	*None as yet.*
We will support people to explore the landscape sustainably	*None as yet.*

Comments
- The plan for this project has had to be changed substantially. Delays have been caused by: - Difficulty in securing the necessary agreements and permissions   - Challenges around responsibility and risk   - The need to make changes to plans and to raise additional funds   - There will not now be a road crossing of the A84 from the Leny woods car park to the Falls of Leny. Instead, people will access the falls from Bochastle car park.   - Detailed plans and costings for the bridge and walkway have yet to be finalised, but costs are expected to be several times more than the original estimate   - The CLP does not expect to complete this project by the end of the scheme and is planning to ask NLHF for an extension to complete it.   - This is the most high-profile project within the CLP scheme and to some extent, public perception of the scheme's success will be driven by perceptions of this project's success. Given this, it will be impossible to determine within the timescale of the scheme what the impact has been on visitor numbers, visitor understanding etc

4.1.3 Research Programme

R1: Oral History	
Project lead	Callander Heritage Society
Budget	£19k
Summary	This project will involve interviewing local people about their memories of Callander, with a specific focus on the landscape they have lived and worked in.

Outputs/targets	Assessment by project manager (including performance to date)
20 individual recordings taken	*2 interviews taken (as of December 2019); 5 scheduled for January/February 2020*
10% increase in the member numbers of the CDHS (from baseline of 38)	*Membership of Callander Heritage Society: 2017/18 – 82 members; 2018/19 – 52 members. Changes in governance within the Callander Heritage Society and resource difficulties mean that membership has dropped in 2018/19 after an initial increase in 2017/18 of 113% from baseline.*
12 volunteers (including young and older people) benefiting from data recording and IT skills training	*10 volunteers trained; contributed 19 days so far (incl. training event)*
Outcomes	**Assessment by project manager (including performance to date)**
A rich resource of information will be available detailing the area's heritage	*We already have a new resource of heritage information from the interviews conducted, and by the end of 2020, we will have an even deeper databank of 20 interviews to draw from*
People will have developed heritage skills, knowledge and understanding	*We have trained up 8 Oral History volunteers over the course of 2 days at sessions run by the University of Strathclyde's Scottish Oral History Centre. Since then, we have run an in-house review session and have scheduled other regular catch-ups and practice sessions with individual volunteers.*
More people and a wider range of people will have volunteered time	*We have a core group of 8 Oral History volunteers, who will all help with the project, either through interviews, research, transcription, or video/audio editing. Several of these volunteers have not volunteered on our other projects, so we are*

	engaging with a wide range of people and backgrounds, including those from the immediate locality.
Comments	
• Membership of the Heritage Society has risen and fallen dramatically since the project started, mostly for reasons unconnected with the project. Consequently, the output relating to membership of the society is not a meaningful measure of the success of the project. • Overall, this project is going very well and is on track to achieve/exceed its outputs and outcomes.	

R2: Archive Digitisation

Project lead	Callander Heritage Society
Budget	£16k
Summary	This project seeks to safeguard the Callander Community Archive by cataloguing digitising the archive of photographs, postcards and documents that have been collected by Callander Heritage Society.

Outputs/targets	Assessment by project manager (including performance to date)
10 research activities instigated by the project by midterm review	*No Project Assessment*
Quality and range of archived material (High score through peer-review[8])	
Number of hits on the front facing website (20% increase[9])	
12 volunteers (including young and elderly age groups) benefiting from data recording and IT skills training	
Outcomes	**Assessment by project manager (including performance to date)**

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[8] Use experts eg Stirling Council to appraise archive at midterm
[9] Digital Archive does not currently exist

A rich resource of information will be available detailing the archaeological, natural, built and living heritage of the area	*No Project Assessment*
More people and a wider range of people will have volunteered their time, with a broad range of opportunities on offer	

Comments

- The project is a little behind schedule. For example, according to the plan, 10 research activities should have been instigated by the project by the time of this Midterm Review. These have not happened yet, mainly because of the time spent in discussions with the Heritage Society about finding the right process involving volunteers and the fact that the Society no longer has the capacity to volunteer on the scale originally envisioned.
- The Heritage Society agreed that in April/May a working prototype (digitising 10% of the archive) will be created using Omeka (free, open-source publishing platform) – which has been used on a project in Assynt[10]. Stevan Lockart (from Assynt) will come to Callander to train the Society.
- The Society will have to digitise the rest of the archive once the prototype has been created. There is a significant risk that the work won't be completed by the end of CLP – not least due to a lack of capacity within the Society. This has not yet been formally logged as a risk and the funder has not yet been notified.

R3: Heritage Audit, Survey and Excavation

Project lead	Forestry and Land Scotland, Historic Environment Scotland, and Callander Heritage Society
Budget	£57k
Summary	This project will involve undertaking an audit of the landscape heritage of the entire CLP area. This will be followed by a condition survey of selected sites in the CLP area, an in-depth survey of Leny Wood and the Pass of Leny, and provision of a structured programme of training in research skills. Finally, volunteers will receive training in basic archaeology skills and take part in a number of archaeological digs.

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[10] https://www.communityarchives.org.uk/content/organisation/assynt-community-digital-archive

Outputs/targets	Assessment by project manager (including performance to date)
Enhance scheme by providing understanding of heritage (Audit/Survey information collected and published)	*The information gained through the above surveys has enhanced the scheme by providing data for the Legacy projects, and establishing links with other projects (e.g. E2 Volunteering; R4 Gaelic).*
Support development of 4 heritage hubs by providing data (Audit/Survey information collected and published)	*The data gained will feed into Legacy outputs (e.g. digital archive and other digital heritage outputs), and it has already been shared with our volunteer base and with the general public via our website*
Provision of structured training plan to support future management (Training plan in place)	*The Leny Woods project provided a structured pilot programme for volunteers that outlined the process of an archaeological survey from start to finish, encompassing pre-project planning, desk-based research, on-site surveys/excavations, and post-excavation reporting. This has been built upon through bespoke training sessions at the excavations in September and October, which were run by different contractors, providing a wide range of expertise. In turn, this will be built upon at the upcoming excavations planned for 2020/2021.*
Support community to undertake practical archaeological sites (1 excavation or similar takes place)	*The Callander Heritage Society researched and selected the sites that were surveyed in September/October 2018 and the sites excavated in September/October 2019. They have also selected the sites that are currently being considered for excavation in 2020/2021. The scheme has purchased tools/equipment to support the Society to work on this project and those in the future.*
Number of young people from across CLP target audiences introduced to archaeology (10/year)	Not mentioned in Project Assessment – but note that these targets are repeated in the Project Assessment of E2 (see above) and have been exceeded to a considerable degree.
Volunteers are actively involved in archaeology (20 opportunities)	
Outcomes	**Assessment by project manager (including performance to date)**
Cultural, built and intangible heritage, along with archaeological sites will be recorded, revealed and interpreted	*The Leny Woods area, which includes over 40 archaeological sites, was audited, surveyed, and excavated between March and June 2019, and is now better understood than before. In addition, a series of prehistoric cairns were surveyed in September/October 2018, an Iron Age hillfort was surveyed in February 2019,*

	and two major excavations were undertaken at a Neolithic site and Medieval/Iron Age site in September/October 2019.
A rich resource of information will be available detailing the area's heritage	*The information already generated by the archaeological surveys and excavations has been collated into Data Structure Reports and shared online via the CLP website, as well as Discovery and Excavation Scotland, which feeds into HES Canmore database.*

Comments
• The project is going well.
• There have been some challenges around securing permission for digs at some sites.
• Overall, the project has already exceeded its output targets and delivered its outcomes.

R4: Gaelic and the Callander Landscape	
Project lead	Loch Lomond & Trossachs National Park Authority
Budget	£31k
Summary	This project will collate a community Gaelic Word Hoard with a focus on the landscape. Expertise to support community learning will be bought in and a comprehensive program of learning opportunities will be provided including classroom-based learning, engaging guided walks and practical sessions matching maps to the ground. The Gaelic Word Hoard will be used as a basis for a community arts project to produce a large-scale Gaelic and the Callander Landscape map.

Outputs/targets	Assessment by project manager (including performance to date)
1 community Learning Program Designed	*Gaelic Community Learning Program (as of Dec 2020)* *1 programme designed and delivered*
8 community Learning Session Delivered	*18 sessions delivered*
30 learners engaged in program	*71 learners engaged*
5 learners move on to other Gaelic learning opportunities	*5 volunteers going to Sabhal Mòr Ostaig (for further training in Easter/Spring 2020)*
1 community arts program designed	*Community Art Project (as of December 2020)* *1 program designed and delivered*

12 community arts program delivered	*10 sessions delivered*
15 learners engaged in art's program	*60 learners engaged*
1 interpretation plan influenced	*The interpretation plan has already been influenced by this project, especially via place-name research, and the community map/comic artwork will also feed into the final interpretation outputs.*
1 signage plan influenced	Not mentioned in Project Assessment
40,000[11] visitors engaged in Gaelic and the Callander Landscape	Not mentioned in Project Assessment
Outcomes	**Assessment by project manager (including performance to date)**
A rich resource of information will be available detailing the area's heritage	*By March 2020, we will have a community place-name map and folklore comic which will be tangible, important new interpretations of Callander's Gaelic heritage. As of December 2020, a place-name database has been compiled with the help of volunteers, which catalogues over 130 local place-names and their translations. An audit of these place-names, as well as the creation of several place-name trails in the area, will be completed in 2020. An ongoing resource and tourist draw will be the guided walks being run in the area by our volunteers.*
Comments	

- Both elements of this project (volunteer engagement and artistic works) have gone very well.
- The training for volunteers went well and the guided walks have been very popular.
- The artistic element of the project was originally limited to engaging the local community in a place names project. This was expanded to involve working with local school children on folk stories. The work with schools has resulted in a comic being produced in partnership with a social enterprise that specialises in using comics in literacy projects. This work was very popular with the children and very well received by the teachers.
- Overall, the project is expected to complete on time and achieve/exceed its outputs and outcomes.

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[11] Scheme-wide target

R5: Legacy Project/Callander Landscape New Company

Project lead	Loch Lomond & Trossachs National Park Authority
Budget	£32k
Summary	At the outset the CLP legacy was badged as an eco-museum. But it has become clear to the CLP that 'eco-museum' as a title and brand does not work for Callander's Landscape. Therefore, the project legacy will be rooted in the European eco-museum concept but branded in line with the CLP and the Callander 'outdoor capital' aspiration. In addition, a new Scottish Charitable Incorporated Organisation (SCIO) will be established to build on the scheme's legacy.

Outputs/targets	Assessment by project manager (including performance to date)
One 'eco-museum' in place.	*Plans continue to be developed, with a workshop for partners in September 2019 having facilitated detailed discussion. Work dovetailing with activity in: Callander Crags Path (Ex1&2), Interpretation (E4d), Archive Digitisation (R2), Path Signage (E3) and Communications (E4).*
Four 'heritage hubs' in place	*Plans developed within the Interpretation project (E4d), seven heritage hubs are now anticipated within the CLP area.*
The knowledge-base of heritage information on Callander has expanded, allowing for fresh interpretation of the area's past for locals and visitors alike.	*The eco-museum, story-map, digital archive (and all digital infrastructure connecting these), trained volunteers, Modern Apprentices plus enhanced interpretation and signage will offer significant resources and opportunities for locals and visitors to expand their knowledge of the areas past and present.*
3 winter time events increase Dark Sky tourism	*1 winter time event in November 2018, which was attended by over 240 people. 55% of attendees lived in Callander, with the remaining attendees coming from the surrounding area or day visitors to the area.*

Outcomes	Assessment by project manager (including performance to date)
Natural heritage will be better understood, connected and managed	*Plans developed within the Interpretation project (E4d) propose seven heritage hubs being created*
Cultural, built and intangible heritage, along with archaeological sites will be recorded, revealed and interpreted	*One Historic Environment Audit.*

A rich resource of information will be available detailing the area's heritage	*Story-map and eco-museum are currently being considered*
People will have developed heritage skills, knowledge and understanding	*Achievements across the delivery programme will contribute to the legacy e.g. woodland volunteers and Gaelic language guides.*
More people and a wider range of people will visit Callander	*Repeat visitor survey results are due in Autumn 2020.*
We will support people to explore the landscape sustainably	*Callander Bracklinn Link Path now fully in place and open – this avoids the need to drive to the start of the Bracklinn path. Communications through reviewed paths leaflet due later in delivery*
Comments	

- Much of the legacy will be embodied in the assets generated by individual projects and will last for many years to come (eg heritage in better condition, better managed, more accessible and better interpreted; people developing news skills and knowing/caring more about the heritage).
- Decisions still need to be made about some elements of the project with regard to legacy (eg whether to proceed with the eco-museum and story-map or alternative arrangements).
- Establishing a Legacy Group from the outset provides an excellent platform for building on the momentum generated by the scheme in terms of:
  - Improved relationships between partner organisations and a willingness to work together in the future
  - A growing sense of empowerment and capacity in the local community
- The new SCIO provides a vehicle for taking this forward, if a strong business plan is put in place.

4.1.4 Restore Programme

Rest1: Meadows

Project lead	Drumardoch Estate
Budget	£57k
Summary	A management regime will be established for Little Leny Meadow to enhance wildflower growth, involving annual haymaking and light winter grazing across drier areas of the southern field. Wetter areas of the southern field will be left uncut making the site an ideal place for wading birds. Woodland management, boundary work and control of non-native invasive species will add further biodiversity value to this site. A 'wildlife hub' will be created, where the community can enjoy and learn about meadow habitats. And the Buchannan graveyard will be restored.

Outputs/targets	Assessment by project manager (including performance to date)
20 hectares of wet hay meadow improving and then in favourable condition.	*Monitoring shows that wet hay meadow is improving through positive management*
Burial ground in favourable condition / heritage on site secured and conserved	*Initial clearance work carried out by local volunteers has improved the basic condition of the burial ground*
Railway Gates and Kissing Gates Restored	*Not started*
740m of railway fence repaired – damaged	*Not started*
280m Drystone Dyke Restored	*Not started*

Outcomes	Assessment by project manager (including performance to date)
Natural Heritage will be better understood, connected and managed	*The meadow is now being managed in accordance with advice from SNH and Plantlife and annual monitoring shows that the balance of +/- indicator species is improving.*
People and particularly young people will have developed a wide range of heritage skills	*A botanist from Plantlife and a BSBI County Recorder for this area set up the survey transect methodology and trained volunteers from the local SWT group to assist with surveys to assess the benefits of meadow management.*

Comments
• This project got off to a slow start, in part due to issues with match funding and the terms of the agreement between the landowner and NPA.

- The project is now going well and is expected to complete on time and achieve its outputs and outcomes, although there are still some issues with the funding.

Rest2: Parklands

Project lead	Drumardoch Estate
Budget	£157k
Summary	This project aims to improve an expansive area of parkland on the northern edges of Callander, bringing together natural and cultural heritage restoration and a number of opportunities for skills development and volunteering.

Outputs/targets	Assessment by project manager (including performance to date)
Leny Bridge restored to a favourable and stable condition	*National Park Grant Scheme funding secured. Contractor to be procured in due course.*
420m Drystone dyke along A84 reinstated	*Not started*
120m Estate railings along A84 restored	*Not started*
225m Metal post and wire fence along A84 restored	*Not started*
400m Stone dykes within the parkland restored	*Not started*
120 Parkland trees planted with metal or wooden estate tree guards	*Not started*
500m Woodland fringe of Balameanoch Wood restored	*Not started*
Number of volunteers engaged in Parklands project (TBC)	*Not started*
Support landowners/managers to restore other areas of the parkland	*Not started*
Outcomes	**Assessment by project manager (including performance to date)**
Natural heritage will be better understood, connected and managed	*None as yet*
Capital investment will improve infrastructure and broaden the visitor offer	*None as yet*

People will have developed heritage skills, knowledge and understanding	*None as yet*
More people and a wider range of people will have volunteered time	*None as yet*

Comments
• This project is behind schedule, largely due to issues with match funding.
• The funding is now in place and the work is expected to be completed by the end of the project.
• There is some risk of non-completion. Partly this is because some of the work is seasonal and has to be carried out in good weather, but any significant problem would now pose a similar risk.

Rest3: River Restoration

Project lead	River Forth Fisheries Trust
Budget	£100k
Summary	This project aims to reconnect the communities and visitors to the river environment and will carry out several sub projects to improve river habitats for aquatic wildlife in the CLP area. Projects include reducing impacts from land use actions through fencing and riparian management, using green techniques to reduce riverbank erosion, provide engagement opportunities for volunteers and target audiences and a fish/aquatic education centre to engage audiences about the life stages of fish and other aquatic wildlife.

Outputs/targets	Assessment by project manager (including performance to date)
200 mixed trees planted on Leny Burn	*150 trees planted on Leny Burn*
800m fencing installed to protect river	*800m of new stock fencing*
Wildflower diversity improves (survey of diversity in species[12])	*Species diversity will be reported at the end of the programme.*
Monitoring of water temperatures (5 sensors deployed)	*Temperature monitoring will be reported at the end of the programme.*

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[12] Balance of +/- indicator species

160 people trained (Yr1: 50, Yr2: 60, Yr3: 50)	*34 people trained in river restoration (Redd Surveys - 25, INNS - 4, Tree Planting - 4).*
12 (4/year) fish in the classroom programs	*2 Fish in the Classroom programs delivered so far.* (See comment below on the target for this output.)
20 visitors engaged in centre	*60 people have visited the Rivers Centre*
Satisfaction rating with experience (80% at 4 or higher; Likert 1-5)[13]	*100% of visitors to the Rivers Centre are satisfied with their experience*
30 (10/year) people learning about angling	*7 people have learned about angling*
Outcomes	**Assessment by project manager (including performance to date)**
Natural Heritage will be better understood, connected and managed	*There have been good levels of engagement with the Rivers. FRT work closely with the CLP staff team to promote, publicise and record volunteer and event attendance. Many of the volunteers who have taken part in river activities also help on other conservation projects like woodlands, so there are lots of opportunities for people to expand their knowledge across the CLP projects.*
More people and a wider range of people will have volunteered their time via an engaging and broad range of opportunities	*Redds survey workshop and the guided walks have proved very popular giving people the chance the learn more about the ecology of their local river.*
Comments	

- The project lead (Forth Rivers Trust) was not involved with CLP during the development phase – and therefore didn't have any input to the original project plan. As a result, there have been some changes to the plan – eg switching resources from a multistage life-cycle hatchery to learning activities, a need to raise match funding, and changing workshops to guided walks.
- There were also some challenges associated with the agreement between the project lead and NPA which took a little time to resolve.
- The project has been well-received by most stakeholders, but there has been less angler engagement than planned.
- The target for the number of 'fish in the classroom programs' is shown as 12 (4/year) in the CLP Monitoring and Evaluation Framework. This refers to the total number of programmes run by RFFT in the Forth region. Some of these are outwith the CLP area. The target should be amended to 4 (1/year).
- The project is now on track to deliver/exceed most of the outputs and outcomes.

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[13] 1 is condition at Sept 2016

Rest4: Black Grouse

Project lead	Drumardoch Estate
Budget	£16k
Summary	This project will plant a crucial area of native woodland to provide essential habit for black grouse at a core site, with the aim of securing a greater number of black grouse within the Callander landscape.

Outputs/targets	Assessment by project manager (including performance to date)
6.11ha of low density native woodland will be secured from grazing by fencing, planting and successfully established	*Successfully implemented*
In the longer term it is hoped that Black Grouse numbers will increase but due to the long term nature of habitat creation this is likely to be outside the project timescale.	*To be assessed via monitoring over longer term using existing area Black grouse monitoring partnership: RSPB, SNH and Scottish Wildlife Trust local volunteer group (legacy project).*

Outcomes	Assessment by project manager (including performance to date)
Natural heritage will be better understood, connected and managed	Not mentioned in Project Assessment – but see comment below
Capital investment will improve infrastructure and broaden the visitor offer	*Fencing and planting works were completed in March 2019.*
A rich resource of information will be available detailing the area's heritage	*Black grouse monitoring to continue across years two and three and beyond CLP delivery phase.*
More people and a wider range of people will have volunteered time	Not mentioned in Project Assessment – but see comment below
Future direction will be set at landscape level	Not mentioned in Project Assessment

Comments
- This project has been completed as planned.   - The Black grouse story is included as a key wildlife theme within the CLP interpretation plan. A panel outlining work completed will be positioned on NCN7 where there is a good view up to the Black Grouse habitat.   - This is the first year of RSPB volunteer led monitoring. Four volunteers monitored site and site added to RSPB annual report.

- Black grouse have already been seen in the project area, but only time will tell if the project has been a success in ecological terms. However, this work builds on similar and successful schemes in the area, so one could be confident it will contribute to the provision of habitat and subsequently a greater number of grouse

Rest5: Woodlands

Project lead	Forest and Land Scotland, Stirling Council, CLP Core Team
Budget	£79k
Summary	This project will improve the woodlands in Leny and Callander Crags by enhancing existing habitats, increasing the proportion of native woodland, removing non-native regeneration, and providing a more attractive environment for recreational activities.

Outputs/targets	Assessment by project manager (including performance to date)
No of woodland volunteer days: 216 days (bi-monthly woodland volunteer event with maximum of 12 individuals)	*19 woodland volunteer events, with volunteers contributing 398 volunteer hours to conservation volunteering. Based on a five hours task time, 80 volunteer days achieved so far.*
15% of volunteers from an under-represented group	*15% of volunteers from an under-represented group in terms of geographical location, 13% of volunteers are under 25 years old.*
8% of volunteers are visitors to Callander	*21% of volunteers are day or overnight visitors to Callander*
90% of volunteers feel that have contributed to the scheme	*From the Year 1 Volunteer Survey, 87% of volunteers feel they have contributed.*
Two Woodland Management Plans Written and Agreed by Partnership	*Not yet started.*
Two ponds installed. Improved pond health, all common invertebrate / amphibious species present within four years.	*Not yet started.*
80% of bat boxes installed used within four years	*To date 40% of bat boxes have been used. Not all boxes have been installed yet.*
80% of bird boxes used within first four years following installation	*To date 70% of bird boxes have been used. Not all boxes have been installed yet.*

35 hectares of native woodland improved	*20 hectares of non-native regeneration conifer removed.*
35 hectares of self-seeded Sitka Spruce Trees removed	*20 hectares of non-native regeneration conifer removed.*
Reduce no's of grey squirrels through management	*Not yet started.*
Favourable red squirrel population at 2 sites	*Not yet started.*
10 days of rhododendron removed by contractors (at 3 ha / day)	*Not yet started.*
5 days of rhododendron removed by volunteers (at 1 ha/day)	*Completed.*
Leny Woods and Callander Crags are viewed locally as an improved resource for visitors % improvement on baseline	*Not yet assessed.*
Leny Woods and Callander Crags are viewed locally as an improved resource for residents % improvement on baseline	*Not yet assessed.*
Outcomes	**Assessment by project manager (including performance to date)**
Natural heritage will be better understood, connected and managed	*Woodland improvements made through the removal of non-native and invasive species (by both volunteers and expert contractors).*
Future direction will be set at landscape level, with stakeholders knowing more about the area's heritage features; decisions will be better informed.	*Greater understanding of wildlife (bats and birds) in Callander Crags and Leny Woods through installation of habitat boxes and monitoring of use.*
More people and a wider range of people will have volunteered time	*A variety of conservation volunteering events, offering opportunities to the public and targeted outreach groups from both Callander and beyond.*
More people and a wider range of people will visit Callander	Not mentioned in Project Assessment
Comments	

- This project is on track to deliver/exceed most of its outputs and outcomes.
- The output for perceptions of Leny Woods and Callander Crags has changed somewhat, from an 80% target to an 'improved on baseline' target. It is not clear what baseline information is available against which this will be judged.

Rest6: Dark Skies

Project lead	Loch Lomond & The Trossachs National Park Authority
Budget	£9k
Summary	This project will: audit the sky light quality and lightscape (light pollution) within the area at key locations; map dark spots; develop the promotion of those with suitable access as places 'dark skies discovery sites' to which visitors can be directed safely; and gauge and report on the level of interest and support for developing Callander as a 'dark skies community'. If there is sufficient support, a formal application could be pursued as a legacy project after the CLP programme period.

Outputs/targets	Assessment by project manager (including performance to date)
1 Dark Sky Discovery Sites identified	*Working towards Discovery Site being identified. Volunteers currently helping with the dark sky audit to identify most suitable locations. Anticipate having a site selected by the end of Year 2.*
Number of people engaged as Dark Skies volunteers: 8	*18 people engaged as Dark Sky Volunteers, 16 volunteers and 2 of our Hospitality and Adventure Tourism Apprentices.*
Active learning opportunities provided through CLP Dark Skies in Callander: 30 hours	*36 hours active learning through Dark Skies training opportunities*
Number of people engaged in Dark Skies active learning opportunities: 40	*240 engaged in active learning opportunities at our first public event in Nov 2018.*
Number of people from under-represented communities with an interest in astronomy: 30	*Focus on underrepresented communities planned for events in March 2020.*
25% increase of Callander's lighting that is conducive with the enjoyment of the night sky	*Lighting improvements are currently underway by Stirling Council, unable to quantify at the moment.*
60 people have experienced dark skies	*240 people have experienced dark skies through the public event*
Communicate dark skies widely through social media	*Good social media engagement around dark skies. Our event publicity reached 5,807 people, with 298 engagements on Facebook.*
Outcomes	**Assessment by project manager (including performance to date)**

Natural heritage will be better understood, connected and managed	*Greater success than expected in terms of numbers of people experiencing dark skies. We have trained volunteers too and thereby built an awareness locally of the need to conserve darkness.*
Comments	
• This project has already exceeded most of its targets, some by a considerable margin. • It is extremely popular and is expected to complete by the end of the scheme. • We have a concern about the following output: "25% increase of Callander's lighting that is conducive with the enjoyment of the night sky". The activity linked to this output (lighting improvements carried out by Stirling Council) do not appear to be part of CLP. The work started before CLP started, is not funded by CLP or under the control of CLP and would have been undertaken in the absence of CLP.	

4.2   General Scheme Findings

4.2.1 Programme-level delivery

The scheme is being delivered by a hard-working, skilled and helpful staff team that is very highly regarded by partners and beneficiaries, and project delivery partners are also working hard to deliver the work.

Governance is provided by a partnership board that represents a wide range interests – including, crucially, those of local people and local organisations. This provides the scheme with access to a wide range of knowledge, skills, resources, contacts, etc.

The National Park Authority (NPA) acts as the accountable body for the partnership. The NPA has provided significant additional resources to the scheme to help overcome a number of challenges.

In general, the board functions well, but there are some tensions, including over the level of bureaucracy and priorities. In addition, some board members focus on specific projects but do not appear to feel a responsibility for the scheme as a whole. Whilst it is understandable that they might take more interest in projects they are leading on, or which align more closely with their interests, it is important to note that all board members feel responsible for governance of the scheme as a whole, and receive the information to enable them to carry out their roles.

Reports to quarterly board meetings are provided orally and subsequently recorded in the minutes. These are useful and informative, particularly about the activity taking place. However, some board members felt that they did not get enough information to allow them to adequately discharge their governance role. It would be helpful and more transparent if reports were written. Also, they should focus less on activity and more on progress in relation to planned delivery of outputs, outcomes and finances.

The legal agreements between the NPA and project delivery partners are quite long and complex, and have caused some misunderstandings and disagreements.

The scheme documentation is comprehensive. However:

- The Milestones document shows actions that aren't due to start yet as being on track.
- We have found it difficult to determine the definitive list of outputs for each project due to discrepancies between outputs listed for each project in project plans, the M&E spreadsheet and the project assessments.
- The Change Log only lists 10 changes. This does not appear to reflect the number of actual changes that have been made.

There is a significant risk that a number of projects will not be completed before the end of the scheme. The most obvious project here is Falls of Leny. But the risk also applies to all projects where significant capital works remain to be completed during the final year of the scheme. Any unforeseen event could result in delays and non-completion by the end of the scheme (and in current conditions, the Covid-19 outbreak will create major risks).

The scheme has an aspiration to broaden the range of people who will visit Callander and volunteer their time. In the LCAP, this takes the form of targeting 6 towns – chosen because their populations contain significant numbers of people who experience multiple deprivation. At present the scheme records where beneficiaries come from but does not record other demographic data about those people. This approach creates a risk that the scheme will not engage with the kinds of audience that are usually meant by 'under-represented groups', such as people with disabilities, low income households, black and minority ethnic communities, etc. The scheme therefore needs to target those groups in those towns. It also needs to monitor performance against this.

4.2.2 Spend against budget

The scheme has experienced a number of challenges as a result of VAT not being included in the original budget. The partnership has largely resolved these problems by means of an extremely successful programme to increase the amount of match funding for the scheme.

The scheme is currently underspent, having only spent about 25% of the budget. This is due to a combination of factors including changes to the delivery plan and delays in some of the projects in which there is substantial capital spend. A major budget review is currently underway in parallel with the Midterm Review. This work should enable the Partnership to make recommendations to NLHF on budgetary changes required ahead of the third year of delivery.

Some costs remain uncertain (eg Falls of Leny, where costings are not yet finalised). This means there is a risk that the budget will not be sufficient to meet all costs. There are also challenges relating to the timing of drawing down funds for Falls of Leny due to the time limited nature of grant offers (ie deadlines for submitting claims).

4.2.3 Legacy

Much of the scheme's legacy will be embodied in the assets generated by individual projects and will last for many years to come (eg heritage in better condition, better managed, more accessible and better interpreted; people developing news skills and knowing/caring more about the heritage).

Decisions still need to be made about some projects with regard to legacy (eg whether to proceed with the eco-museum and story-map or alternative arrangements).

Establishing a Legacy Group from the outset provides an excellent platform for building on the momentum generated by the scheme in terms of:

- Improved relationships between partner organisations and a willingness to work together in the future
- A growing sense of empowerment and capacity in the local community

The new SCIO provides a vehicle for taking this forward, but there is not yet a detailed business plan for this.

4.2.4 Delivery of objectives

The table below summarises our findings in relation to the scheme's 9 high level objectives.

a) Cultural, built and intangible heritage along with archaeological sites will be recorded, revealed and managed to help us understand and interpret Callander's past	• Substantial progress made already – especially via Archaeology project
b) A rich resource of information will be available detailing the archaeological, natural, built and living heritage of the area	• Substantial progress made already – especially via Oral History and Gaelic projects • Significant progress made on Archive Digitisation project, with plans in place for a prototype platform and uploading of 10% of data; but a significant risk of remaining data not being uploaded by end of project
c) Future direction will be set at a landscape level, with stakeholders knowing more about the area's heritage features; decisions will be better informed.	• Substantial progress made already – especially via Parklands, Woodlands and Dark Skies and Gaelic projects • Some uncertainty regarding eco -museum (or alternative) and how that will contribute to this objective

d)	*Natural Heritage will be better understood, connected and managed*	• Substantial progress made already – especially via Rivers, Black Grouse, Woodlands and Dark Skies projects • Significant contributions also expected from Meadows and Parklands projects but some risk that these (especially Parkland) will not be completed by end of scheme • It is not clear what would constitute success in relation to 'better understood' and the evidence that would demonstrate this
e)	*Capital investment will improve infrastructure and broaden the visitor offer; facilitating greater access to the landscape*	• Substantial progress made already – especially via Callander Crags Path project – although there are quality concerns regarding lower path • Significant contributions also expected from Little Leny Meadow, Signage, Coilhallan All Ability Trail and Falls of Leny projects – but the scheme is behind schedule and potentially under budget on some of these and this presents risks • Behind schedule on capital works elements of Meadows and Parklands projects, but these should be completed by the end of scheme • Also behind schedule on Falls of Leny, with significant risk that this will not be completed by end of scheme, or will go substantially over budget
f)	*People and particularly young people will have developed a wider range of heritage skills, knowledge and understanding; connections will be made with national accreditation schemes wherever possible*	• Substantial progress made already – especially via Rivers, Oral History, Archaeology, Heritage Skills, Volunteering/Activity, Events and Dark Skies projects • Further contributions also expected from Archive Digitisation project – but some risk that uploading of data will not be completed by end of scheme
g)	*More people and a wider range of people will have volunteered their time, with a broad range of opportunities on offer*	• Substantial progress made already – especially via Woodlands and Archaeology projects • The project team has recently reviewed their recording of volunteer contributions. To date it has to some extent under-reported volunteer numbers, volunteer hours and volunteer match funding, which is currently shown as lower than it perhaps should be at this stage of the scheme.

h)	*More people and a wider range of people will visit Callander, with visitor stay encouraged by a diversified and exciting heritage destination offer*	• Many projects contributing to likelihood of achieving this • The scheme needs to clarify what would constitute success here and the evidence that would demonstrate this
i)	*Working together with Callander's Active Travel Team, we will support residents and visitors alike to explore the landscape sustainably, with an emphasis on cycling and walking*	• Many projects contributing to promotion of cycling and walking

4.2.5 Learning from best practice

This is the first time most partners have been involved in a Landscape Partnership. It is possible, therefore, that they might be unfamiliar with the challenges associated with the following during the final, often hectic and challenging, months of the scheme:

• Successful delivery of activities, outputs, outcomes, objectives and vision
• Completing financial management of the scheme
• Securing the scheme's legacy

There are, however, many people around the country who can provide experience and advice on this, and who would be prepared to share their knowledge with the scheme. Our recommendations below are also informed by actions which have worked well elsewhere.

5   Conclusions

The Callander Landscape Partnership is delivering a range of highly valuable heritage activities in the area. It is doing valuable work on the ground and improving the physical heritage of the area. It is being particularly successful in engaging people in research, archaeology and in exploring the potential to develop Callander as an area where the night sky is more visible to all. It has increased volunteering, and enabled people to develop the skills necessary to sustain Callander, and its heritage, in the years to come.

The process has not been without its challenges, from the planning stage of the scheme, to the delivery of complex projects, involving many stakeholders, requiring changes to original plans, new legal agreements and regulators' permissions. Some of the work on the ground, in particular, is running later than was planned, and risks associated with these projects are increasing.

The whole partnership has worked tirelessly to deliver the scheme, and we are confident that (subject to the impact of the current coronavirus crisis) they are on track to deliver most of what they set out to achieve. We make recommendations in the section below on how they can increase their chances of doing this successfully, and how some of the project management, communication and transparency challenges might be addressed. If implemented, this will make it easier to communicate the successes of the scheme, and enhance the role of partners. We also recommend that the scheme reviews its timescales, and seeks a deadline extension to create a contingency period to manage the risk of not completing some of the capital work on time.

6   Recommendations

The table below identifies a number of areas in which we believe the scheme could be improved with a view to increasing the likelihood of the partnership delivering its outputs, outcomes, aims and vision. A second table highlights areas in which lessons learned from this scheme could inform the development of any future work.

Lessons for CLP	
Issue	**Recommendation**
Not all volunteer time is being recorded, with the result that the partnership is not recording the full (a) number of volunteer hours or (b) financial value of volunteer time	Adopt a more consistent policy of using timesheets to record all/most volunteer contributions. Encourage volunteers to record their time by offering to pay their expenses to their organisation where possible rather than to themselves as individuals, so that the organisations benefit.
The wording of the output "Number of visitors understanding Callander Landscape" which appears in more than one project is unclear. What exactly are people expected to understand and to what depth?	Clarify the meaning of the output in consultation with the consultants who have been commissioned to carry out the visitor surveys, and learn from other landscape partnerships/NLHF how they have done this, since this is both a common objective for heritage projects, and a frequent challenge
Project R1 has an output target to increase membership of the Heritage Society. Membership of the Heritage Society has risen and fallen dramatically since the project started, mostly for reasons unconnected with the project. Consequently, this output is not a meaningful measure of the success of the project.	Replace this output with an alternative that provides a more meaningful measure of the impact of the project on the society (to be agreed in consultation with the society and NLHF)
Some board members focus on specific project but do not appear to feel a responsibility for the scheme as a whole.	There is a need for all members of the board to take collective responsibility for governance of the scheme as a whole and not just specific projects

Lessons for CLP	
Issue	**Recommendation**
Quarterly reports to board meetings are oral and tend to focus on activity	Reports should: • Be written and circulated in advance of board meetings • Compare actual vs planned delivery of projects in relation to outputs, outcomes and finances[14] • Explain any variances between planned and actual delivery and suggest appropriate remedial actions • Include updates on risks
The Milestones document shows actions that aren't due to start yet as being on track	Use a different code for these actions, and include a note on whether future actions are expected to start and finish on time
Difficulty in determining the definitive list of outputs for each project	Produce a document that: • Lists all project outputs as agreed at the start of the scheme • Shows all amendments, as well as when and why the changes were made • Clearly sets out what the outputs mean, what would constitute success and the data required to establish this • Is then a definitive list of all agreed scheme outputs
The Change Log only lists 10 changes	• Adopt a more comprehensive approach to recording changes, especially any changes to outputs, outcomes, timescales or budgets. • Review the change control process so that it not only sets out who has authority to make changes, but also stipulates how the changes are to be communicated and documents updated • Introduce a more systematic approach to version control of documents, so it is immediately clear which is the latest document within the project

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[14] Where changes to planned outputs, outcomes or finances are made (and agreed with the funder), these should be recorded in a single document which also provides a brief explanation of when the change was made and agreed, and why.

Lessons for CLP	
Issue	**Recommendation**
Significant risk that a number of projects, including Falls of Leny, will not be completed before the end of the scheme	Ask NLHF for an extension to maximise the chances of completing all works during the scheme lifetime, and manage risks. If this is done, the extension should be seen as providing a contingency period in case work overruns, not as a planned extension of the work (subject to changes made in the light of COVID-19)
Lack of detailed business plan for new SCIO	Work on a business plan for the SCIO should begin as soon as possible (ideally well before staff and board members get caught up in the frantic finishing off activity that usually accompanies the final months of Landscape Partnerships). This could include a review of whether the CLP website should be combined with the Callander Community Council website.
Challenges associated with the final, often hectic and challenging, months of the scheme	Consider contacting colleagues who have completed LPs elsewhere to discuss how they have managed the final months of scheme delivery[15]
Engagement with under-represented groups	Clarify not only the geographical location but also the demographic characteristics of the target audiences for widening participation and volunteering; and then collect demographic data in order to be able to monitor and report against this
The Rest3 (Rivers) target for the number of 'fish in the classroom programs' is shown as 12 (4/year) in the CLP Monitoring and Evaluation Framework. This refers to the total number of programmes run by RFFT in the Forth region. Some of these are outwith the CLP area.	The target should be amended to 4 (1/year).
The Rest6 (Dark Skies) activity relating to streetlighting is not part of CLP.	This activity should be removed from the project plan and should not be included CLP reports or other CLP documents. In addition, the corresponding output should be reviewed and, possibly, deleted (in agreement with the funder).

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[15] We would be happy to provide contacts and make introductions if required

Lessons for future work in this area and elsewhere	
Issue	Recommendation
The number of apprentices who complete and modern apprenticeship programme is generally lower than the number of apprentices appointed, since inevitably some will drop out of the programme – not least because they will manage to get jobs	The target for completed apprenticeships should be lower (perhaps up to 25% lower) than the target for recruiting apprentices. This is in line with the average number of completed Modern Apprenticeships nationally
There were three issues with the legal agreement between the accountable body and delivery partners: (i) the grant and legal agreement should have been explored during the development phase rather than spilling over into the delivery phase, (ii) it is possible that different solutions or alternative arrangements could have been found, rather than using complex legal agreements to manage relationships with partners, and (iii) the complexity and obscurity of the language used (legal jargon) made it difficult for partners, particularly small organisations, to understand.	Agreements should be (i) in place at the start of the delivery phase, (ii) the appropriate tool to management the relationship in question, and (iii) written in plain English
The research projects have boosted interested in cultural heritage in the partnership and the local community. Amongst other things, this has resulted in discussions about a Cultural Heritage Strategy for the NPA	Partners, and the NPA in particular, should consolidate and build upon what has been achieved in the area previously under-developed area of cultural heritage
NHLF previously had a central outputs data spreadsheet which all landscape partnerships were required to fill in. Although this was viewed as an onerous process, it did provide a useful framework for output planning, clear definitions of terms, and there was quite a lot of knowledge and experience nationally in completing this. This would have been a helpful exercise for the Callander Landscape Partnership to have been asked to complete, since it would have given a definitive list of project and scheme outputs against which progress could have been more easily assessed, which would have been included in the bid document and reported against regularly. Such an approach reduces the risk (as has happened in this case) of different documents containing slightly different outputs and outcomes, and a lack of clarity as to what constitutes success	NLHF should seriously consider going back to a process of national output monitoring, and ensure that predictions of outputs are made by projects as part of their stage 2 bid

Appendix A: Interviewees

Name	Organisation
Chris Corden	Callander Community Council
Emma Martin	CLP Programme Manager
Fiona Southern	National Lottery Heritage Fund
Hannah Robinson	Loch Lomond and the Trossachs National Park Authority
John Hair	Forestry and Land Scotland
Jonathan Louis	Forth Rivers Trust
Julie Wilson	CLP Volunteering and Activities Officer
Kirsty Callaghan	Loch Lomond and the Trossachs National Park Authority
Monica Holloway	Callander Heritage Society
Neil Cameron	Drumardoch Estates
Patricia Kent	Callander Youth Project
Paul Prescott	Callander Ramblers / Callander's Countryside
Paul Roberts	Scottish Natural Heritage
Ray Watkins	McLaren Leisure
Ross Crawford	CLP Community Heritage Adviser
Steve MacDonald	Stirling Council
Stuart Mearns	Loch Lomond and the Trossachs National Park Authority
Toby Ross	CLP Project Support Officer

Appendix B: Interview Template (Project Leads)

Questions	Answer
1) Please can you tell me a little bit about your role in the partnership?	●
2) Please can you tell me a little bit about your project(s) you are involved in?	●
3) How is the project performing against its targets?	●
4) Specific issues to address on this project (based on document review)	●
5) What do you see as the main strengths of project?	●
6) What do you see as the main weaknesses of project?	●
7) What will your project contribute to the legacy of the scheme? Have your ideas on this changed since the scheme started?	●
8) To what extent are the arrangements, processes, etc for monitoring and evaluation fit for purpose?	●
9) To what extent are the arrangements, processes, etc for project & scheme management fit for purpose? (Prompt for comments on targets, resources, communications, risk, relationships with other projects, etc.)	●
10) Has anything changed since the start of the scheme which would affect what you are trying to achieve, or which presents new opportunities	●
11) To what extent is your project engaging with the target ranges of people identified in the LCAP?	●
12) What (if anything) would you like to change in the second half of the scheme, and why?	●
13) Any other comments?	●

Appendix C: Interview Template (Board Members)

Questions	Answer
1) Please can you tell me a little bit about your role in SWP?	•
2) How is the scheme performing against milestones, etc set out in the LCAP? Do you think it will be successful against all, some or none of these aims at present?	•
3) What do you see as the main strengths of scheme?	•
4) What do you see as the main weaknesses of scheme?	•
5) Do you feel that you are clear what the outcomes and targets are, how the scheme is performing against these, and that you have the right information at the right time to assess this?	•
6) More generally, to what extent are the arrangements, processes, etc for project & scheme management fit for purpose? (Prompt for comments on targets, resources, communications, M&E, risk, relationships with other projects, etc.)	•
7) Has anything changed since the start of the scheme which would affect what you are trying to achieve, or which presents new opportunities	•
8) What do you see as the legacy of the scheme? Have your ideas on this changed since the scheme started?	•
9) To what extent is the scheme engaging with a wider range of people?	•
10) What (if anything) would you like to change in the second half of the scheme, and why?	•
11) Any other comments?	•