5 Our Past, Our Future LPS Overview

5.1 Summary

This Landscape Partnership bid is centred on the New Forest National Park which is an internationally important landscape with a continuity of land management since medieval times. The New Forest is a unique landscape survival - extensive areas of ancient woodland, mire and heath, closely connected to the villages, small-holdings and farms which are integral to the Forest and which have been formed through the close relationship between the land and its people over thousands of years.

However, the New Forest is in constant flux and is continually changing as a result of development pressure, population increase, changes in land management and a decreased connection between people and the land. This is leading to habitat fragmentation, biodiversity loss and deterioration in the character of both the natural and built environment, as well as the loss of knowledge, skills and understanding required to sustain it. Our partnership intends to take action to sustain this unique landscape for the benefit and enjoyment of future generations.

It includes a transformational programme of learning, informed access, community involvement and landscape restoration projects working with farmers, commoners, landowners, communities and visitors. It will enable us to share understanding and develop the necessary skills, engendering the love and enthusiasm needed to care for the Forest and make it fit for the future.

5.2 Vision

This partnership's vision is to increase the robustness of existing habitats, the built heritage and Forest communities in order to better equip the Forest to thrive through change and modern-day pressures. The vision is

A Landscape Partnership to ensure the New Forest's distinctive landscape survives through future change and modern-day pressures.

5.3 Aim

To undertake a range of projects to restore habitats, discover forest heritage and develop forest skills alongside volunteering and measures to connect people to the landscape, which will provide a step-change towards this vision

5.4 Objectives

- To grow the Forest and reconnect the core with its surrounding landscape to order to build connectivity
- To buffer the core of the Forest from future changes.
- To re-establishing the traditional skills needed to care for the unique natural heritage and built heritage of the New Forest

- To establish links with the surrounding communities who have become disconnected from the Forest
- To empower communities to look after their local natural and built heritage.
- To encourage, enthuse and inspire a new generation of people to be more involved in learning about, championing and caring for the New Forest.
- To maximise the contribution of the local economy (tourism, commoning, farming, forestry) in supporting a sustainable landscape.

In order to achieve this, the Landscape Partnership will deliver projects under four themes which aim to collectively achieve the objectives set out above and which will address the key threats and opportunities for the landscape which were highlighted in **Section 4**.

5.5 Themes and Projects

5.5.1 Restoring Lost Landscapes

This theme focuses on practical work and management of the lands surrounding the Open Forest in order to improve and protect the natural environment. The projects are aimed at restoring habitats and decreasing fragmentation, increasing responsible access, sustaining historic land management practices and discovering and restoring archaeology and built heritage. This theme aims to

"Address the deteriorating landscape which surrounds the Open Forest, both natural and built, through a range of on-the-ground projects focussed on the restoration or enhancement of prioritised landscape types, habitats and built features. It also aims to increase physical access across the Forest, connecting Open Forest to outlying settlements for increased community use."

The programme objectives are to

- increase biodiversity value and connectivity
- improve landscape integrity
- increase the resilience of the landscape and its features to withstand future challenges such as climate change and disease
- improve community accessibility to the landscape.

The projects being developed within this theme are:

- **Working Woodlands** - Sustainable management of woodlands and improving the environmental, social and economic benefits they can deliver.
- **Better Boundaries** - Restoration, enhancement and creation of traditional boundary features, such as hedgerows to create habitat corridors that enhance the landscape character of New Forest farmland.
- **Conserving the Forest Fringe** - Improving community knowledge of the special nature of the historic boundaries that exist and how important they are to maintain and how they help protect the character of the Forest landscape.
- **New Forest Non-Native Invasive Plants** - Reducing the damaged caused to our natural heritage by invasive non-native species (INNS) particularly in the aquatic environment through targeted control measures.

- **Living Waters** - Improving, protecting and restoring the freshwater environment of the Forest, its biodiversity and people's connection with it.
- **Stepping Stones** - Working with the owners and managers of grassland, heathland, coastal and wetland Sites of Importance for Nature Conservation (SINCs) in the New Forest. The project will be supported by a small grants scheme for the landowners in order to encourage them to make environmental improvements.
- **Rediscovering and Conserving our Archaeological Heritage** - Working to uncover and conserve hidden, unknown and decaying heritage sites and archaeological features throughout the New Forest; identifying and raising awareness, supporting conservation and encouraging long-term sensitive and appropriate management.
- **Historic Routes and Past Pathways** - Working with partners and local organisations to identify rights of way of significant historical importance and promoting a greater understanding of the importance of these routes.

5.5.2 Developing Forest Skills

This theme focuses on the people and communities living and working in the New Forest. The projects will aim to retain, develop and share knowledge and skills required for sustainable management of the New Forest habitats and built heritage. This theme aims to

"turn around the continuing decrease of traditional skills in the Forest by providing a range of projects designed to equip a wide range of audiences with the specific skills and training needed to care for and maintain this unique heritage landscape."

The projects being developed within this theme are:

- **Rural Skills** - Delivering a training programme for farmers and commoners and other landowners and managers around the New Forest. This will include refresher courses about land management practices, sustainable land management, wildlife conservation on the farm, record keeping and farm paperwork and farming regulations. This project will also establish a mentoring scheme for young and new commoners.
- **Apprentice Rangers** – This joint partnership between all of the New Forest ranger teams and education providers will offer two environmental conservation apprenticeships per year.
- **Building Skills** – Conserving and enhancing the historic built environment of the New Forest and communicating its importance along with the range of specialist building skills needed. The project will work to sustain and develop these skills through provision of a training programme.
- **Veteran Trees** - to provide the most up to date training in the care and management of ancient trees to prevent losses of this scarce and valuable resource.

5.5.3 Discovering Forest Heritage & Inspiring a New Generation

This theme focuses on encouraging, and inspiring a new generation of people to be more involved in learning about, championing and caring for the New Forest. The projects will promote an understanding of the New Forest's unique heritage and its

common story amongst residents, communities and visitors through a range of interpretation projects, educational campaigns, and engagement of volunteers. This programme aims

“To increase discovery of the New Forest landscape and an understanding of its unique heritage in residents, communities and visitors. We aim ultimately to inspire a wide range of existing and new audiences, capture their enthusiasm and passion in helping to care for the Forest and thus ensure that it is intact for future generations to enjoy.”

The programme will establish links with the surrounding communities who have become disconnected from the Forest and can play an essential role in improving their local habitats.

The projects included in this theme are:

- **Ecademy** - Providing online access to knowledge, data and information about the New Forest with the intention of advancing awareness and conservation of its heritage wherever it might be recorded for the benefit of researchers, students and the local community
- **Heritage on my Doorstep** - seeks to inspire and support interested parishes, community and interest groups to get involved with and discover more about their local heritage and ultimately become inspired to protect it for the future.
- **Common Cause** – Working to maintain the unique commoning heritage of the New Forest and developing a programme of learning and discovery that will engender public support and understanding for this way of life and its essential role within the Forest landscape. This project consists of three elements focused on raising awareness; *Verderers’ Hall* (Building repairs with improved access and interpretation about the Verderers’ Court); *Through our Ancestor’s Eyes* (conserving and cataloguing a history of commoning through photos and memories) and *Shared Forest* (Educational campaigns).
- **Foxbury** – working to restore and increase native woodland and heathland cover within the National Trust's Foxbury estate, with the emphasis on community, educational delivery and sustainable recreation.
- **New Forest Connects** - Delivering a diverse programme of events, activities, training and other interpretation to inspire people living in and near the New Forest about its cultural and natural heritage. Sub-projects are *Connecting People and Place*, *New Forest exhibitions*, *New Forest Guided Experiences*, *Connecting to Lost Landscapes*, *Walking with a Purpose*, *Common Threads*, and *Senses of Place*.
- **Wild Play** - Creating engaging and exciting areas for kids to able to engage with the natural world in an informal setting.
- **New Forest Art Festival** - to organise and promote an annual arts event on the heritage of the New Forest

5.5.4 Monitoring and Evaluation

The fourth programme of work focuses on the monitoring and evaluation of the Scheme, what lessons have been learnt, assessing the difference that the project has made both to the on the ground heritage and biodiversity, as well as to the people and communities that have been involved. This will be crucial in informing

future management and in focussing budgets - what are the best methods for communicating with people, engaging them and affecting behavioural change, which projects can have the most positive benefit on biodiversity and specific species, what effect has the project had on the condition of historic buildings. This is particularly important at a time when budgets and staff resources are so stretched and it is critical that resources are directed to the areas of work that can make the most impact.

A comprehensive monitoring programme will determine what people have learnt from each of the projects, and what difference this is making to their lives, are they more involved in local heritage now, have they changed their land management practices, have they developed new skills that they are using in the Forest and wider, have they altered their understanding of the Forest and its heritage, has this translated into action in any ways such as volunteering, involvement in local groups, contributions towards Love the Forest (the New Forest's visitor gift scheme).

Discussions with the wide range of audiences reached through the Scheme from school children, through to diverse visitors from surrounding urban areas, residents, landowners, commoners and people accessing on-line data from far afield, will be carried out to determine the effect of the Scheme on understanding and behaviour. This information will not only be useful in evaluating the success of the Landscape Partnership Scheme, but also in informing future ways of working in the Forest and elsewhere.

5.5.5 Volunteer and community involvement

Volunteer and community involvement feature strongly throughout the scheme. These cross-cutting themes are essential to making the step change towards the sustainable management of the landscape and most projects will encourage volunteers to be involved through various tasks or empower the community to take the lead on key aspects and tasks.

Volunteers will receive a wide range of benefits from being involved in the Scheme including:

- Learning new skills - practical and intellectual
- Improved self-confidence and motivation
- Improved health and wellbeing - activity in the outdoors and increased social interaction
- Increased inspiration, connection and enthusiasm for the New Forest landscape
- Increased sense of belonging and ownership, leading to improved mental wellbeing
- Increased employability for individuals through volunteering and learning opportunities
- Increased co-operation and understanding - individuals and communities having a better relationship with statutory and voluntary agencies based on mutual understanding

5.6 How the Scheme addresses Threats and Opportunities

The Scheme has evolved in response to the needs of the heritage of the area; this was outlined in the introductory section. **Table 7** shows how the threats and opportunities identified in **Section 4** are being addressed by the OPOF Scheme.

Table 7 - Links between Threats, Opportunities and OPOF

Landscape Threat/Vulnerability (section 4)	Opportunities (section 4)	Ways in which OPOF is addressing	OPOF Objectives	Projects
Climate change (Increased flooding, Sea Level Rise, increased storminess & extreme weather events, hotter & wetter summers, spread pests and disease, changes in land management)	▪ Building a Partnership ▪ Working with Nature ▪ Working with land managers	▪ Making habitats surrounding the Open Forest more resilient ▪ Interpretation may help with adaptation to climate change ▪ River restoration works in areas surrounding the Open Forest will help to alleviate flooding and fish passage ▪ Tree planting in areas surrounding the Open Forest will help mitigate climate change ▪ Data gathering will help to inform research	▪ Growing the Forest	1a - Working Woodlands 1b - Better Boundaries 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 4a - Monitoring – Biodiversity 4b - Evaluation & behaviour change
Non Native Invasive Species (outcompeting native plants and animals)	▪ Building a Partnership ▪ Working with Nature ▪ Working with land managers ▪ Working with Volunteers ▪ Education	▪ Undertaking practical work in areas surrounding the Open Forest to remove non-native species ▪ Working with Nature ▪ Educating landowners in areas surrounding the Open Forest ▪ Raise awareness about the issues ▪ Monitoring	▪ Growing the Forest ▪ Encouraging, enthusing and inspiring a new generation	1a - Working Woodlands 1f - Natures Stepping Stones 1d - Invasive non Native Species 1e - Living Waters 4a - Monitoring – Biodiversity 4b - Evaluation & behaviour change
Habitat Fragmentation (loss of habitats due to clearing for other landuse)	▪ Building a Partnership ▪ Working with Nature ▪ Working with land managers	▪ Habitats restoration work in areas surrounding the Open Forest ▪ Working with Nature ▪ Educating landowners in areas surrounding the Open	▪ Growing the Forest	1a - Working Woodlands 1b - Better Boundaries 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 4a - Monitoring – Biodiversity

		Forest ▪ Raise awareness about the issues ▪ Monitoring		4b – Evaluation & behaviour change
Deterioration of Water Quality	▪ Building a Partnership ▪ Working with Nature ▪ Working with land managers ▪ Working with Volunteers ▪ Education	▪ River restoration works in areas surrounding the Open Forest ▪ Raising awareness re potential pollution issues such as grey water, horse keeping	▪ Growing the Forest	1e - Living Waters 4b – Evaluation & behaviour change
Erosion (Erosion of soil, coastal habitats, loss of heritage features)	▪ Working with Nature	▪ Habitats restoration work in areas surrounding the Open Forest ▪ Working with Nature ▪ Educating landowners in areas surrounding the Open Forest ▪ Raise awareness about the issues ▪ Monitoring	▪ Growing the Forest ▪ Encouraging, enthusing and inspiring a new generation	1a - Working Woodlands 1b - Better Boundaries 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 1g - Rediscovering Arch Heritage 3b - Heritage on my Doorstep 4a - Monitoring – Biodiversity 4b - Evaluation & behaviour change
A decrease in land-based jobs	▪ Working with land managers ▪ Working with Commoners ▪ Working with forestry ▪ Working with agriculture ▪ Working with residents	▪ Working with primary producers ▪ Undertaking education and training for land managers and land owners in areas surrounding the Open Forest ▪ Monitoring	▪ Growing the Forest ▪ Re-establishing the traditional skills ▪ Maximising the contribution of the local economy	1a - Working Woodlands 2a - Rural Skills 2b - Apprentice Rangers 2c - Building Skills 2d - Veteran Trees 3e - New Forest Connects 4b - Evaluation & behaviour change
Changes in land management practices (such as intensification, fewer commoners undertaking commoning activities, change in use	▪ Building a Partnership ▪ Working with Nature ▪ Working with land managers ▪ Working with Commoners	▪ Training next generation ▪ Developing skills ▪ Education ▪ Land parcel links ▪ Raise awareness and behaviour change	▪ Growing the Forest ▪ Re-establishing the traditional skills ▪ Maximising the contribution of the local economy	1a - Working Woodlands 1b - Better Boundaries 1c - Conserving the Forest Fringe 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones

due to, increase in land prices etc resulting in loss of native habitats, landscape change, fragmentation of habitats)	▪ Working with Volunteers ▪ Working with forestry ▪ Working with agriculture ▪ Working with residents	▪ Helping land managers apply for grants in areas surrounding the Open Forest		2a - Rural Skills 2b - Apprentice Rangers 2c - Building Skills 2d - Veteran Trees 3d - Foxbury 4a - Monitoring – Biodiversity 4b - Evaluation & behaviour change
A decrease in the Traditional Skills (including land management skills and building skills as a result of changing practices, lack of knowledge, results in fragmentation of habitats and a decrease in biodiversity)	▪ Building a Partnership ▪ Working with land managers ▪ Working with People ▪ Working with Commoners ▪ Working with Volunteers Working with forestry ▪ Working with agriculture	▪ Training land managers, practitioners, contractors ▪ Developing skills ▪ Subsidised support ▪ Raise awareness	▪ Growing the Forest ▪ Re-establishing the traditional skills ▪ Maximising the contribution of the local economy	2a - Rural Skills 2c - Building Skills 2d - Veteran Trees 3e - NF Connects 4b - Evaluation & behaviour change
Development Pressure (such as housing, energy and other development impacting on rural character)	▪ Building a Partnership ▪ Working with land managers ▪ Working with People ▪ Working with Commoners ▪ Working with Volunteers Working with forestry ▪ Working with agriculture	▪ New jobs ▪ Subsidised support ▪ Education ▪ Removing encroachments ▪ Increased awareness ▪ Supporting businesses	▪ Re-establishing the traditional skills ▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation ▪ Maximising the contribution of the local economy	1c - Conserving the Forest fringe 2a - Rural Skills 2c - Building Skills 2d - Veteran Trees 3e - NF Connects 4b - Evaluation & behaviour change
Increased Pressure on Resources (lack of funds and staff resources to make environmental improvements and manage the land sustainably)	▪ Building a Partnership ▪ Working with land managers ▪ Working with Commoners ▪ Working with Volunteers	▪ Working together to maximise resources across organisations ▪ Corporate sponsorship ▪ Direct grant to land managers ▪ Training and skills development	▪ Establishing community links with Heritage.	1a - Working Woodlands 1b - Better Boundaries 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 2b - Apprentice Rangers 3b - Heritage on my Doorstep 3e - New Forest Connects

				4a - Monitoring – Biodiversity 4b-– Evaluation & behaviour change
Population changes (increase in population in the South East increasing recreational pressure on New Forest and New residents moving to the area causing a change to the rural landscape due to lack of understanding)	▪ Building a Partnership ▪ Working with Communities ▪ Working with People	▪ Behaviour change campaigns ▪ New Residents pack ▪ Increasing awareness and understanding ▪ Encourage people to value the areas in which they live ▪ Reducing encroachments	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1g - Rediscovering Arch Heritage 1h - Historic Routes 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay 4b - Evaluation & behaviour change
Loss of Connection with the Natural Environment (children play less outdoors, people have little connection with area they live in)	▪ Building a Partnership ▪ Working with Communities ▪ Working with People ▪ Working with Volunteers ▪ Working with homeowners ▪ Working with landowners	▪ Working in partnership ▪ Behaviour change campaigns ▪ Providing recreational opportunities ▪ Raising awareness ▪ Managing expectations ▪ Working forest ▪ Encouraging wildplay and providing key areas	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation ▪ Maximising the contribution of the local economy ▪	1c - Conserving the Forest Fringe 1g - Rediscovering Arch Heritage 1h - Historic Routes 2b - Apprentice Ranger 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay Sites 3g - New Forest Arts Festival 4b - Evaluation & behaviour change
Loss of Local distinctiveness (such as inappropriate development, house improvements, signage decline in rural crafts, impacts on culture leads to a gradual dilution of rural character and general suburbanisation)	▪ Building a Partnership ▪ Working with Communities ▪ Working with People ▪ Working with Commoners	▪ Working in partnership ▪ Behaviour change campaigns ▪ Raising awareness ▪ Managing expectations ▪ Working forest ▪ Training and skills development ▪ Encourage people to value the areas in which they live ▪ Reducing encroachments ▪ Habitats improvements	▪ Growing the Forest ▪ Re-establishing the traditional skills ▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1a - Working Woodlands 1b - Better Boundaries 1c - Conserving the Forest Fringe 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 1g - Rediscovering Arch Heritage 1h - Historic Routes 2a - Rural Skills 2b - Apprentice Rangers 2c - Building Skills 2d - Veteran Trees

		▪ Protecting existing heritage features in the landscape		3a - Ecademy 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay Sites 3g - New Forest Arts Festival 4a - Biodiversity Monitoring 4b - Evaluation & behaviour change
Increases in car use (by residents, commuters travelling through the Forest, visitors etc impact on the rural character, air quality, tranquillity and careless driving can cause animal accidents)	▪ Building a Partnership ▪ Working with Communities ▪ Working with People ▪ Working with Commoners ▪ Working with homeowners ▪ Working with visitors	▪ Working in Partnership ▪ Education and raising awareness of safe driving ▪ Behaviour change campaigns ▪ Informing recreation ▪ Walking festival	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1h - Historic Routes 2b - Apprentice Ranger 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay Sites 4b - Evaluation & behaviour change
Recreation Pressure (Number of visitor to increase in a range activities with impacts on the rural character, tranquillity, wildlife disturbance)	▪ Building a Partnership ▪ Working with Nature ▪ Working with Communities ▪ Working with People ▪ Working with residents ▪ Working with Visitors	▪ Working in Partnership ▪ Education and raising awareness ▪ Behaviour change campaigns ▪ Alternative recreation opportunities e.g. new walking routes, guided events	▪ Growing the Forest ▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1h - Historic Routes 2b - Apprentice Ranger Scheme 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay Sites 4b - Evaluation & behaviour change
Encroachment (inappropriate furniture, signage, illegal parking, inappropriate storage on the Open Forest, all leading to diminution of Commoner's rights,	▪ Building a Partnership ▪ Working with Communities	▪ Removal of encroachments ▪ Increasing understanding and behaviour change	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1b - Better Boundaries 1c - Conserving the Forest Fringe 3c - Common Cause - Campaigns 3e - New Forest Connects 4b - Evaluation & behaviour change

particularly grazing and also visual amenity)				
Access to Knowledge (lack of information and not knowing what information is available and how to access it)	▪ Building a Partnership ▪ Working with Communities	▪ Electronic signposted gateway to information about the New Forest ▪ Research Forum ▪ Digitisation of key heritage items such as maps, books etc, ▪ Information about commoning and other aspects of New Forest Heritage promoted and publicised ▪ Skills development and training will provide access to better knowledge	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1g - Rediscovering Arch Heritage 2a - Rural Skills 2b - Apprentice Ranger Scheme 2c - Building Skills 2d - Veteran Trees 3a - Ecademy 3c - Common Cause - Verderers 3e - New Forest Connects 4a - Biodiversity Monitoring 4b - Evaluation & behaviour change
Lack of Understanding (people unaware of New forest history and the reasons why the Forest is how it is today e.g. role of commoning and therefore how to behave in the environment	▪ Building a Partnership ▪ Working with land managers ▪ Working with Communities ▪ Working with People ▪ Working with Commoners ▪ Working with Volunteers	▪ Working in partnership ▪ Behaviour change campaigns ▪ Raising awareness ▪ Managing expectations ▪ Working forest ▪ Training and skills development ▪ Encourage people to value the areas in which they live ▪ Habitats improvements works ▪ Interpretation	▪ Establishing community links with Heritage. ▪ Encouraging, enthusing and inspiring a new generation	1a - Working Woodlands 1b - Better Boundaries 1c - Conserving the Forest Fringe 1d - Invasive non Native Species 1e - Living Waters 1f - Natures Stepping Stones 1g - Rediscovering Arch Heritage 1h - Historic Routes 2a - Rural Skills 2b - Apprentice Ranger Scheme 2c - Building Skills 2d - Veteran Trees 3a - Ecademy 3b - Heritage on my Doorstep 3c - Common Cause - Campaigns 3c - Common Cause - Photography 3c - Common Cause - Verderers 3d - Foxbury 3e - New Forest Connects 3f - Wildplay Sites 3g - New Forest Arts Festival

				4a - Biodiversity Monitoring 4b - Evaluation & behaviour change
Changes to Legislation (amount of legislation and changes and reform can be confusing and not help sustainable management)	▪ Building a Partnership ▪ Working with land managers	▪ Working in partnership ▪ Training and skills development ▪ Advising land managers ▪ Assisting land managers to apply for grants	▪ Growing the Forest	1a - Working Woodlands 1b - Better Boundaries 1c - Conserving the Forest Fringe 1f - Natures Stepping Stones 2a - Rural Skills 4b - Evaluation & behaviour change

5.7 How the Scheme meets Outcomes for Heritage, Communities and People

Table 8 demonstrates how the projects link to the outcomes across the scheme and shows that these are numerous and evenly distributed.

Table 8 - HLF Outcomes v Project Matrix

Outcomes	Working Woodlands	Better Boundaries	Forest Fringe	NF Non Native Plants	Living Waters	Nature's Stepping Stones	Rediscovering Archaeology	Historic Routes	Rural Skills	Apprentice Rangers	Building Skills	Veteran Trees	Ecademy	Heritage on my Doorstep	Common Cause Shared Forest	Common Cause Ancestors Eyes	Common Cause Verderers Hall	Foxbury	New Forest Connects	Wild play	Arts Festival	Biodiversity Monitoring	Evaluation
Outcomes for Heritage																							
Better Managed	★	★	★	★	★	★	★	★	★		★	★		★	★		★	★				★	★
In Better Condition	★	★	★	★	★	★	★	★	★		★	★			★		★	★				★	★
Identified/recorded	★	★		★	★	★	★	★			★	★	★	★		★	★	★				★	★
Outcomes for People																							
Skills Development			★	★	★		★	★	★	★	★	★	★	★				★	★	★	★	★	★
Learning about Heritage			★		★		★	★	★	★	★	★	★	★	★	★	★	★	★		★		★
Volunteering Time	★	★	★	★	★	★	★	★	★	★		★	★	★	★	★		★	★	★	★	★	★
Outcomes for Communities																							
Environmental impacts reduced	★	★	★	★	★	★	★		★		★	★		★	★		★	★	★	★	★	★	★
More people and a wide range of people will have engaged with heritage	★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★
Your local area / community will be a better place to live	★	★	★	★	★	★	★	★	★		★	★	★	★	★	★	★	★	★	★	★	★	★

5.7.1 Heritage Outcomes

The OPOF will meet the 3 HLF outcomes for heritage:

- Better Managed
  The projects will bring about the better management of our heritage landscape though the partnership working towards collective objectives and taking joint responsibility for management decisions. This will include working with landowners and managers, owners of traditional buildings, volunteers and other organisations to ensure that the built and natural heritage is sustainably managed in the future. Examples include house owners maintaining their traditional buildings and woodland owners managing these areas in order to increase their nature conservation value whilst also bringing wood products into the market. The projects propose a number of tasks and outputs that will help to achieve this outcome and the targets are outlined in the box below.

- Better Condition
  Individual projects will result in the restoration of the natural and built environment, resulting in a landscape in better condition. Examples include the restoration of various habitats such as hedgerows, grassland and heathland, repair of historic features such as historic monuments, gravestone and industrial archaeology, improvements to water quality and the removal of non-native species such as Himalayan Balsam. The projects propose a number of tasks and outputs that will help to achieve this outcome and the targets are outlined in the box below.

- Identified and Recorded
  In addition to practical improvements on the ground, the Scheme will also be identifying and recording a wide range of heritage data to help with future management decisions and to provide baseline data for future monitoring. This includes monitoring and evaluation of the habitats and species which will allow for a better understanding of the impact that restoration and changes to management and maintenance regimes have had on indicator species and the condition of vegetation. This will allow future management and maintenance decisions to be based on evidence rather than guesswork. It also includes collecting stories, photographs, documents and information about heritage important to specific communities. This will be used for interpretation, telling the story of the Forest and recording details for future generations. The projects propose a number of tasks and outputs that will help to achieve this outcome and the targets are outlined in the box below

Targets which will help achieve the outcomes for Heritage

Natural Heritage:

- 120 hectares of woodland previously unmanaged brought back into active sustainable management
- 4112 metres of boundary features surveyed and either created, restored or enhanced

- Reduce the number of visual encroachments onto Crown lands within the 8 target parishes by 60%
- The removal of invasive non-native species from 40 prioritised locations
- 2.9 kilometres of river improved for fish and eel passage
- 12.2 kilometres of rivers with improved water quality
- 2 ponds created or improved
- 4 ponds managed
- 30 Sites of Importance for Nature Conservation (SINC) surveyed, management plans created and improvements undertaken
- 54 hectares of SINC sites enhanced and in better condition
- 26 hectares of native woodland replacing the coniferous plantation at Foxbury
- 22,000 trees planted to create new mixed deciduous habitat at Foxbury
- 5,500 Common Alder planted to restore natural habitat at Foxbury
- 3,226 holly shrubs planted to restore natural habitat at Foxbury
- 1612 blackthorn shrubs planted to restore natural habitat at Foxbury
- 1612 hazel shrubs planted to restore natural habitat at Foxbury
- Recording of species and the condition of habitats for monitoring purposes uploaded to publically accessible local and national databases

Built Heritage:

- 2,000 hectares of woodland surveyed for archaeological new sites and existing sites identified through LiDAR and National Mapping
- 300 archaeological sites surveyed
- 10 graveyards and cemeteries surveyed
- 13 Conservation and engineering repair reports produced for significant heritage sites
- 35 Significant archaeological sites conserved including gravestones, monuments, industrial sites, wartime sites and the Verderer's Hall
- 5 heritage trials created on rights of way with interpretation boards and leaflets
- 4 excavations that are open to the public to partake in
- information on heritage will be captured and recorded will be able to be used by Parish Councils and others in future decision making and for focussed and prioritised conservation leading to better managed heritage
- At least 40 historic environment records updated in 8 New Forest parishes
- Heritage portal developed for dissemination of local heritage information
- 6900 New Forest Centre collection items digitised for the online accessible Ecademy
- 18 community led heritage/cultural interpretation and dissemination projects
- online accessible database of over 400 photos, memories, documents and stories on the heritage of commoning
- Bringing together existing data relating to the heritage landscape from a whole range of sources into an on-line Gateway portal which can be used by anyone and will provide useful hints, tips and guidance for people trying to learn more about specific aspects of the Forest. Prioritised heritage information will be digitised and made accessible through the site.

5.7.2 People Outcomes

The New Forest provides a wealth of services for people which are taken for granted. Cultural services include education, health and wellbeing, spiritual enrichment and inspiration. It regulates water, air and climate and provides food, fibre and water. These services are of local, regional and national importance for individuals and the economy. Improving understanding of how the New Forest provides these services for people will be threaded through the Scheme and will enable people to increase their connection with the Forest and its process of change.

Our Past, Our Future is very much focussed on engaging a wide range of people in the programmes of work and in giving them the skills, enthusiasm and confidence to be involved in managing, maintaining, recording and enjoying heritage in years to come.

The OPOF will meet the 3 HLF outcomes for people:

- Skills Development
  OPOF includes a theme dedicated to skills development, within the theme four individual projects are specifically aimed at ensuring that the knowledge and skills required for sustainable management of the natural and built heritage are retained and improved. Examples include traditional building skills for local builders, apprentice rangers and variety of training aimed at land managers. The development of volunteers is central to the delivering of many of the proposed projects and is essential if we are to safeguard the future of the Forest. The projects propose a number of tasks and outputs that will help to achieve this outcome and the targets are outlined in the box below.

- Learning about Heritage
  OPOF includes a theme dedicated to 'discovering Forest Heritage and inspiring the next generation'. Within this theme a number of projects are specifically aimed at encouraging, enthusing and inspiring people to be more involved in learning about, championing and caring for the New Forest. There will be a wide range of both targeted engagement activities for specific audiences and wider more generalist activities which will reach a wide range of residents and visitors to the New Forest. Examples include new interpretation at a number of key sites in the New Forest, guided events, new ways of accessing information and opportunities to learn and get involved in different ways. The projects propose a number of tasks and outputs that will help to achieve this outcome and the targets are outlined in the box below.

- Volunteering Time
  Volunteering runs throughout the scheme, and most projects will aim to include volunteers in a number of different ways. The volunteering activities will be wide ranging and will be used to encourage a diverse range of people, with a particular focus on the new audiences identified in the Audience Development Plan to be involved in learning about and caring for their local heritage. Examples include research, practical tasks such as balsam pulling and other conservation tasks, monitoring, guided walks and acting as champions for their local area. The projects propose a number of tasks and

outputs that will help to achieve this outcome and the targets are outlined in the box below.

Targets which will help achieve the outcomes for People

Training:

- 105 training courses held on land management practices, wildlife conservation, animal welfare, marketing produce, breeding, record keeping and practical skills such as hedge laying and coppicing
- 90 training courses held on technical building skills e.g. lime plastering, cob walling
- 60 people trained in woodland management and survey
- 15 existing community/conservation group members/volunteers trained in relevant survey and monitoring techniques
- 20 people trained in undertaking wildlife surveys on SINCs
- 50 volunteers trained in researching historic rights of way and improvement works
- 1500 people trained in sustainable land management skills including woodland management, coppicing, pasture management, soil management, and removal of invasive species
- 250 people (target audience of building contractors, architects and surveyors) attending technical building skills courses e.g. lime plastering, cob walling
- 8 parish communities trained in heritage research, survey, interpretation and dissemination.
- 80 people trained in archaeological heritage assessment including field survey work, assessment of significance and condition assessment.
- 10 people trained in researching, scanning, cataloguing and recording data
- 52 volunteers trained in delivering key campaigns around the New Forest focused on reducing conflict between commoners and residents or visitors
- 21 volunteers trained in the recording of photos, documents and stories on the heritage of commoning
- 20 volunteers trained to undertake planting along with species and habitat monitoring
- Recruit and train 12 local wild play champions to help deliver wild play sessions and encourage local communities to enjoy, respect and learn from nature
- 20 walking guides recruited and trained
- 110 people trained in good interpretation and dissemination practice

Specialist Learning:

- 30 woodland owners engaged in discussion about the future management of their sites and any appropriate economic potential
- 9 local rural contractors worked with and trained to deliver best practice techniques such as hedge laying.
- 44 landowners/occupiers involved/educated on traditional boundaries and their value to the natural environment
- 200 land owners contacted and engaged in reducing individual encroachments onto Crown lands
- 24 landowners engaged in improving water quality on river catchments
- 30 landowners engaged in managing their SINC sites

- 15 young or new commoners mentored by existing established commoners
- 7 apprentice rangers trained and qualified. Additional certification in Chainsaw, brushcutter and safe use of pesticides.
- 90 builders/agents/architects attending traditional building training courses
- 50 contractors trained in the most up to date management and care of ancient trees
- 10 tree officers trained in the most up to date management and care of ancient trees
- 42 commoners engaged in supplying oral histories, memories, photographs and documents for digitising
- Encouraging 3 local primary schools, 3 colleges, 2 youth groups and 5 community groups to engage with Foxbury and enjoy the space or become involved with volunteer planting or monitoring
- 5 trainers recruited and trained in delivering interpretation training for local groups, partners and businesses.

Wide engagement:

- 8 parishes engaged in the Conserving the Forest Fringe project, identifying problem encroachment and character deterioration issues to inform education programmes.
- 8 public engagement events within communities promoting the benefit of managing non-native invasive species
- 40 school packs circulated to increase engagement in the freshwater environment across all age groups
- 235 People attending community / open events associated with work to improve the water environment
- 50 Individuals, businesses and organisations attend workshop to agree measures to reduce pressure from disposal of waste water from camping
- 920 people in local communities and visitors targeted to increase their understanding of the freshwater environment
- 240 people engaging with their heritage through public events such as open surveys, excavations, heritage open days and discovery days
- 20 ranger or volunteer led guided walks on heritage trails attended by 100 people
- 5 community events based around heritage trails
- 450 homeowners attending traditional building courses and skill development sessions
- 600 people attending an annual building skills fair and the celebration of traditional local crafts and skills
- 7,000 people using the new Ecademy on-line portal to access information about the heritage landscape.
- 24 public events and exhibitions across 8 parishes sharing local heritage with the wider communities and New Forest residents
- 4 schools using a commoning toolkit
- 1000 students more aware of potential conflict issues with New Forest commoners and their stock leading to behaviour change
- 11,000 residents and visitors more aware of potential conflict issues with New Forest commoners and their stock leading to behaviour change
- 12 drive safe events held across the New Forest raising awareness of potential conflict between animals and speeding cars

- 300 drivers and 375 learner drivers more aware of the potential impact of speeding in the New Forest
- 30 community groups using the Verderers Hall on a regular basis, by the end of the scheme
- 13,500 visitors and residents visit and learn more about the Verderers Hall and the role of commoners
- 1 public exhibition of photos, memories, documents and stories on the heritage of commoning.
- 8,000 guide books and leaflets produced for visitors to Foxbury and to promote various events.
- Construction of 1 visitor information facility at Foxbury along with 2 interpretation boards, 1 audio and tactile BSL interpretation panel and 7 experimental interpretation panels.
- 60 visitor events to be held at Foxbury along with an additional 30 guided walks open to the public and 1 open day
- 2200 people involved in organised activities at Foxbury such as bushcraft, wildlife watch etc
- 1 wild play toolkit produced encouraging landowners to consider setting up wild play areas and encouraging families to engage in wild play
- 8 wild play events to engage families with the natural environment
- 35,000 children better engaged with nature through playing in the outdoors and attending various wild play events, activities, pop up and permanent wild play sites
- 18,400 people attending the 4 exhibitions at the New Forest Centre and the 28 touring exhibition venues
- 1,750 residents and visitors enjoying 125 volunteer, ranger and partner led walks
- 300,000 people per year experiencing the new site interpretation at a range of key sites across the Forest.
- 600,000 people per year learning from new and improved information through websites, apps and other digital media.
- Creation of 3 permanent wild play sites encouraging local families to engage with and discover nature in a fun way
- 115 arts event connected to the New Forests heritage attracting over 12,000 people
- 12 newly commissioned pieces of art work
- New permanent or improved interpretation installed or refreshed at various sites across the New Forest

Volunteers

- 7,500 volunteer days during the life of scheme.
- 150 volunteer days for habitat and species monitoring, practical site management, and regenerating woodland (Working Woodlands)
- 150 volunteer days for habitat and species monitoring, practical site management, restoring and regenerating traditional boundary features (Better Boundaries)
- 40 volunteer days working to reduce encroachments and conserve the Open Forest boundaries (Conserving the Forest Fringe)
- 600 volunteer days accumulated across 60 events for the identification and

removal of invasive non-native species (Invasive Non-Native Species)

- 209 volunteer days for river restoration and water quality monitoring work (Living Waters)
- 582 volunteer days for habitat and species monitoring and practical site management (Natures Stepping Stones)
- 1,800 volunteer days for carrying out archaeological field work including ground truthing and condition assessment, excavation and research (Rediscovering Archaeological Heritage)
- 200 volunteer days researching maps and records, surveying and reporting on historic routes (Historic Routes & Past Pathways)
- 150 volunteer days for experienced commoners passing on their skills to others, recording commoning history, developing interpretation and interacting with members of the public over their educational campaigns (Rural Skills)
- 480 volunteer days investigating source material, digitising and promoting the on-line portal (Ecademy)
- 840 volunteer days for the investigation, mapping and interpretation of the heritage in the volunteer's local community (Heritage on my Doorstep)
- 63 volunteer days interviewing commoners, scanning and digitising photos, undertaking archive research, cataloguing results and dissemination (Common Cause - Ancestors Eyes)
- 220 volunteer days for attending events, local schools, New Forest Show, and helping run behaviour change campaigns (Common Cause - Shared Forest)
- 40 volunteers trained in helping interpret the Verderer's Hall and help engage residents and visitors (Common Cause – Verderer's Hall)
- 510 volunteer days at Foxbury, planting trees, acting as ambassadors and habitat and species surveying (Foxbury)
- 225 volunteer days leading walks, running events and sharing New Forest knowledge (New Forest Connects)
- 278 volunteer days for helping run and championing wild play events and activities in communities and schools across the New Forest (Wild play)
- 40 volunteer days promoting and running a New Forest Arts Festival (Arts Festival)
- 50 volunteer days monitoring the scheme projects as part of evaluation and legacy (HIWWT monitoring)

5.7.3 Community Outcomes

The OPOF will meet the 3 HLF outcomes for people:

- **Environmental impacts reduced**
  The natural environment will have improved connectivity, providing greater resilience against disease and the effects of climate change. Restored and enhanced landscape features and habitats and better water quality will result in improved biodiversity and a more secure future for many of the wildlife species and plants that are characteristic in the New Forest. The built environment will have buildings and heritage features that are in better condition and that are at a reduced risk of damage or deterioration through a

lack of management or understanding. This will therefore result in a reduction in any environmental impacts.

- **More people and a wide range of people will have engaged with heritage**
  A number of the projects will engage with a wide variety of people so that they understand the importance of the unique landscape that the New Forest provides and how it should be managed in the suture.

- **Your local area / community will be a better place to live**
  The Landscape Partnership scheme will result in the New Forest being a better place for the communities that live and work within the National Park. For local communities, the Scheme will result in better community cohesion and a better sense of place and ownership with a shared appreciation for their local heritage. It will foster more informed engagement between individuals and their environment that hitherto has been mediated by specific interest bodies. By making more of the community aware of and involved with the heritage around them, the project will encourage a greater sense of identity with and pride in the area. It will also result in a decrease in conflict between those living and working in the Forest and those visiting the Forest due to a better understanding and changes in behaviour. The heavy focus within the Scheme on volunteering, training and engagement will result in a rejuvenation and long-term increase in membership in local organisations and groups. It will also widen the range of audiences that are "Friends" of organisations such as the New Forest Trust or the New Forest Centre and who support these organisations, whether it is through volunteering, promotion or financially. The restoration of habitats and will result in a visual enhancement in the landscape and where these are visible to the public there will be a benefit.

All the tasks and outputs that will achieve the outcomes for heritage and people which are listed in the boxes above will also help achieve the outcomes for communities, therefore a separate list is not provided here.

5.8 Integration of projects within the scheme

OPOF is an integrated scheme rather than a collection of individual projects. All the projects are working towards the same vision for the New Forest. The links between the individual projects and HLF outcomes are demonstrated in **Table 9** and **Figure 37**Figure . The integration can be seen in many ways:

- Links between the individual projects e.g. photographs gathered in “Through our Ancestors Eyes” common cause project will be disseminated via the “Ecademy” portal and may form part of the one of the touring exhibitions of the “New Forest Connects” project. There are numerous examples of this which Figure demonstrates and each detailed project plan outlines this further.
- All the projects will link to one of the 4 themes that have emerged from the interpretation work (as well as the 4 themes/programmes within the scheme), this was demonstrated in **Section 1.3.4**.

- Overarching elements such as training and volunteering tie the different aspects of the project together
- All the projects help to deliver the different HLF outcomes; this was outlined in **Table 8**.
- All the projects help to deliver the purposes of the National Park (protect, enjoy, prosper) and also the objectives of the National Park Management Plan and the Landscape Action Plan, these were highlighted in **Section 2.10**

Table 9: Project Relationships

	Working Woodlands	Better Boundaries	Conserving Fringe	Invasive Species	Living Waters	Stepping Stones	Arch Heritage	Historic routes	Rural skills	Veteran Trees	Apprentice Ranger	Building skills	Ecademy	Heritage on Doorstep	Common Cause	Foxbury	NF Connects	Wildplay	Arts Festival	Bio monitoring	Evaluation
Working Woodlands		*		*		*	*		*	*						*	*	*		*	*
Better Boundaries	*		*	*	*	*			*								*			*	*
Conserving F Fringe		*												*							*
Invasive Species	*	*			*	*														*	*
Living Waters		*		*		*	*		*								*			*	*
Stepping Stones	*	*		*	*		*		*							*	*			*	*
Arch Heritage	*		*		*	*		*				*	*	*	*	*	*				*
Historic routes							*						*	*			*		*		*
Rural skills	*	*			*	*				*	*	*								*	*
Veteran Trees	*								*		*										
Apprentice Ranger									*	*					*	*					*
Building skills							*		*					*							*
Ecademy							*	*						*	*						*
Heritage on Doorstep			*				*	*				*	*		*		*		*		*
Common Cause							*				*		*	*			*		*		*
Foxbury	*					*	*				*						*	*	*	*	*
NF Connects	*	*			*	*	*	*			*			*	*	*		*	*		*
Wildplay	*															*	*		*		*
Arts Festival								*						*	*	*	*	*			
Bio monitoring	*	*		*	*	*			*							*					*
Evaluation	*	*	*	*	*	*	*	*	*		*	*	*	*	*	*	*	*		*	

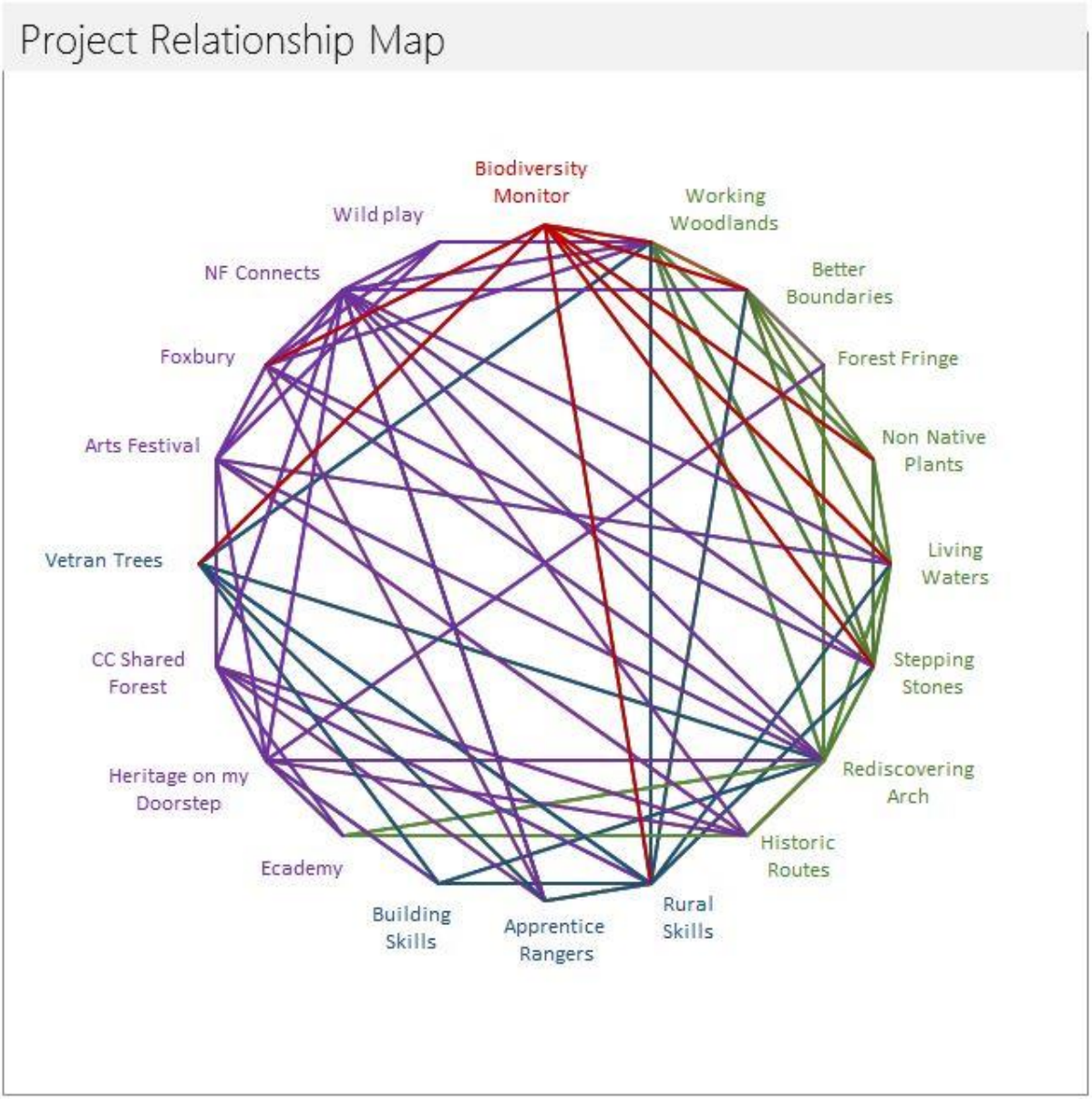

Figure 37: Our Past Our Future Project Relationships

5.9 OPOF Landscape Partnership Scheme Management Structure

Figure 38 shows the OPOF management structure for the delivery phase of the scheme, each elements is explained further below.

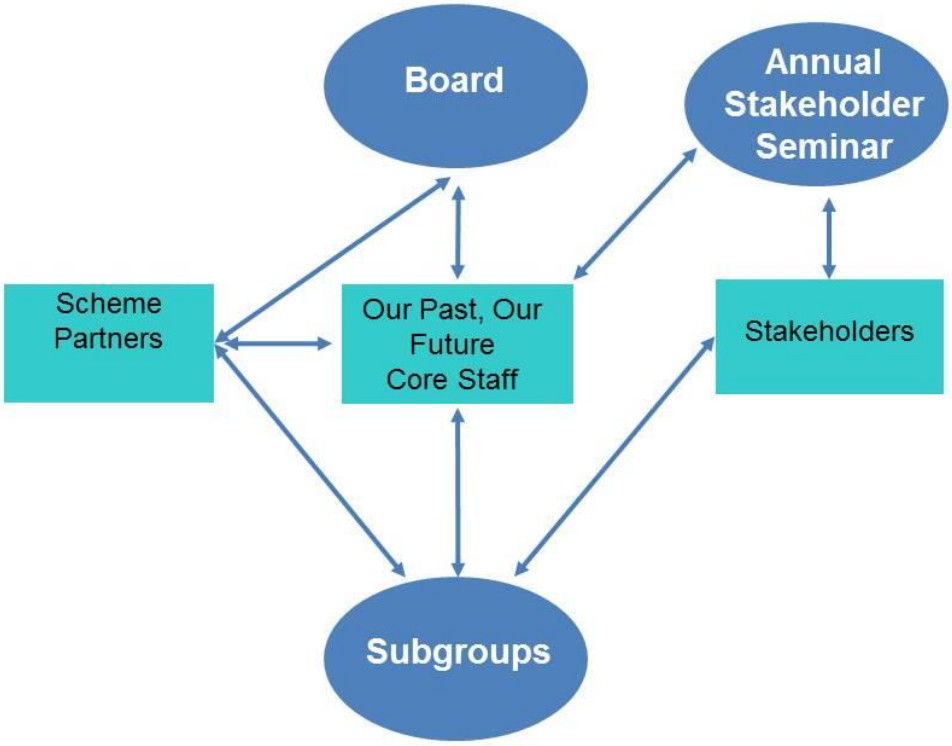

Figure 38 - OPOF Management Structure

5.9.1 Landscape Partnership Board

The Landscape Partnership Scheme will be steered and overseen by a Landscape Partnership Board including delivery partners and funders. The Landscape Partnership Board has adopted and signed a Memorandum of Understanding that is available as a separate document.

The Members of the Board are (as of May 2015):

- Beaulieu Estate
- Forestry Commission
- Freshwater Habitats Trust
- Hampshire and Isle of Wight Wildlife Trust
- Hampshire County Council
- National Trust
- Natural England
- New Forest Centre
- New Forest Commoners Defence Association
- New Forest Land Advice Service

- New Forest National Park Authority

The purpose of the Board is to guide and monitor the delivery stage of the Scheme to:

- scrutinise the progress of delivery and provide a strong steer as to the direction and inputs required to deliver the aims and objectives
- ensure the implementation of the Scheme's programmes by coordinating and focusing effort and resources
- encourage and secure the active participation of communities, landowners, and businesses

5.9.2 Sub - Groups

A number of sub-groups will be formed to cover the following:

- Restoring lost landscapes (NFLAS lead)
- Built heritage (NFNPA lead)
- Training and volunteers (NFNPA lead)
- Ecademy (New Forest Centre lead)
- Apprentice ranger (NFNPA lead)
- Interpretation(NFNPA lead)

These will include relevant Board members, project officers, members of the core Scheme Staff and other stakeholders as required. Figure 39 shows the links between the projects and the subgroups and who will be represented on the groups. The groups will meet as and when required and will be serviced by the Core Scheme Staff.

The sub-groups will: oversee the work of some of the projects; ensure that key links between the projects covered by the groups are considered; ensure that no duplication takes place; provide co-ordination of joint elements; ensure that all relevant projects are aware of work progressing in related projects; co-ordinate any monitoring, training, volunteering.

5.9.3 Stakeholder Involvement

Stakeholders will be involved in specific projects within the scheme and as required through sub-groups relevant to their area of interest.

An annual stakeholder seminar will be held to update on progress and share best practise etc. This will involve any stakeholder with an involvement or interest in the Projects or Scheme.

5.9.4 Project Core Team

A number of core staff will be employed through the scheme to oversee the scheme delivery and to undertake the work programme for some overriding elements of the scheme or across projects. The Core Team will compose of the following:

- Delivery Manager (1FTE)
- Community and Interpretation Officer (1FTE)
- Restoring Lost Landscapes Officer (1FTE)

- Community Heritage Officer (1FTE)
- Training and Volunteer Co-ordinator (1FTE)
- Communication Officer (0.4FTE)
- Finance and Administrative Officer (0.4FTE).

Job descriptions for all these roles are available as supporting information

5.9.5 Project Officers

A number of the individual projects will employ project officers to undertake the work programme:

- Working Woodlands Project Officer (0.3FTE)
- Conserving the Forest Fringe Trainee (1 FTE)
- Invasive Non Native species Project Officer (1.2 FTE)
- Living Waters Project Officer (0.2 FTE)
- Historic Routes (0.2 FTE)
- E-academy Project Officer (1 FTE)
- Common Cause A Shared Forest Project Officer (0.4 FTE)
- Common Cause Through our Ancestors Eyes (0.4 FTE)

Job descriptions for all these roles are available as supporting information

Figure 39 shows the links between the Board Members, Core Staff, Project Officers, Sub-Groups and Projects.

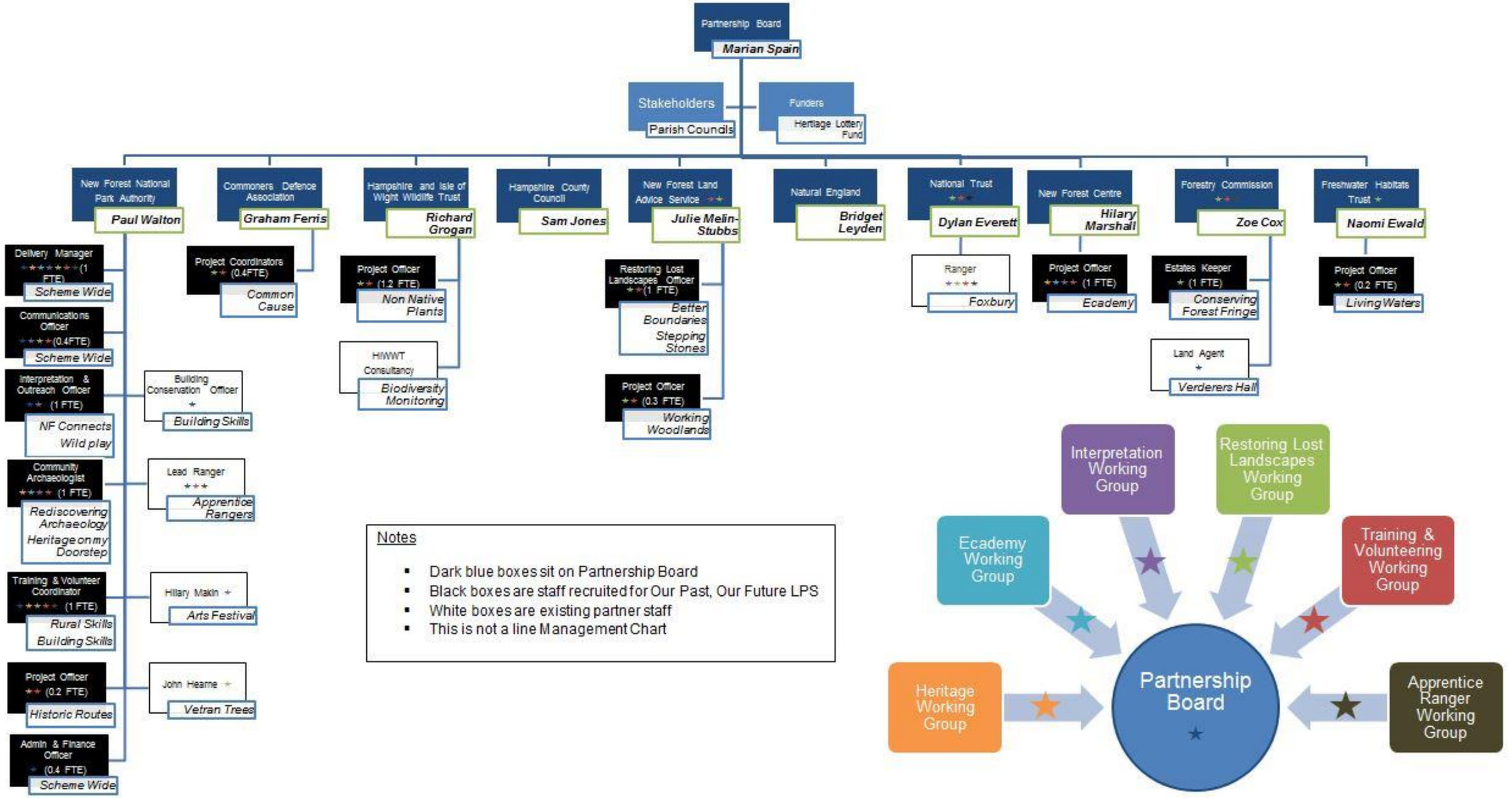

Figure 39: Staff links

5.10 Risks to the scheme

Table 10: Risks to OPOF Scheme

Risk	Likelihood	Impact	Mitigation	Lead
Lack of match funding – There is a small shortfall in secured funding, however a strategy is in place in order to secure the gap. The strategy outlines a number of sources that will be further developed before the start of the project and others that can be explored over the 5 years of the scheme	Medium	High	It is impossible to say what level of resources will be available to the partners at the expected end date of 2020, but we are confident that the partnership, having being cemented across the development and delivery phase, will look to combine and share resources to make the most of what is available should further funding not be secured over the 5 years of the scheme. If funding cannot be found then savings will be found within some of the projects which have the least impact on the scheme outputs and outcomes.	New Forest National Park Authority
Lack of resources – If partners have reduced staff resources in the future then they may not have the ability to complete their project and be involved with the scheme	Medium	High	If a partner is unable to continue with their involvement in the project then remaining partners would need to consider whether there are other means to deliver the project for which the partner was responsible.	All partners
Budget overspend - The development stage has ensue that the work proposed are accurately planned and costed, however there may be unforeseen budget overspends	Medium	Medium	A contingency and inflation budget has been built into the budget to allow for any unforeseen budget overspends. The projects and the budget will be monitored so that any potential overspends can be anticipated and actions taken to avoid	All partners
Organisational Change - It is possible that the Government or some of the partners will change in nature during or after the start of the project, which could have an effect on their commitment to on-going heritage management.	Medium	Medium	New partnerships with different or new organisations will be investigated in order to continue to protect the heritage landscape.	New Forest National Park Authority
Environmental- predicted climate change may threaten the heritage that the Scheme has worked	Medium	Medium	The increased integrity and connectivity created through the Scheme will create a landscape which is more resilient to changes in	All partners

to protect.			climate, new diseases etc. The principles of sustainable land management which run throughout the LP Scheme will help to reduce the risk.	
Loss of engagement with volunteers and communities - The Scheme has already built up a high momentum of community and volunteer involvement, however it is impossible to predict whether this will continue to grow and expand and there could be a risk that the predicted number of volunteers can not be attained	Medium	High	Make stronger links and tie in areas of work with the existing heritage and community organisations. Explore different avenues and new potential sectors, advertise more widely.	All partners
Loss of project staff or breaks in project delivery due to staffing issues	Medium	Medium	Project staff will be re-recruited if required. All projects are being hosted by established partners so will have to use existing staff time to cover the scheme if situation or need arises	All partners
Matched funders pull out	Low	Medium	The scheme is funded by a large range of funding partners and other sources and as such is not reliant on one particular source. The scheme also has a strategy to search for further funding throughout the lifetime of the project to help give momentum or increase areas of work if additional funding can be secured. Therefore if current matched funding is removed there will be a strategy to either replace with funding from elsewhere of the projects can be amended to allow for the lower level of funding.	New Forest National Park Authority
Loss of connectivity between projects within the scheme	Low	Medium	The numerous links between all the different projects means that strong connectivity will be maintained even in the case of several project break downs. Regular board meetings at different venues, project visits, communications and individual project responsibility will work to identify any potential failings before they become an issue	All partners
Reputational risk ▪ Fails	Low	High	Even in the event of extreme local political change the variety of	All partners

▪ Build up too high expectation ▪ Local change/revolt			established partners and support networks will reduce the likelihood of wholesale changes and potential impacts on the scheme.	

5.11 Financial arrangement

The common fund will be managed by the lead partner. The lead partner will make quarterly claims to HLF based on actual spend in that claim period.

All partners will manage their own contracts and claim quarterly from the lead partner for their costs incurred. This will be based on evidence of payment such as invoices etc. There may be exceptions to this which will be agreed with the lead partner.

The lead partner will set up a system to record in-kind contribution from non-Government organisations and volunteers.

All HLF procurement rules will be followed by all partners.