

# **Building a Successful Collaborative Heritage Lottery Fund Landscape Partnership Scheme for an area of Cambridge and the Cam**



# **Welcome and Purpose of the day**

**Kirsten Bennett  
Chief Executive  
Cambridgeshire ACRE**



# Welcome

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- Welcome
- House keeping
- Aims of our Workshop
  - What makes a successful bid to the HLF Landscape Partnership fund?
  - Reviewing work by the Cam Catchment Partnership and stakeholder contributions through interviews
  - Building a proposal for funding by the HLF
  - Building the partnership to take that forward

# **What makes a successful HLF project bid?**

**Mark Nokkert,  
Ouse Washes LPS  
Programme Manager**





# Ouse Washes

The Heart of the Fens



## Ouse Washes: The Heart of the Fens Landscape Partnership scheme (OWLP)

*Mark Nokkert, Ouse Washes LP Programme Manager*

*"Any fool can appreciate mountain scenery;  
it takes a man of discernment to appreciate the Fens."* Prof. Sir Harry Godwin, 1932



Image: Kite Aerial Photography by Bill Blake Heritage Documentation



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The Heart of the Fens

# Delivery: 27 Key OWLP Partner Organisations



Borough Council of  
King's Lynn &  
West Norfolk



Fen Skating  
Association



Fenland District Council

Manea & Welney District  
Drainage Commissioners



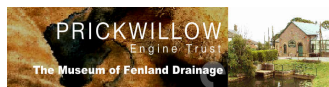
Fens Museum  
Partnership



Cambridge Archaeological  
Unit



Mike Petty



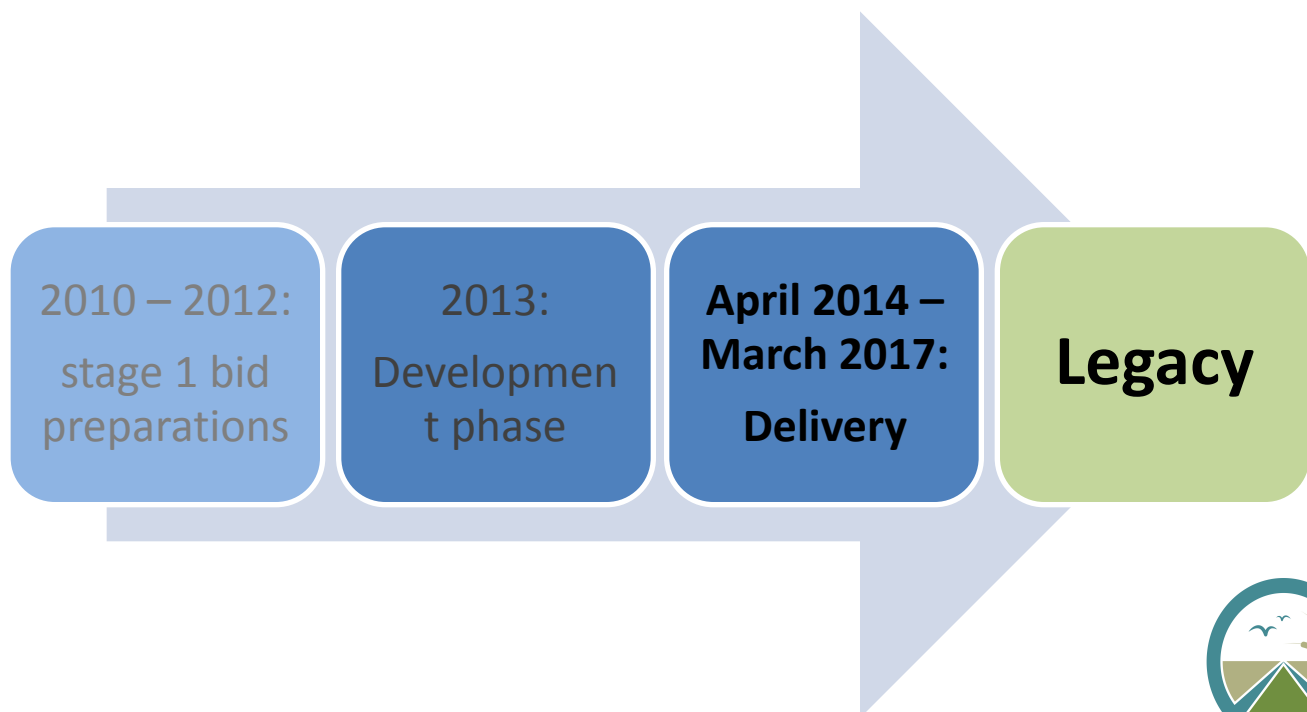
Cambridgeshire Association for Local  
History



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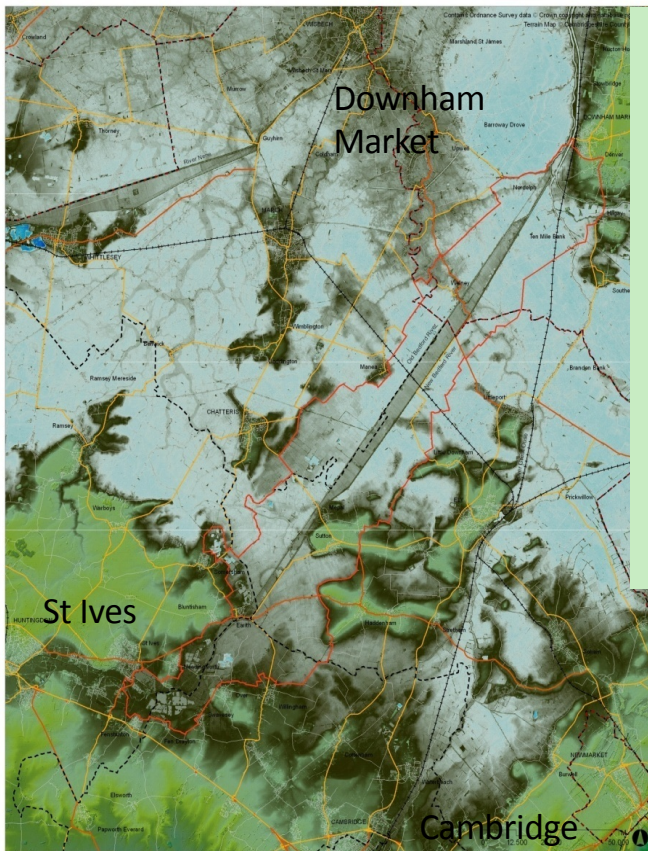
## Timeline for OWLP partnership's work

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## OWLP: a *distinct* landscape



Flooding Traditions  
Tranquillity  
Wildlife Archaeology  
Embankments  
Washes Atmospheric Drainage  
Drains Agriculture Sluices  
Fens Rural History  
Flat Quiet Skies Peaceful  
Wetland Rivers Folklore  
Communities Birds  
Skating Conservation  
Willows Linearity  
Seasonality

Wordcloud: what makes the  
OWLP area distinct &  
special

Map: Topography of OWLP area  
- Image by Sheils Flynn/ OWLP



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# OWLP landscape: Multiple layers of heritage

*Engineering History*

*Natural Assets*

*Historic Assets*

*Cultural Heritage*

Images: Bp Diak Heritage Documentation; Cambridgeshire ACRE;  
Cambridgeshire Archives; Valence House Museum; Pete Johnstone;  
flickrriver.com; Norfolk Our World Ltd; RSPB



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## Themes - to focus project delivery

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### Water Everywhere

- Water defines the Ouse Washes landscape

### Hidden Heritage

- The heritage of the Ouse Washes landscape is largely unknown or 'hidden'

### Migration Stories

- Movement and migration are key elements of the landscape

### Famed Figures

- The landscape is full of fascinating stories about real and imaginary people

### Future Heritage

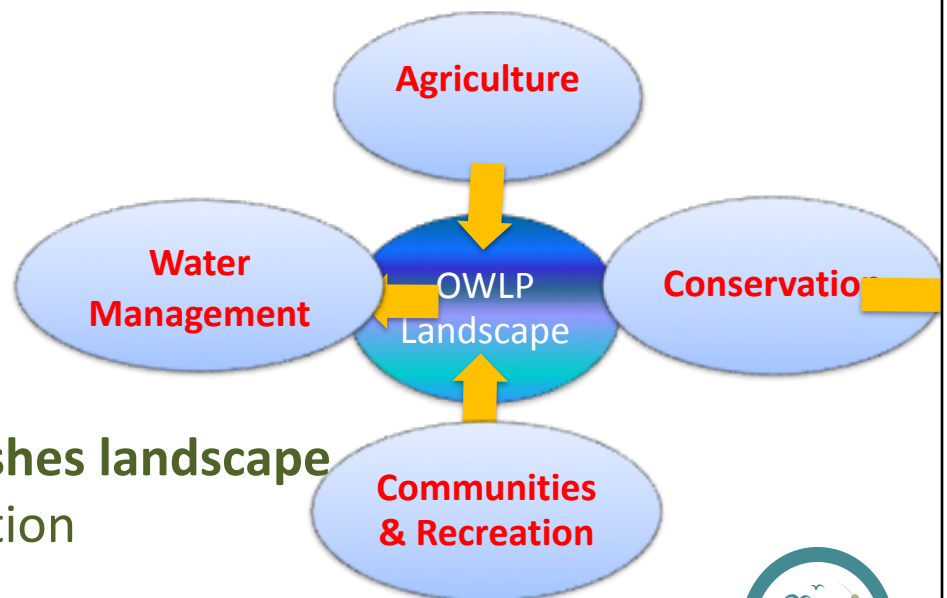
- The future of the landscape is uncertain, with increasing demands on its resources



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## Addressing the landscape's needs

- **Strengthen Partnership Working** across land use interests



- **Promote Ouse Washes landscape** as a Visitor Destination

- Leave a legacy of **Community Engagement**

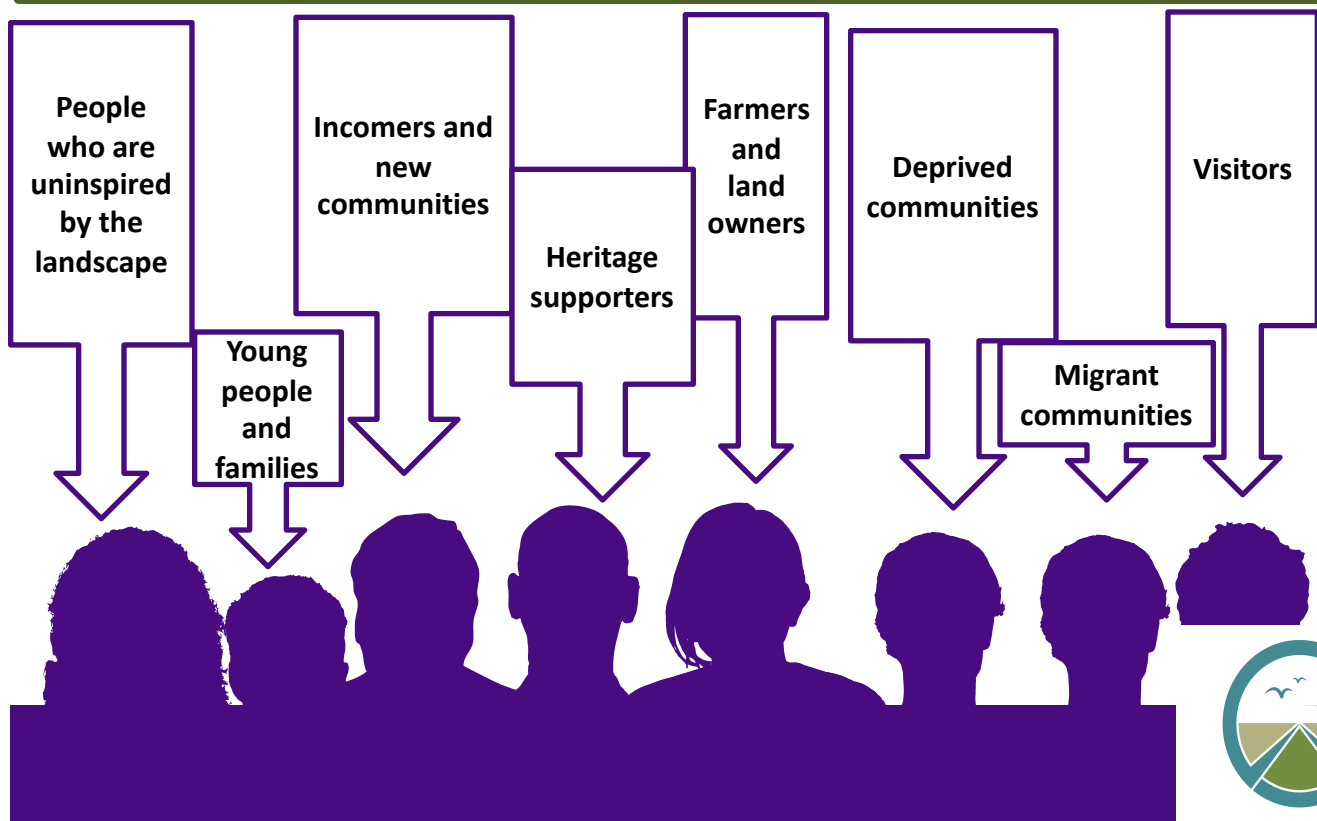


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# A well-balanced Project Delivery



# Target Your Audience

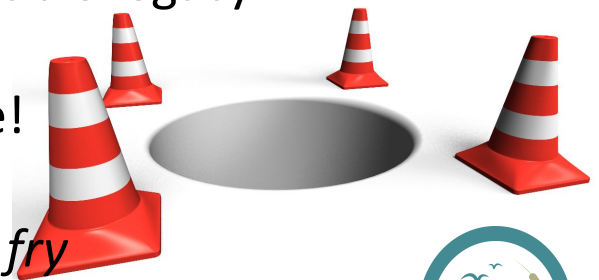


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## Lessons learned / Potential Pitfalls

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- Understand your landscape: what is its USP?
- Central narrative crucial – link to needs & opportunities
- Well-articulated boundary
- Make clear what benefits the scheme will deliver
- Interlink projects wherever possible
- Ensure scheme provides a sustainable legacy
- Partnership input is vital
- Lead partner cannot do this alone!
- Timeline: Set critical deadlines
- Funding: *catch big fish with small fry*



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## 1 + 1 = 3 (or: why bother?)

- ✓ Drawing out stories that have not been told before
- ✓ Multiple merits of working together across organisations and land use interests
- ✓ Forging strong & meaningful links between organisations and local communities
- ✓ Cohesive collaborative approach
- ✓ Driver for economic & tourism spin-offs
- ✓ Levering in further funding
- ✓ Sustainable Legacy for area and its communities



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# Any Questions?

Supported by  
**The National Lottery**  
through the Heritage Lottery Fund



**Website:** [www.ousewashes.org.uk](http://www.ousewashes.org.uk)

**Blog:** <http://ousewasheslps.wordpress.com/>



@ousewasheslp



Contact the OWLP Programme Manager:

[mark.nokkert@cambsacre.org.uk](mailto:mark.nokkert@cambsacre.org.uk)

Tel 01353 865030

Cambridgeshire



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## Plenary discussion

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- Views from delegates
- What is the key learning from other HLF bids?
- What do we need to be mindful of in building this bid?

# **Assessing Needs: Cam Catchment Partnership's development of issues and actions**



# Cam Catchment Partnership

## Vision:

A river system and riverside land that:

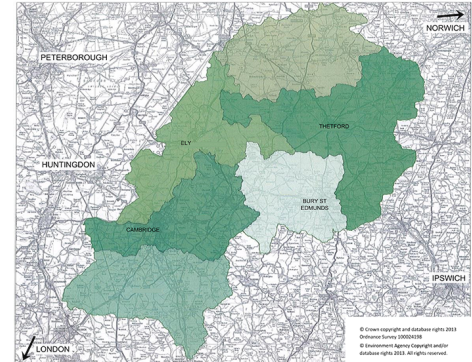
- supports a flourishing and varied wildlife and,
- provides an attractive environment for residents, visitors and businesses.



## Activity

Develop a vision, aims and objectives, and an action plan, to

- unlock / direct funding
- influence management and maintenance
- feed into the local-plan process
  - *Material consideration*

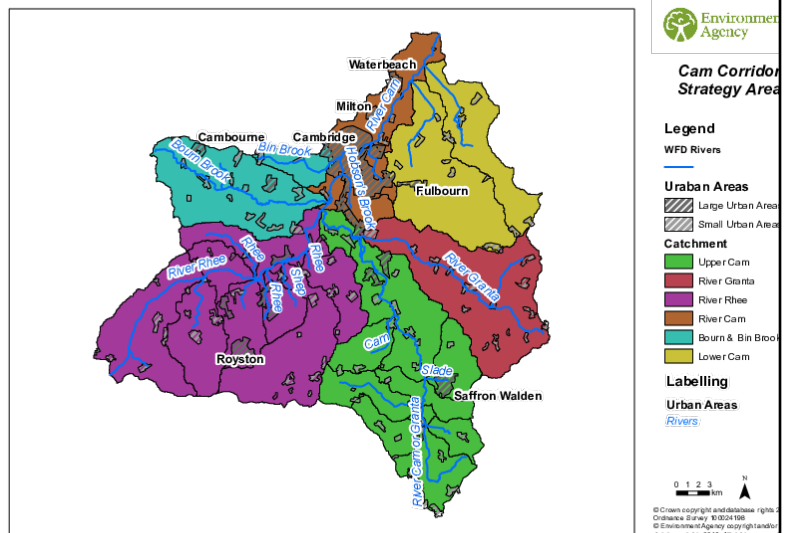


# Cam Catchment Partnership

- three workshops,
- Catchment Evidence Report
- Consideration of a range of issues and regulatory needs surrounding the river catchment:

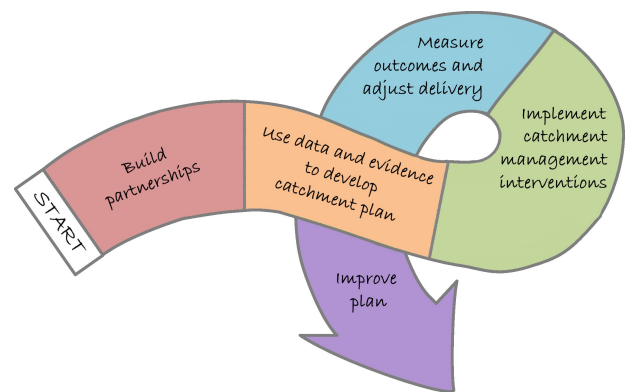
## *The River Cam Catchment: Issues, Challenges and Actions plan*

- historic environment; development pressures
- public access; landscape
- River flows; drainage and pollution
- Wildlife
- recreation and river use
- governance/promotion/funding
- highways issues
- quality of life
- legal constraints
- climate change



# Cam Catchment Partnership

- Issues and Action Plan supports the delivery of **Water Framework Directive** outcomes
  - Water quality
  - Water quantity
  - Invasive species
  - Habitat
  - Barriers to migration



- ‘Measures’ in River Basin Plan 2015-2021

*Role of CamEO and its partners is to build consensus about how the outcomes being sought from the River Basin Plan, and deliver projects to address those needs – so-called **catchment-based approach***

# Cam Catchment Partnership

Clear links to the

- ***European Landscape Convention*** promotes protection, management and planning of all landscapes, including natural, managed, urban and peri-urban areas, and special, everyday and also degraded landscape.
- *an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors'*



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**Our Vision for this Landscape:**  
***What would make the perfect bid  
for Cambridge and the Cam?***



# Landscape narrative for the bid

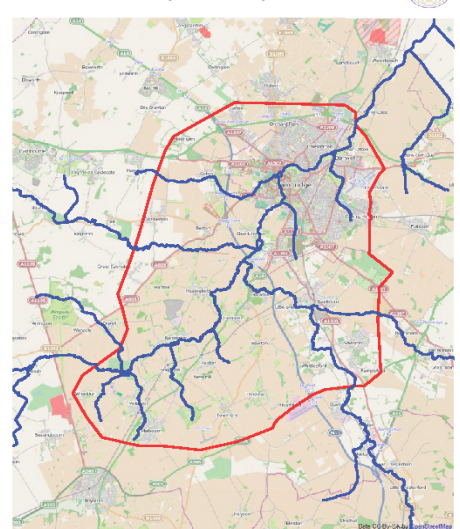
## Cambridge and its chalk hinterland

- the City and the rivers feeding into the city as the landscape 'spine' for the area
- Highest quality water, ecology
- 200km<sup>2</sup> area, out of 800km<sup>2</sup> catchment area

## Story of Cambridge = story of water

- Historical lowest crossing point on the River Cam
- Value of water to Cambridge
  - Transport, trade, power
  - Life and sanitation
  - Historic environment, archaeology
  - heritage buildings,
  - Recreation, navigation and amenity
  - Environment and habitat
  - Connectedness of the wider landscape and communities to the river

DRAFT - Cam Landscape Partnership Area



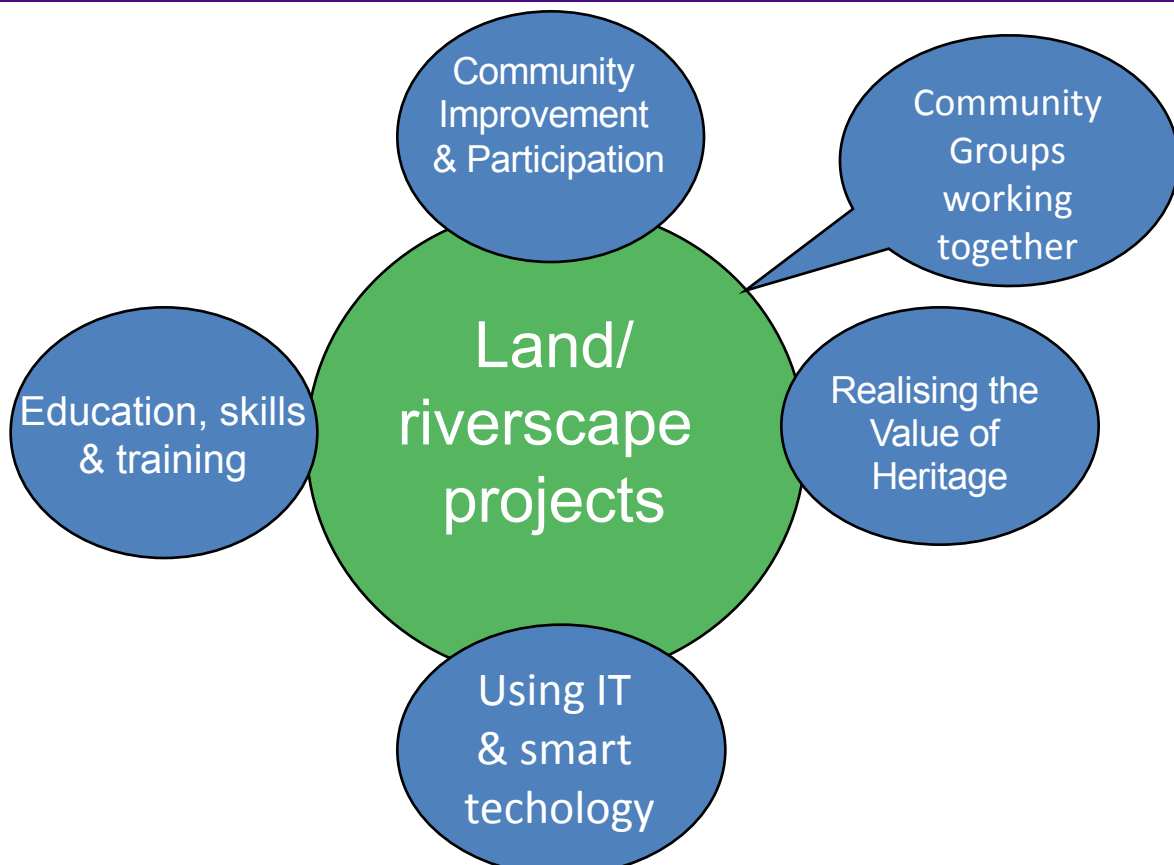
Legend  
— Rivers  
□ Draft Cam LP Area  
Contains Environment  
Agency data © Defra 2014

# Proposed Place Projects

- **Cambridge and its river**  
Define and present the story of the river. Community history. Main river management, navigation.
- **The main River Cam meadows,**  
Improve the sustainable management of the meadows
- **Hobson's Conduit / Vicars Brook –**  
Increase flow, improve the Conduit condition
- **Other project ideas?**
  - Mills
    - Heritage
    - Operation and management
    - ?
- **River Rhee environmental improvements –** improve the state of the water environment
- **Bourn Brook environmental improvements –** improve habitat and manage invasive species
- **Coton Countryside Reserve –** establish basic facilities for environmental education near Bin Brook. Deliver waterside improvements
- **Cherry Hinton Brook –** Improve the watercourse for flow, habitat lake wildlife and improve degraded amenity areas for community use

# Themes alongside the Place Projects

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# HLF LPS Outcome Criteria

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Matrix shows projects will deliver outcomes for:

**Heritage:**

- better managed,
- in better condition,
- heritage identified/recorded

**People:**

- will have developed skills,
- learnt about heritage,
- volunteered time

**Communities:**

- negative environmental impacts will be reduced,
- more people and a wider range of people will have engaged with heritage,
- your local area/community will be a better place to live, work or visit

And, reflect that projects should deliver ***multiple benefits....***

## HLF: Initial enquiry feedback

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- define the landscape area more specifically.  This image cannot currently be displayed.
  - Competing with those areas with greater designation or landscape as a whole is more readily described.
- needs of the community
  - show how their views are shaping and informing the project.
  - Community engagement could be stronger and more effectively represented
- The scale of the boundary
  - projects focused on a stretch of river and a thread of open spaces associated with it.
- clear commitments
  - long-term benefits being sustained and maintained beyond the life of the project;
- issues of ownership
  - including private ownership etc. how they will be overcome and addressed?
- Links to conservation of the surrounding landscape
- breadth of heritage
- where best for an outdoor classroom?
- Volunteers, skills, training
  - How will they be engaged.

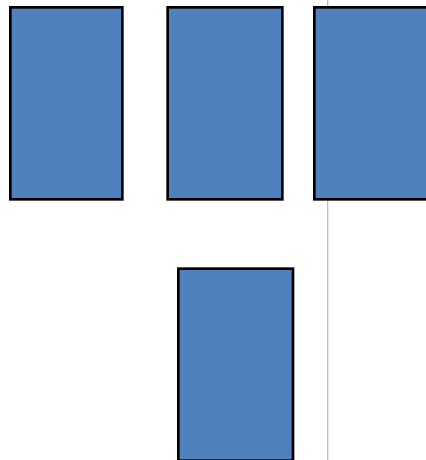
# Group working exercise

- 3 Place Project Table groups



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- What to discuss
  - Project scope – develop this further
  - Needs and Outcomes
  - Alignment to the narrative of the river
  - Partnership
  - Funding
  - Parked issues
- 1 Theme Table Group
  - focused on education, training and heritage
- What to discuss
  - Needs and opportunities
  - How we gain multiple benefits across the projects
- Capture information, issues, ideas
- Prepare to give feedback!



# Reviewing the projects

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## Discussions

- Project scope – develop this further
- Needs and Outcomes
- Alignment to the narrative of the river
- Partnership
- Funding
- Parked issues

## Considerations

- Environmental outcomes
- Community needs/interests/links
- Limiting factors – eg access
- heritage to be enhanced or linked
- Training, volunteering, skills
- Partnership members
- Tourism and economic opportunities

# Plenary Feedback

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- Table group feedback

- Scope
- Alignment of the projects to the landscape narrative
- Wider opportunities and benefits
- Other project ideas?

- Parked issues



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# Building the successful Team to deliver Outcomes and Legacy

# Outcomes and Legacy

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- This session is focused now on two aspects,



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How we will commit to work and build our partnership to deliver outcomes?

Maximising the legacy from projects and the programme.

In our proposed programme, for our projects and the programme as a whole, what will those legacies be?

- For example:
  - Physical changes, built and environment
  - Site based asset
  - An integrated whole, the living story of the river,
  - Education, Training and skills
  - Tourism and the local economy
  - Access and amenity opportunities
  - Community groups sustained
  - Networks grown to continue programmes

# Outcomes and Legacy

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In your groups

- What will your ***partnership*** look like on your project?
- Who else might you need to meet with, work with?
- reflect in the projects you've discussed, elaborate and propose further elements that will sustain / live beyond the life of the funding – the ***legacy***

# Plenary Feedback

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- Balance/Shape of your proposed partnership
- Key legacies
- What further help do you need?



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## Summing up and next steps

## Proposed process between December and May 2015

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Review of the workshop outputs by Cambs ACRE and Cam Catchment Partnership
- Cam Catchment Partnership Steering group mtg on 15 December
  - Scope of programme
  - Shape and content
  - Narrative, outcomes and legacies
  - Commitment
- Feedback to all participants

## Proposed process between December and May 2015

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### Proposed Outline bid(s) building process

- Steering group of lead partners at the Programme level
- Individual project groups set up:
  - Site walks
  - Review scope, agree plan and costings
  - Agree plan to produce supporting documents to bid
  - Collaborative funding
- Agree landscape character and waterspace assessments
- Meetings with key advisors - HLF/EH/EA/NE
- Sub projects combined by end-March for submission and sign off by mid-May

## Thank You

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Cambridgeshire **ACRE**

