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Appendix 1 – Logic Model



Image: Site 11 – King Arthur's Hall

1. Executive Summary

This is a summative evaluation report for the development stage of the Cornwall Area of Outstanding Natural Beauty's (AONB) Monumental Improvement project, which ran from January 2020 to December 2021.

The Monumental Improvement project is aiming to ensure that 40 Scheduled Monuments within the Cornwall AONB are better identified, supported and enjoyed by a wider range of visitors and communities by 2024. In order to achieve this mission statement, the project has been split into two phases - the development stage and the delivery stage. In 2019, the Cornwall AONB were awarded funding from the National Lottery Heritage Fund (NLHF) to commence the development stage of this project, with match funding support from Cornwall Council, Historic England, National Trust, Cornwall Archaeological Society and the European Social Fund, as well as funding from the Cornwall AONB. Throughout this stage, the project team have worked with a range of specialists, partners, stakeholders, community groups and volunteers, to test and trail a wide-ranging activity programme; undertake extensive archaeological, ecological and accessibility assessments of the sites; develop a structured Interpretation Plan; and commence audience development.

The project has faced unprecedented global events during the two-year development stage; however, it has nonetheless delivered substantially against its agreed objectives, whilst evolving and adapting to address new demands from a changed world.

This evaluation report will outline the successes of the project to date, highlight areas for improvement and examine the lessons learnt. With the delivery stage of the project planned for launch in April 2022, this report will help to inform the successful implementation of project proposals for the next stage.

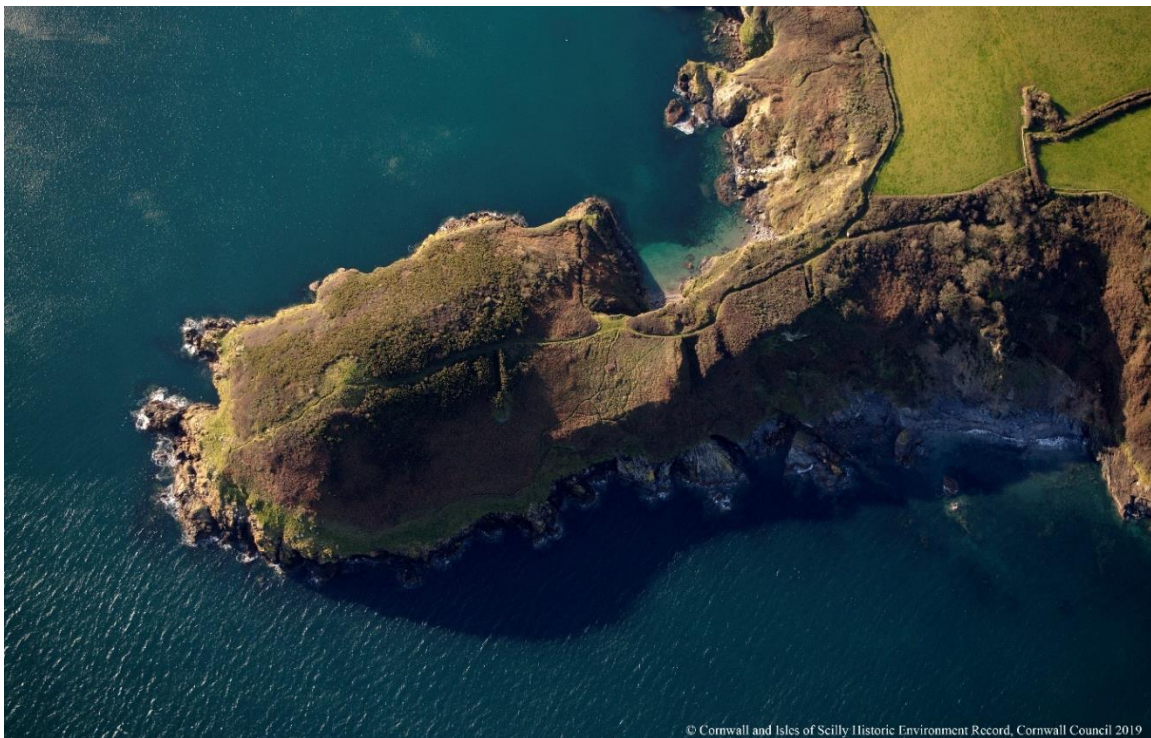


Image: Site 34 - Black Head Fort Cliff Castle

2. About the Monumental Improvement project

The Monumental Improvement project was developed in 2018 to deliver on the aim of the Cornwall AONB's Management Plan to nurture heritage, through improving the understanding and interpretation of the AONB's historic character. This key aim stated that active efforts were required to bring historic features identified as at-risk or vulnerable back into better management, and so in 2018, the AONB (funded by a Regional Capacity Grant from Historic England), set out to assess the at-risk and vulnerable Scheduled Monuments in its sections, (outside of West Penwith which were already being assessed as part of the Penwith Landscape Partnership objectives).

Of the 118 Monuments surveyed in 2018, 40 priority sites in 10 of the 12 AONB sections were identified as needing urgent care. The 40 sites span over 4,000 years of Cornish history, with some Scheduled Monuments predating the pyramids. Iron Age hill forts and Neolithic settlements feature alongside Medieval motte-and-bailey castles, whilst some sites have iconic associations with the writer Daphne Du Maurier, composer Richard Wagner and the legendary King Arthur, making them unrivalled for their national uniqueness. 35 of the 40 sites are currently listed on the Heritage at Risk Register, whilst the remaining 5 are identified as vulnerable, the main threats being erosion, unchecked vegetation, flooding, animal burrowing and poor identification. The Monuments are also ecologically significant, with 16 located in Sites of Special Scientific Interest (SSSI), and a further 12 in European Designated sites which have the highest levels of environmental protection in the UK.

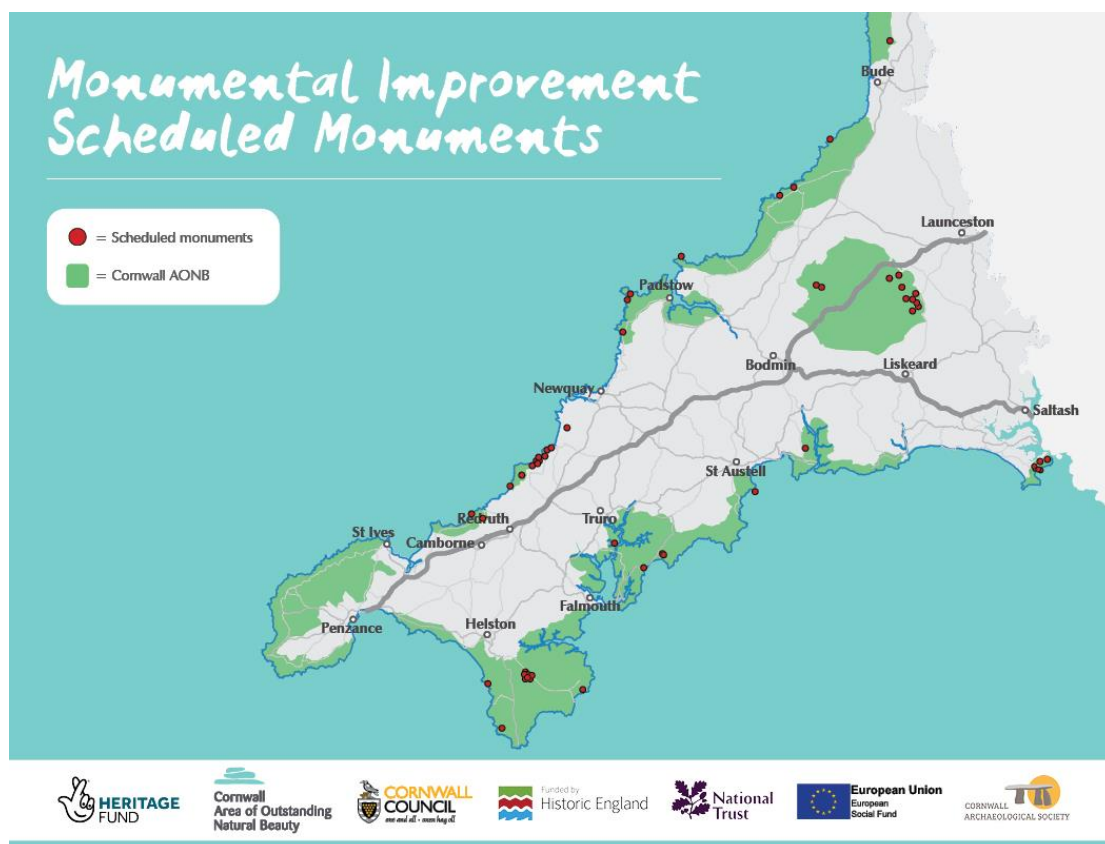


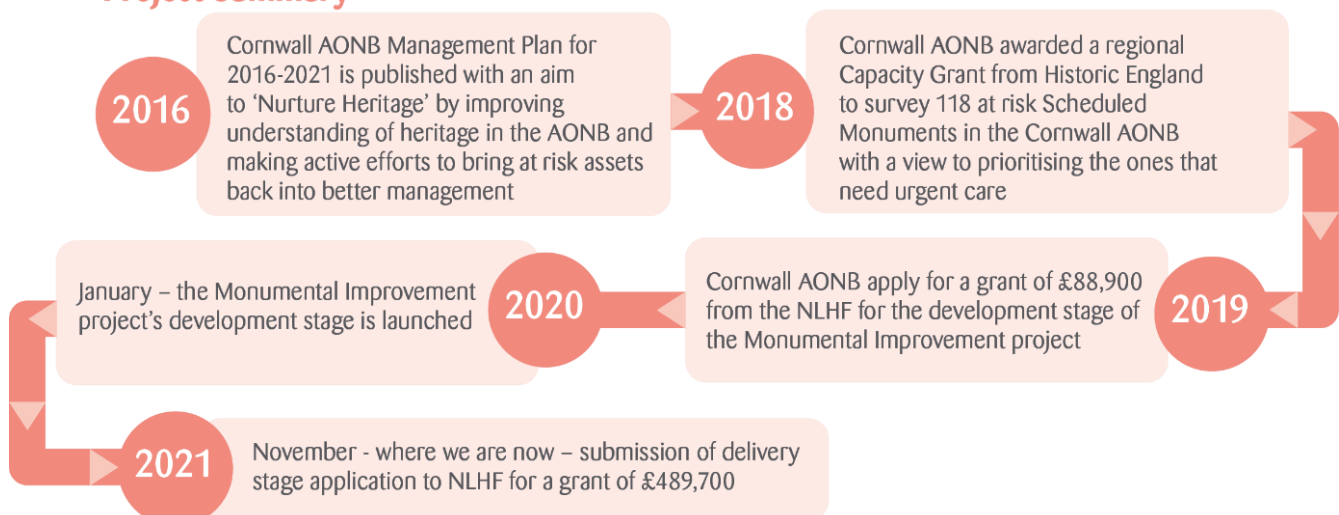
Image: The Monumental Improvement Scheduled Monuments

The Cornwall AONB made a funding application to the National Lottery Heritage Fund (NLHF) in 2019 for a project to stabilise the 40 Monuments and ultimately, to remove as many as possible from the Heritage at Risk Register and foster an environment where these unique sites are better supported, valued and enjoyed by a wide range of people. A two-part project programme was devised with a two-year development stage and a two-year delivery phase. Permission to start was received from the NLHF with a grant of £88,900 in January 2020, and additional match funding secured from the AONB, Cornwall Council, Historic England, National Trust, European Social Fund and Cornwall Archaeological Society.

The project was officially launched in January 2020, with the development stage concluding in December 2021. This stage of the project has focused on analysis and investigation with the overarching aim of developing a structured, achievable delivery stage to commence in April 2022. During the course of this initial stage of the project, all 40 Monuments have been surveyed by an archaeologist and a bespoke management plan created for each, outlining the work needed to help improve their condition. In addition, the project has commissioned an ecological survey of each of the sites to help inform the management plans and ensure that any future work is carried out with a view to protecting biodiversity, (as well as the heritage of the Monuments) and ensuring environmental legal compliance. The project has also been testing and trailing a broad activity programme with a focus on health and wellbeing, and the team have been actively developing links with new audiences. As part of this work, the project commissioned the Sensory Trust to complete an Access Review of a range of Monuments in the project to help understand existing barriers to access for new and current audiences of the AONB.

With the development stage of the project having completed in December 2021, the Cornwall AONB are now seeking funding from the NLHF to embark on the two-year delivery stage programme for Monumental Improvement. The delivery stage will be match funded by the AONB, Cornwall Council, Historic England, National Trust, Cornwall Heritage Trust and Kilkhampton Parish Council.

Project Summary



The Monumental Improvement Mission and Objectives

“Representing 4,000 years of Cornish history, the Monumental Improvement project will ensure that 40 Scheduled Monuments in the Cornwall AONB will be better identified, supported and enjoyed by a wide range of communities and visitors”

- Monumental Improvement project mission statement

The Monumental Improvement Project Aims

The Aims of A Monumental Improvement

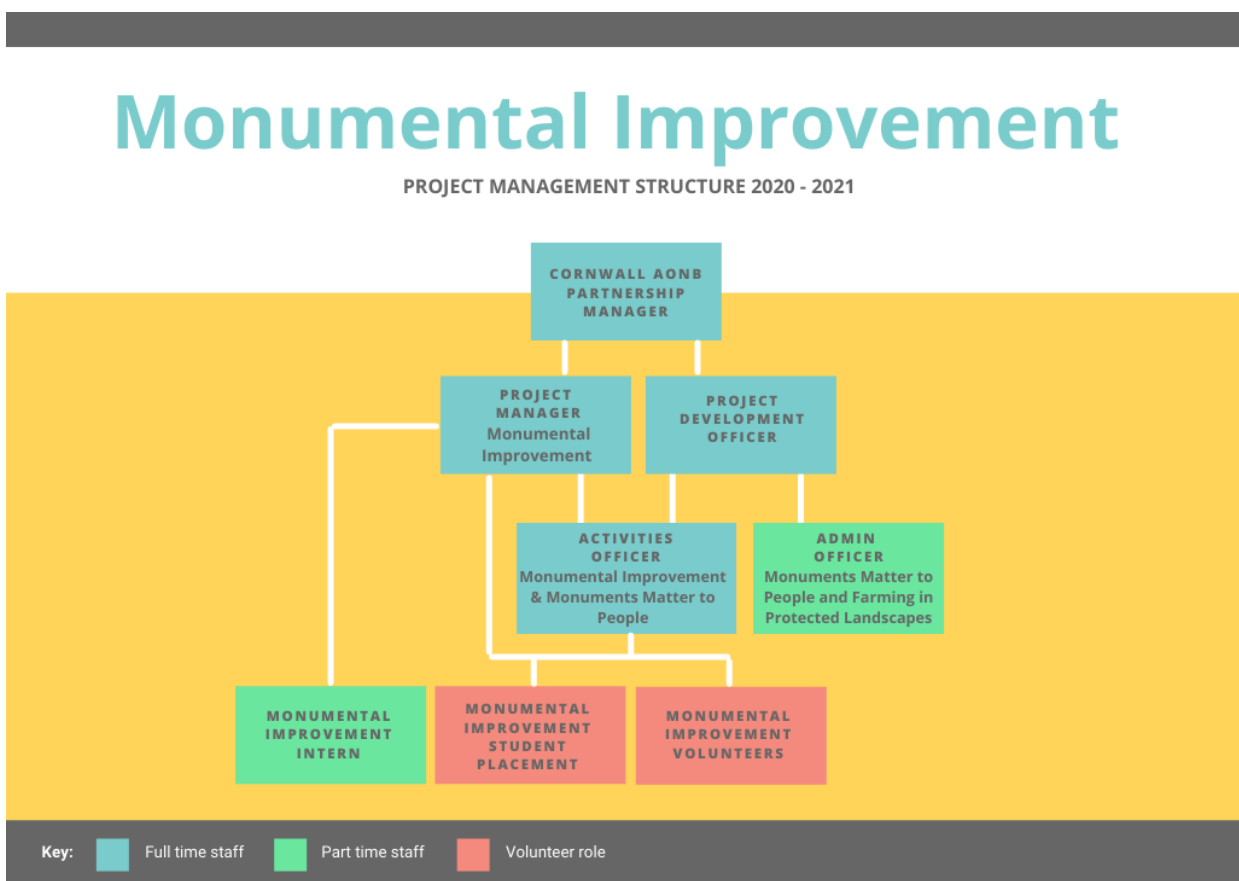
 Raise awareness of Scheduled Monuments in the AONB and their threats	 Deliver stabilisation works to safeguard the Monuments for future generations
 Engage new audiences with Cornish heritage	 Develop a network of volunteers and empower them to take ownership for ongoing maintenance
 Support regular Historic Environment Recording of Scheduled Monuments	 Support landowners and enable them to better understand and care for their Monuments
 Upskill existing community groups to create a legacy of Monument support	 Engage more young people with archaeology in Cornwall
 Supply the tools and training required for long-term maintenance on the Monuments	 Provide an online interactive resource to help better identify and explain the significance of Scheduled Monuments
 Raise the profile of the Cornwall AONB and enhance its resilience	 Support community cohesion post-Covid through improved health and wellbeing
 Provide skill development in the local community and create jobs	 Promote the use of sustainable transport routes
 Raise awareness about how the historic environment can support biodiversity	 Work closely with partners and stakeholders to successfully deliver the project

The Measurable Project Objectives

<h1>Monumental Improvement Measurable Outcomes by 2024</h1>	
 Foster a more sustainable future for 40 Scheduled Monuments	 Remove up to 25 Monuments from the Heritage at Risk Register
 Prevent the decline of 5 Scheduled Monuments onto the Heritage at Risk Register	 Ensure the 10 Scheduled Monuments facing irreversible loss are better understood and documented
 Train and support 200 existing and new community volunteers	 Update the Historic Environment Records for 40 Scheduled Monuments
 Invest over £70k to increase physical and virtual access to the sites	 Create an online platform to explore the Monuments via the Cornwall AONB website
 Improve habitats at 26 sites for birds, bats and pollinators	 Deliver over 250 activities
 Positively impact the health and wellbeing of over 300 local people	 Train over 80 primary school staff to utilise Scheduled Monuments in curriculum delivery
 Engage with over 100 Undergraduate students through placements and site visits	 4 toolkits will be available to volunteers to survey and maintain Monuments
 Engage with 65 organisations to deliver the project	 Create 3 jobs and 2 apprenticeships

2.1 Project Delivery Staff and Partners

The Monumental Improvement project was set up by the Cornwall AONB in January 2020 and was initially led by the AONB's Project Development Officer with a view to recruit a project team in Spring 2020. The recruitment process was delayed as a result of the pandemic, which meant that the project team were recruited in the Autumn of 2020. From November 2020 the project delivery has been overseen by the Project Manager, supported by the Activities Officer and with continued support from the Cornwall AONB Unit, primarily the Project Development Officer and Partnership Manager. Over the course of the development stage, the project has also recruited four student placements and one Internship. The organogram below details the project management structure for the project from November 2020 to December 2021.



The Monumental Improvement project has also received the support of the 19 landowners for the 40 Scheduled Monuments, who have accommodated project related site visits, surveys, audits, activities and training events on their land during the development stage.

In addition, the project has received the support of a wide range of specialist contractors, partners and community groups during the development stage, including representatives from:

- Historic England
- Cornwall Council
- National Trust
- Cornwall Heritage Trust
- Cornwall Archaeological Society
- Cornwall Archaeological Unit
- The Sensory Trust
- Imagemakers Design and Consultancy
- Meneage Archaeology Group
- TimeSeekers
- Rame Conservation Trust
- Old Cornwall Society
- Visit Cornwall
- Active Cornwall (formerly Cornwall Sports Partnership)
- National Academy for Social Prescribing
- Public Health Cornwall
- Local Family Partnerships
- Early Help Teams
- University of Exeter
- Truro College
- Cornwall Council Adult Education
- Penwith Landscape Partnership
- Tamary Valley AONB

Reporting Structure

The Project Manager has met with the Cornwall AONB Unit on a weekly basis throughout the development stage to update on progress and outline any new risks to the project. In addition, the Project Manager has met with the National Lottery Heritage Fund quarterly and Cornwall Council's Environment Board every other month, submitting a progress report to each with updates on budget, progress in achieving project objectives and an outline of any new risks. The project is proposing to continue this structure of reporting into the delivery stage of the project.

The Monumental Improvement project team were also supported by a Project Management Group (PMG) which was initiated at the start of the development stage and made up of representatives from the following organisations, whose aim was to help guide the project, providing feedback and advice to help it reach its development stage goals. Members included:

- Historic England
- Cornwall Council (Historic Environment and Environment teams)
- Kresen Kernow
- Cornwall Archaeological Society
- Cornwall Heritage Trust
- Cornwall AONB

2.2 Development Stage Objectives and Expected Outcomes

The development stage of the Monumental Improvement project was designed to provide the Cornwall AONB with the time and resources needed to scope out the capital works required at the project's delivery stage, working towards the project goal of ensuring that the 40 Scheduled Monuments are better identified, supported and enjoyed by a wide of people by 2024.

The main objectives of the development stage, as stated in the NLHF funding application in 2019 are outlined below.

Project Management

- Recruit the Project Manager and Activities Officer roles and complete essential staff training
- Recruit 1 x Archaeological Technician Level 3 Apprentice during the development stage between September 2020 and September 2021
- Establish a monthly Project Management Board to support the delivery of the project
- Develop a legacy action plan that will identify agreed roles for each of our project stakeholders on completion of the grant funded work
- Evaluate the work of the development stage

Activity Plan

- Deliver a trial activities programme with the goal of engaging new audiences and volunteers
- Assess the barriers to audience engagement with the project
- Carry out an access audit of the sites to understand their limitations and barriers

Archaeological Analysis

- Undertake archaeological surveys of all sites between January and August 2020 to understand their risks and issues
- Develop detailed management plans for all 40 sites
- Secure landowner support for the project
- Develop the required capital works programme for delivery stage and prepare tenders

Interpretation Plan

- Develop the Interpretation Plan for instigation at the delivery stage

Project Marketing

- Acknowledge the support of the NLHF and other funders

The principal aim of the development stage was to conduct the necessary analysis of the sites, our audience and the barriers to access in order to devise a structured, robust plan for the delivery stage which is due to commence in April 2022. The expected outcomes from the development stage were to:

- **Prepare and submit an informed and comprehensive delivery stage funding application to the National Lottery Heritage Fund for a grant of £489,700**
- **Establish a strong reporting structure for the project to continue into the delivery stage**
- **Secure landowner support for the delivery stage**
- **Establish an audience and volunteer base for the project to be grown during delivery phase**
- **Acknowledge the support of the NLHF and other funders**

In this evaluation report, we will assess the success of the Monumental Improvement project in meeting its stated project objectives and outcomes for the development stage.



Image: Rainbow over Site 14 – Redoubt 5

3. Evaluation Methodology

This evaluation report has been developed by the Monumental Improvement project team with input from the Cornwall AONB, project partners, participants and funders and is intended to be an end-of-development stage evaluation. This report aims to assess the outputs of the project to date and examine how effective the development stage has been in achieving its agreed objectives and outcomes. The report will:

- Determine if the development stage outcomes have been achieved
- Better understand the strengths and weaknesses of the project
- Build an evidence base to inform the delivery stage

Logic Model

At the onset of the project in January 2020, we adopted the logic model method to help determine our approach to evaluation, setting out how our planned activities linked to our key outputs and outcomes. We then devised a set of evaluation methods to secure the data needed for our evaluation. (A full-size version of the Logic Model can be viewed in Appendix 1).

Inputs → Outputs → Outcomes			
Resources going into the project	Planned project activities	What will be produced	The benefits and changes resulting from participation
£88,900 NLHF funding and £124,679 match funding from: <ul style="list-style-type: none"> • Cornwall AONB • Cornwall Council • Historic England • National Trust • European Social Fund • Cornwall Archaeological Society £85,114 In-Kind match funding from: <ul style="list-style-type: none"> • Cornwall AONB • Historic England • Natural England • Cornwall Council • Cornwall Sports Partnership • Volunteers and community groups • Educational Institutions Support from the 19 landowners of the 40 Scheduled Monuments	Recruit project staff Recruit 1 x Archaeological Technician Level 3 Apprentice Establish a monthly Project Management Group (PMG) Commission an archaeological contractor to survey of all Scheduled Monuments and develop management plans for each site Commission an access audit to assess barriers to access Run a varied activity and training programme to test and trial audience engagement Create an Interpretation Plan for the delivery stage Submit an informed delivery stage funding application to NLHF Develop a Legacy Action Plan	Appoint project staff by March 2020 Recruit Apprentice by September 2020 First meeting of the PMG to take place in January 2020 Appoint archaeological contractor in January 2020, with 40 bespoke Management Plans created by March 2021 Access review report to be finalised by November 2020 Activity programme to commence in January 2020 and conclude in July 2021 Develop Interpretation Plan by November 2021 Submit an informed delivery stage funding application to NLHF by November 2021	Short Term <ul style="list-style-type: none"> • Establish a strong, capable project management structure • Establish a project webpage on the AONB website Medium Term <ul style="list-style-type: none"> • Strategic marketing of the project to raise awareness • Connect with community groups and start to build a volunteer base for the project • Evaluate success of activity programme Long Term <ul style="list-style-type: none"> • Ensure volunteer, community group, landowner and stakeholder support is granted for delivery stage • Ensure the continuity of the PMG into the delivery stage • Develop an informed and effective delivery stage application for funding
Assumptions		External Factors	
<ul style="list-style-type: none"> • Interested community groups to support the project • Landowner support for the project 		<ul style="list-style-type: none"> • Potential social and economic factors impacting on project delivery • Change in the level of in-kind contributions to the project 	

Evaluation Methods

We have focused on securing both qualitative and quantitative data for the purposes of this evaluation report. Throughout the course of the development stage, we collated extensive feedback from project partners, activity participants and members of the public to help us assess what worked well and what didn't, as well as to understand what people thought about the project.

We carried out the following evaluation activities to inform this report:

- Developed an online public consultation about the projects aims and intended outputs, securing 207 responses
- Developed an online Interpretation Survey for public consultation, securing 176 responses
- Conducted post-activity surveys to gather feedback from participants, with 98 responses
- Ran 3 Focus Groups with Community Groups and Primary School Teachers to help us craft our Activity Plan
- Gathered evaluation reports from 4 x student placements and 1 x internship
- Worked with the Sensory Trust to conduct an access audit of project sites and engage hard-to-reach groups in order to understand more about their needs
- Recorded the number of people engaged through our activity programme and project marketing
- Gathered feedback from the Project Management Group and Environment Board
- Consulted with a multitude of different organisations to ensure our Activity Plan is responding to local demand

Primarily, this report will seek to examine the agreed project objectives and establish whether they have been achieved. In addition, we will also examine:

- The projects expenditure against the agreed budget
- The impact of our marketing activities
- Determine how successful the project was in adapting to change and meeting new challenges

Limitations of the Evaluation

The Covid-19 pandemic resulted in a national lockdown just two months after the project launch in 2020 and consequently had a significant impact on the projects delivery timeline. This meant that our period for collating evaluation was largely condensed into the time between January 2021 and October 2021. Nonetheless, we have been able to collate a considerable amount of feedback from a condensed, focused period of activities which have provided us with considerable and sufficient insight into the strengths and weaknesses of the project.

4. Outcomes

4.1 Achievement of objectives

This section of the evaluation report will examine the success of the project in achieving its stated development stage objectives, outlining what worked well and what didn't. It will also explore the lessons learnt during the delivery of this stage of the project.

The objectives for the development stage have been separated into six key sections, which will seek to outline the success of the project in achieving these.

Project Management

- Recruit the Project Manager and Activities Officer roles and complete essential staff training
- Recruit 1 x Archaeological Technician Level 3 Apprentice during the development stage between September 2020 and September 2021
- Establish a monthly Project Management Board to support the delivery of the project
- Develop a legacy action plan that will identify agreed roles for each of our project stakeholders on completion of the grant funded work

Activity Plan

- Deliver a trial activities programme with the goal of engaging new audiences and volunteers
- Assess the barriers to audience engagement with the project
- Carry out an access audit of the sites to understand their limitations and barriers

Archaeological Analysis

- Undertake archaeological surveys of all sites between January and August 2020 to understand their risks and issues
- Develop detailed management plans for all 40 sites
- Secure landowner support for the project
- Develop the required capital works programme for delivery stage and prepare tenders

Interpretation Plan

- Develop the Interpretation Plan for instigation at the delivery stage

Project Marketing

- Acknowledge the support of the NLHF and other funders

Financial Evaluation

- Ensuring that the project delivers

4.2 Project Management

4.2.1 Project Staff

The Cornwall AONB were able to successfully recruit a Project Manager and Activities Officer for the Monumental Improvement project in the autumn of 2020 and both roles have been in place for the remainder of the project's development stage. Recruitment for these roles was initially planned for March 2020, however the onset of the pandemic and subsequent start of the first national lockdown postponed this process. As a result, the Cornwall AONB's Project Development Officer managed the first 11 months of the development stage before handing over to the project team once appointed in November 2020.

Upon appointment, the Project Manager carried out an audit of staff training requirements and subsequently project staff have undertaken necessary training which allowed them to carry out project activities safely and successfully. Below is a list of the staff training undertaken:

Project Staff	Training Completed
Project Manager	First Aid at Work – valid for 3 years
Activities Officer	First Aid at Work – valid for 3 years
	Coastal and Countryside Walk Leader Training – South West Moorland Leader Training Scheme

The unavoidable delay in the recruitment of the project team did not ultimately have a detrimental impact on the projects ability to deliver its objectives, however, this was largely down to the hard work and dedication of the project team once in post who went above and beyond to ensure that the project met its delivery deadlines in spite of the delay. The delay in staff recruitment, whilst unavoidable, did highlight the importance of staff continuity on the project and the impact it can have on project momentum. It became evident that the hiatus in funding for the project staff roles between development and delivery stages would have a detrimental effect on the project and would result in the loss of investment in staff training which had been made to date. With this in mind, the risk to staff retention was raised to the PMG and Cornwall Council's Environment Board in 2020 and escalated in November. Cornwall Council, recognising the risks, and with support of the PMG agreed to fund the roles of the Project Manager and Activities Officer for the interim period between development stage and delivery stage funding in order to ensure continued strong project management for the project.

This additional funding has protected the investments made during the development stage in staff training and ensured that these skills will be utilised during the delivery stage. The Cornwall AONB and Cornwall Council also pledged to fund additional staff training during the interim

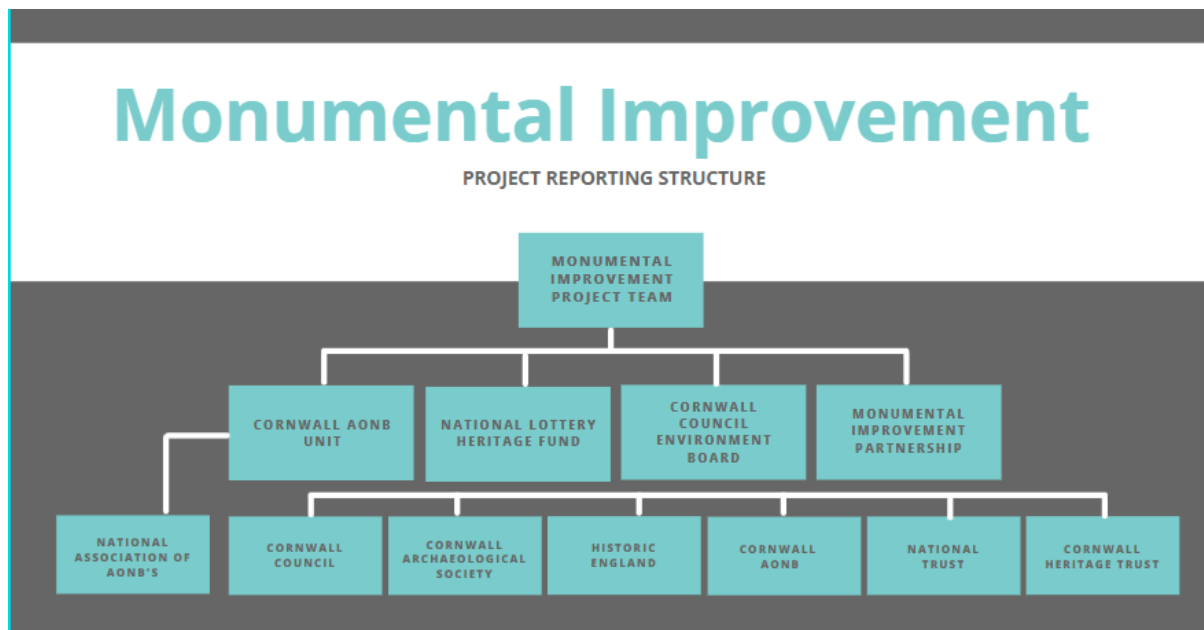
period between project stages which were assessed as required, but due to timescales were unable to be undertaken during the development stage. The completion of training in the hiatus period means that less staff time will be dedicated to training in the delivery period and can instead be utilised to ensure the successful delivery of the project objectives. The table below details the training which will be completed by the end of March 2022:

Project Staff	Training Completed
Project Manager	Prince2 Agile Foundation & Practitioner – Project Management training
	Mental Health First Aid
Activities Officer	CITB Health & Safety Awareness Course
	CITB Site Supervisor Safety Training Scheme Course (SSSTS)
	Mental Health First Aid

4.2.2 Project Reporting

During the development stage, a Project Management Group (PMG) was established with the aim of supporting the delivery of the project. The PMG comprised of representatives from some of the project's funders and stakeholders and met once a month throughout the two-year project phase to help monitor progress and provide support to the project team in resolving any roadblocks to delivery. The PMG will develop into the Monumental Improvement Partnership for the delivery stage of the project, with representatives from our funding organisations and partners including Cornwall Council, Historic England, National Trust, Cornwall Heritage Trust, Cornwall Archaeological Society and the Cornwall AONB. All partners will sign a Partnership Agreement prior to the commencement of the delivery stage, and all have provided letters of support for our funding application showing their intent to continue their role in support of the project.

The project team have established a strong reporting structure to monitor progress and ensure that the project stays on track to deliver its objectives during the development stage. In addition to the PMG, the project met weekly with the Cornwall AONB Unit, and reported monthly to Cornwall Council's Environment Board and the NLHF. The Project Manager submitted a progress report to each with updates on budget, progress in achieving project objectives and an outline of any new risks. This reporting structure has been extremely successful; it ensures that the project is supported by a range of specialists and experts in the heritage and environmental fields allowing them to provide relevant, effective support to the project. This will be further strengthened by a Partnership Agreement to formalise the Project Management Group at the commencement of the delivery stage. The organogram on the next page details the reporting structure in place for the project which will continue into the delivery phase.



One of the stated objectives included in our initial funding application to the NLHF was to develop a Legacy Action Plan for the project during the development stage that would identify agreed roles for project stakeholders on completion of the grant funded work. The proposal for this plan has evolved during the development stage, with a Partnership Agreement seeking to formalise the PMG in delivery stage upon commencement. In addition, Landowner Agreements have been created which will be signed upon receipt of permission to start in order to confirm legacy commitments from all landowners, including the National Trust. In the interim, landowners provided letters of support for the projects delivery stage to support our funding application.

4.2.3 Apprenticeships and Student Placements

One of the objectives outlined in the Cornwall AONB's development stage funding bid was to recruit an Archaeological Technician Level 3 Apprentice to support the work of the archaeological contractor between September 2020 and September 2021. Unfortunately, as a result of the pandemic, the educational provider for the apprenticeship took the decision to postpone the commencement of the course by 1 year. In addition, significant restrictions from the government such as the work from home rule meant that the project team were also unable to accommodate an apprenticeship during this time. Although we were unable to offer this role during development, we have included provision for two apprenticeships in the delivery stage to ensure that the project is able to create further on-the-job training opportunities and create new jobs.

Although we were being unable to offer an apprenticeship in development, we were able to offer an Internship role from July to October 2021. Emily Baker joined the Cornwall AONB on a student work placement in April 2021 as part of her studies for an MSc Environmental Consultancy. When this role concluded in June 2021, Emily chose to stay on with the Monumental Improvement team as a volunteer and was then offered a paid administrative Internship from July to support the project as we worked towards completing the delivery stage application.

"I have learned so much from you guys and gained so much confidence in myself and my work. I can honestly say that my student placement-turned-volunteering-

turned internship has been the highlight of my MSc and I'm so grateful for the...experience you have given me."

Emily Baker, Student Placement, Volunteer and Intern, Plymouth University

The additional administrative support required on the project by the Internship highlighted a key requirement for additional staff resource in the delivery stage to support project admin. As a result, one of the two Archaeological Technician Level 3 Apprenticeships to be offered at delivery stage has been adjusted to a Business Administration Apprentice Level 3. This role will provide comprehensive administrative support to the project, with some marketing responsibilities

During development, the project was also able to support four student placements across the period from January to June 2021:

- 1 student from Truro College BSc History & Archaeology to assist with the archaeological desktop assessment of Perranporth Airfield
- 2 students from Truro College BSc History & Archaeology to assist with the archaeological desktop assessment of Site 37 - Castle Dore Hill Fort
- 1 student from Plymouth University to assist with general Monumental Improvement admin and research

Of the students who volunteered with us or undertook a student placement, 100% of them said:

- They had gained new skills
- They had learnt about local history/heritage whilst volunteering with us
- They would recommend the experience to others

Additionally, several students who have worked with us have already reported positive outcomes from their time on the project:

- A student who undertook their MSc placement with us has progressed into work with Plymouth College of Art
- A BSc student who undertook a placement with us has progressed into work with a Devon-based Archaeology company
- A BSc student received a 1st Class grade on a module conducted through our project
- An MSc student who took part in an internship with us and who has successfully transitioned into employment

"I have enjoyed...the experience of working with you all, the level of engagement from you all has been way over what I might have expected, and I really appreciate it."

Matt Davidson, Student Placement, Truro College

Hosting student placements and offering an Internship during the development stage allowed the project to successfully achieve the following:

- Forged links to new audiences and partners through engagement with young adults and educational institutions
- Enabled the project to contribute towards the education of undergraduate and postgraduate students in Cornwall
- Gave students work experience, training, and employable skills which helped them transition into work
- Allowed the project team to gain valuable experience in supporting student placements and creating a structure for recruitment and ongoing support

It is evident that the student placements and Internship we offered were overwhelmingly successful at development stage and so we will be replicating this offering at delivery stage, aiming to engage four students across the two-year project.

4.2.4 Summary of Key Learnings

The Project Management of the project has been strong and effective throughout, particularly strengthened by the recruitment of the core project team in late 2020, and supported by the projects PMG, Cornwall Council, the AONB and the project funders.

Reflecting on the successes of the development stage have allowed us to think carefully about the changes needed in delivery to further strengthen the project management of the project. These are:

- *Provide additional administrative support required at delivery stage in the form of a Business Administrative Apprentice Level 3*
- *Strengthen the PMG further with a Partnership Agreement to be signed at commencement of delivery*
- *Student Placements are popular and should be included in the delivery stage Activity Plan*

4.3 Activity Plan

A key objective of the development stage was to trial an activities programme with the goal of assessing the level of demand, understanding the most effective way of engaging new audiences and volunteers, and determining the barriers to engagement. We designed an Activity Plan for the development stage which aligned with the Cornwall AONB Management Plan aims, the NLHF outcomes and Historic England's objectives as key funders of the project. The Activity Plan aimed to achieve the following objectives during the development stage:

- Raise awareness for, and generate interest in, our project
- Generate feedback from event participants, current and potential audiences
- Identify missing audiences and barriers to engagement
- Test and trial activities to understand what worked well and what didn't so that the lessons learnt can be adopted in our delivery stage planning
- Develop methodologies for planning events, including marketing, and promoting activities to different audiences
- Trial our health & safety protocols
- Establish a volunteering onboarding process

During the development stage between January 2020 and December 2021, we have:

- Tested and trialled a broad activity programme with a focus on improving health and wellbeing, with 42 individual activities
- Collated 98 responses to our event and activity survey
- Collected 207 responses during our first round of public consultation
- Collected an additional 176 responses during our second round of public consultation on the Interpretation and Activity Plans
- Ran 3 Focus Groups with Community Groups and Primary School Teachers to help us craft our Activity Plan
- Worked with the Sensory Trust to complete an access audit, exploring how we can engage new audiences and understand barriers to access
- Examined the current project audience and worked on developing links to new audiences
- Consulted with a multitude of different organisations to ensure our Activity Plan is responding to local demand

The development phase of the project launched in January 2020, a mere two months before the country entered its first national lockdown, with the project weathering a further two national lockdowns during the development stage. In addition, the country has experienced varying restrictions throughout this period, all of which have had an impact on our development stage Activity Plan. The Activity Plan was due to take place between spring 2020 and spring 2021, however, almost all event activity was postponed due to the pandemic and as a

result, the majority of events took place in a condensed period between April 2021 and August 2021. However, the project was able to adapt its programme of activity for the development stage, and we have been able to carry out 42 activities, which has resulted in:



The Cornwall AONB's Monuments Matter to People (MM) project also received funding from the European Social Fund, through Cornwall Led Local Development (CLLD) at the end of 2020, which provided additional match funding for the Monumental Improvement project, making the Activities Officer post full time. The MM project seeks to support inactive or unemployed people from Torpoint, Liskeard and Saltash to get back into work or education, through an education heritage programme based at Monumental Improvement Sites 12 and 13 – Redoubt 4 and 5 at Maker Heights. Through this programme, an additional 31 events were run between 2020 and 2021, and these combined Monumental Improvement and Monuments Matter activity programmes gave us an extensive opportunity to investigate the level of demand for activities and the type of audiences engaging with them, as well as allowing us to test our events and activities procedures.

In this section we will examine our findings from the trial Activity Plan, our participant surveys, focus groups and the access audit to outline what worked well, what didn't, and what we have learnt.



Images: (top left in clockwise direction) Volunteer scrub clearance at Site 22 - Dingerein; Monuments Matter to People wreath making workshop using foliage collected from the Site 13 – Redoubt 4; Falmouth University student filming project; Monuments Matter to People pottery workshop.

4.3.1 What We Learnt from Our Development Stage Activities

Despite the impact of Covid, we were able to run **42 activities** during development and support a further **31 activities** through the Monuments Matter to People project. We have broken down these activities into the 7 following categories:

- *Walks and Talks*
- *Formal Education*
- *Student Placements*
- *Volunteering and Skills*
- *Site Clearance*
- *Outreach and Events: Online Webinar*
- *Monuments Matter to People*



Image: Old Cornwall Society volunteers at a vegetation clearance event, February 2020

These extensive trial activity programmes, and the results of our activity surveys, focus groups, and public consultation has allowed us to understand what aspects of our activities worked well, as well as highlighting areas for future development. The table below details our key learnings from this development stage activity programme.

Learning	Detail
There is a clear demand for the project	<p>Our events were often over-subscribed in the development stage which demonstrates a very clear demand for our activities. Feedback from our participants has also emphasised this, with 98% of our Event and Activity Survey respondents stating that they would be likely to attend one of our events in the future.</p> <p>The survey results also highlighted a real need for the project to connect more people to heritage in the AONB. 20% of participants stated that they had never visited a heritage site before, and over half of event attendees stated that they had never volunteered with a heritage organisation. Of this latter group, 100% said that they felt they had learnt about heritage from their visit which highlights the value of the activities on offer.</p>
Our project has a significant opportunity to improve health and wellbeing for participants	<p>It is essential, following the global pandemic that we ensure the Monumental Improvement projects Activity Plan is able to assist with Covid recovery. The development stage feedback from our event and activity surveys highlighted a need for future health and wellbeing activities.</p> <div data-bbox="491 1111 1374 1361" style="background-color: #f8d7da; padding: 10px; margin: 10px 0;"> <p><i>“I never really get out, especially not during Covid, I definitely think that not being able to get out much has made people isolated; but coming here and doing something meaningful has really helped me with that.”</i></p> <p style="text-align: right;">Monuments Matter to People participant</p> </div> <p>In addition, the pandemic has had a significant impact on mental health, with 69% of adults in the UK reporting feeling somewhat or very worried about the effects that Covid is having on their lives¹. It has also affected some more groups more than others, declining 8.1% on average, with young adults and women hit the hardest². The pandemic has also highlighted the need for improved access to green spaces as a mean to improve health and wellbeing. Figures from Public Health England in 2020 estimate that £2.1 billion per year could be saved in health costs if everyone in England had access to green spaces³.</p> <p>Our delivery stage activity programme will have a focus on Covid recovery, seeking to combat isolation and support the National Health Service (NHS)</p>

¹ “Five ways to wellbeing: new applications, new ways of thinking”, *New Economics Foundation*, 05 July 2011, www.neweconomics.org/2011/07/five-ways-well-new-applications-new-ways-thinking

² See above.

³ “How is health being affected by the pandemic?”, *The Health Foundation*, 18 June 2021, www.health.org.uk/news-and-comment/blogs/emerging-evidence-on-covid-19s-impact-on-mental-health-and-health

	by increasing provision of activities with Social Prescribing organisations. We will be utilising the 'Five Ways to Wellbeing' model to help guide our participants towards making a positive change to their mental health.
A focus on Art in the Landscape to benefit participants	<p>We have tested a range of 'Art in the Landscape' themed activities during the development stage in order to start engaging a wider range of people with our heritage, diversify our activity offering, and further help us to increase people's wellbeing through our project.</p> <p>Our Art in the Landscape activities connect with a wider initiative from the National Association of AONB's, who have recognised that in giving people access to landscape and the experiential elements of it, there is considerable value to participants and helps people to understand more about their local landscapes.</p> <p><i>"It is much more inspiring to actually be within the landscape and surrounded by heritage, to use the area we already know, or thought I knew!"</i></p> <p>Monumental Improvement activity attendee</p>
A focus on Ecology can support the project legacy	<p>The Scheduled Monuments are ecologically, as well as historically significant, with 16 located in Sites of Special Scientific Interest (SSSI), and a further 12 in European Designated sites which have the highest levels of environmental protection in the UK. It has become evident during the development stage that our sites can offer a wide array of environmental – as well as archaeological – training opportunities for volunteers, something which our Focus Group consultation highlighted as an area that many are highly interested in. It is also vital that this training is offered in order to ensure the ecological, as well as historical, protection of the sites in the long-term.</p> <p>Although a provision for ecological training was not included in our original application, the development stage work has highlighted it as a priority. As a result, we will be running 7 training events for new and existing volunteers across the AONB to help train them in how to identify protected species and their habitats and how to carry out Monumental maintenance in a way which safeguards and protects species as well as the heritage.</p>
The importance of the educational offering	<p>Primary Schools</p> <p>During the development stage we were able to establish a partnership with Historic England's Heritage School's programme which hadn't been included in our initial funding application. This resulted in the running of a trial teacher training event at Maker Heights which was hugely successful. We gathered invaluable feedback from the Teachers who emphasised the value they place on face-to-face contact and engagement for helping them to develop their lesson plans. As a result, we have included a provision for an extensive teacher training programme, both onsite and online, at delivery stage in order to empower teachers to initiate their own studies on local history for their pupils, incorporating Scheduled Monuments.</p>

	<p><i>“[I was] inspired about how heritage can be used for outdoor learning! Inspired to look at our local sites of historic interest”</i></p> <p>Teacher on attending the teacher training session at Maker Heights</p> <p>Our Focus Group with primary school teachers also highlighted some important key learnings which have been incorporated into our delivery stage Activity Plan:</p> <ul style="list-style-type: none"> • For a visit to work, sites have to have interesting activities, such as Reconstructions and re-enactments to help children visualise how the sites would have looked • Physical resources are important, but they need to be ones that complement the visit itself • Shelter, toilets, travel and activities/interpretation on site are key barriers for school visits <p>Universities</p> <p>Our work supporting student placements in the development stage highlighted the potential of the project to support student development, helping them to gain employable skills which can help them progress into work.</p> <p>Adult Education</p> <p>Having established links with Cornwall Council’s Adult Education team during the development stage of the project, we have devised a set of activities in our delivery stage action plan which will link the Adult Education syllabus with the Scheduled Monuments of Monumental Improvement to help support their learning.</p>
<p>Development of the Monument Watch programme</p>	<p>A key objective for the Monumental Improvement project is to secure a more supportive future for the Scheduled Monuments and ensure the projects legacy is safeguarded. The initial funding application to the NLHF outlined a plan in which the landowners would take on the responsibility of implementing the Management Plans in the long-term. However, it became apparent during the development stage that whilst some of the landowners have the structure and resources at their disposal to undertake this work, others lack the time and resources needed to take on this level of responsibility. The development stage project also demonstrated a strong desire from our community groups and partners, and a willingness from volunteers to help support the future management of the Monuments. As a result, the project team, in agreement with the PMG, have taken the decision to incorporate the Monument Watch programme into the delivery stage Activity Plan which will move the responsibility for the ongoing maintenance of the Monuments from the landowners to local community groups.</p> <p>Monument Watch is an existing programme, initially developed by the Cornwall Archaeological Society several years ago, and which is currently being run in partnership with the Kresen Kernow project, the home of Cornwall’s archives. Despite having run for several years, Monument Watch</p>

	<p>is still in the early stages of development and from March 2022, the Kresen Kernow project will come to an end. We believe that Monumental Improvement has a significant opportunity to take on the responsibility for this programme and can be instrumental in helping to drive its growth, attract a wider and more diverse audience and encourage more people to connect with heritage. Through the project, we will be able to support the existing Monument Watch volunteers and help to recruit new ones to the programme who we will then provide with training. Monumental Improvement will work closely with Cornwall Archaeological Society (CAS) to help structure and actively develop this monitoring programme, with the aim to ensure that CAS is able to assume full responsibility for Monument Watch by the end of the project to guarantee the programmes long-term legacy. The project will also be creating 4 x toolkit hubs around Cornwall which will be accessible during and after the project to the local volunteers, ensuring that they have the resources needed maintaining the Scheduled Monument.</p>
A stronger focus on volunteer training and skill development	<p>The development of the Monument Watch programme will necessitate a stronger focus at delivery stage on the training and skill development of community groups and volunteers to ensure a supportive future for the Monuments. Our Focus Groups also highlighted a desire from volunteers for further training during the delivery stage in monument maintenance, including:</p> <ul style="list-style-type: none"> • More in-depth survey activities with an archaeologist • Training in equipment and first aid <p><i>“It was a great pleasure to carry out the clearance in exceptional company, which of course, resulted in invariably fascinating conversations with other attendees. The atmosphere was busy and exciting; the respective organisers, professionals and volunteers energetic, and the event very well run.”</i></p> <p>Monumental Improvement activity attendee</p>
Knowledge sharing to secure a project legacy	<p>The development stage has provided an opportunity for the project team to connect with a wide range of individuals and organisations, sharing learnings and experiences to help both our own and other projects develop and grow. Below is a list of some of the keyways in which knowledge sharing has, and can continue, to help support the project.</p> <p>Social prescribing</p> <p>During the development stage of the project, the Monumental Improvement project was selected as a case study in a Historic England commissioned report - ‘Wellbeing in Volunteers on Heritage at Risk Projects’. This report explores the relationship between wellbeing and volunteering on Heritage at Risk projects, in the hope that the findings would help future Heritage at Risk projects support wellbeing in volunteers more effectively and widely. Historic England are now working with the National Academy for Social Prescribing (NASP) to develop a wellbeing strategy for the organisation, and the Monumental Improvement project has been selected as an ongoing case</p>

	<p>study, sharing evaluation and feedback on the wellbeing benefits recorded throughout the project lifespan. This is significant and will mean that the Monumental Improvement project will help to develop a strategy that will have an important impact on the way in which future Heritage at Risk projects are devised and implemented nationwide. In addition, the project will be continuing to share their learnings with the PMG and local partners to help support the development of further links between social prescribing and heritage projects. We have also had extensive discussions with Public Health Cornwall and Active Cornwall about how our project can fit within their plan for improving mental health and wellbeing in the county, their actions for Covid recovery, and how our project can address the barriers faced by hard-to-reach groups. Cornwall Council's Joint Strategic Needs Assessment indicates that our project could help hard to reach groups by:</p> <ul style="list-style-type: none"> • Tackling lifestyle risk factors – mental wellbeing can be improved through prevention activities that target lifestyle factors, such as increasing levels of physical activity and providing more opportunities for activities (such as volunteering) that provide social contact • Environmental and community prevention – Lifestyle prevention activities must be considered alongside wider environmental and community improvements, including access to natural environments
<p>Partner Organisations to support the delivery of the Activity Plan</p>	<p>There are several audiences who we had not proposed to engage during our stage 1 application, but who we have chosen to develop because it has come to light that our project has something to offer them. These are:</p> <ul style="list-style-type: none"> • Social prescribing/referral organisations: impact the lives of unemployed people and those suffering from low levels of mental health • Job Centres: training and volunteering activities • Local Family Partnerships/Early Help Teams: to ensure our activity programme is meeting the needs of local families and children. <p>On the other hand, there were some organisations we mentioned in our first-round application that we have not developed during this stage and brought forward into delivery. These are detailed below:</p> <ul style="list-style-type: none"> • DisAbility Cornwall: Prior to the start date of our Project Manager and Activities Officer, a workshop was conducted with DisAbility Cornwall which resulted in us being advised to conduct an Accessibility Assessment at a number of our sites. Consequently, we have been able to develop a framework by working with the Sensory Trust in our development stage which will act as a sounding board for our activities targeted towards people with disabilities. • Young People Cornwall: Although a workshop was completed prior to the start date of our Project Manager and Activities Officer, we have found other ways to engage young people through our project. Namely, this means working with organisations who already work with this particular audience and understand their needs, such as Local Family Partnerships and Higher Education Institutions. • LGBTQ+ Cornwall: We have attempted to reach out to Young & Yourself (LGBTQ+ Cornwall) at many points throughout our development stage

	but have been unsuccessful in setting up a focus group to discuss how our project may be more appealing to this particular audience.
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4.3.2 What We Learnt About Our Audience

Through undertaking public consultation, collating and analysing our activity participant feedback and through examining the Cornwall AONB audience, we understand our project audience to be people who are typically aged over 50, predominantly White British, and whom:

- Have an interest in history and the environment
- Value the countryside and wildlife in Cornwall
- Value both the natural and built heritage of Cornwall
- Use the Cornwall AONB for exercise
- Would like to participate in heritage-based events with a focus on skill development
- Would like to learn more about the history of Cornwall through activities such as guided walks

We have identified the projects current audience to be made up of the following groups:

Landowners	The 40 Scheduled Monuments involved in the Monumental Improvement project are each owned by an individual or organisation separate to the Cornwall AONB. There are 19 landowners in total. The largest landowner is the National Trust who own 12 sites, with the Duchy of Cornwall the next majority landowner with 7 sites. The remainder of the sites are owned by a mixture of Parish Councils, businesses, conservation trusts, estates and commoners. All of the landowners involved are supportive of the project and the project team maintains contact with them at regular intervals (please see letters of support from all of our landowners).
Community groups with a heritage focus	A key audience for our project is the existing community groups in Cornwall who have been actively participating throughout the project's development stage and have a considerable interest in heritage and its preservation. To date, over 160 members from one of these community groups have attended one of our development stage activities. The community groups represent a potential audience of almost 1,800 people, and through the delivery stage of the project we hope to be able to offer activities that accommodate a wider range of these members.

Image: Community Groups working with the Monumental Improvement project



<p>Core AONB Audience</p>	<p>The Cornwall AONB core audience is made up of people living, or with an interest in, the AONB. The recently published State of the AONB Report (2021) by the Cornwall AONB Partnership found that there are approximately 65,530 residents, a 20.6% increase in the total AONB population in Cornwall since 2011.</p> <p>The highest proportion of AONB residents were made up of those are aged over 65, and the ethnic make-up remained dominated by White: British. In terms of businesses working within the AONB, by far the largest categories are Accommodation (26.8%) and Farms (25.6%), with 73% of the Cornwall AONB being farmland. Other common business categories include Cafés and Restaurants (14.7%), Sport and Recreation (7.6%) and Visitor Attractions (7.1%) which reflects the importance of the AONB landscape for tourism, as much as agriculture.</p> <p>Our initial public consultation survey received 207 responses and was very useful in helping to determine more about our existing AONB audience. The majority of respondents said that they ‘often’ or ‘sometimes’ visited heritage sites within the AONB, and of these, they were typically between the ages of 50-79 and 60% of them said that they had previously volunteered in heritage.</p>
<p>Educational Institutions</p>	<p>We have been working with Universities in Cornwall and their students since very early in the development stage of the project. To date, we have engaged with students from:</p>

	<ul style="list-style-type: none"> • Truro College • University of Exeter • Falmouth University • Camborne School of Mines • University of Plymouth <p>The project has also been developing links with primary schools local to the Monument sites throughout the development stage of the project. There are 152 primary schools and 17 secondary schools who are within relatively close distance to at least one of our sites.</p> <p>We have started working with Historic England's Heritage Schools Programme to try and integrate the Scheduled Monuments into the curriculum of local primary schools. This will enable us to reach more people, especially teachers, and enable the sharing of lessons learned between our organisation and Historic England.</p>
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By identifying our current audience, we were then able to understand the potential new audiences that could be reached through the Monumental Improvement project who are currently missing or underrepresented. We created 7 categories to demonstrate these potential audiences.



We have chosen these 7 target audiences for a number of key reasons, highlighted below:

A. Underrepresented in Project Consultation and Evaluation

Our online surveys and the results of our post activity surveys have shown us that there are several age ranges which are missing from our current audience: Young people, children and families

- Younger adults
- People of working age
- People with disabilities

A huge aspect of our project is about widening participation and ensuring that wider groups of people are engaged with heritage by 2024. Therefore, this development stage consultation has been vital in enabling us to see which groups are less engaged with in the project to date, and to identify ways in which we can engage them in the delivery stage.

B. Strong Statistical Evidence to Support Demand

Building on this, we have been able to collate substantial evidence which suggests that the following groups stand to benefit from our activities:

- Young people, children and families
- Younger adults
- People of working age
- People with disabilities

In brief, the benefits of our activity programme for these audiences are centred around wellbeing, education and training. There are well-known benefits associated with volunteering, physical activity, socialising and connecting with nature. We have designed our activity programme to capitalise on these benefits, and, due to the location of all our sites – being situated within an Area of Outstanding Natural Beauty – anyone can enjoy the scenic beauty and positive health outcomes that come with them.

C. High Regional Demand for Activities Linked to Positive Health Outcomes

Mental health difficulties can impact anyone at any point during their life. 1 in 4 people will experience a mental health problem of some kind each year in England. As we know the pandemic has exacerbated this issue. The Centre for Better Mental Health has forecasted that up to 10 million people across England may need support for the mental health, which could include support for depression, anxiety, post-traumatic stress disorders and other mental health difficulties in the coming months and years.

Factors associated with better mental wellbeing were:

- Volunteering
- Increased exercise
- Social contact

During our development stage we have had extensive consultation with the National Academy for Social Prescribing, Active Cornwall, and Public Health Cornwall. This has shown us that if we place wellbeing at the forefront of our activity programme, our project can have a transformative impact on local communities in Cornwall

D. Audiences are Passively, but not Actively Engaged

Many people visit our sites without necessarily knowing that there is a Scheduled Monument there. Tourists to Cornwall often frequent the South West Coast Path, from which many of our sites are visible or within walking distance. Visit Cornwall's 2016/17 report found that the coast path was frequented by 37% of all visitors who took part in their survey (from a sample of 1,123).

There are also many people who may be looking for alternatives to the South West Coast Path due to increased footfall in busy periods or having walked particular areas already. Our project will be investing in new or alternative attractions along and away from the SWCP. This will give these people a new, fresh perspective on it, or give them quieter places to visit during the height of Summer.

It is therefore important that we target the following key audiences:

- Tourists visiting Cornwall
- National Trust audience

This analysis of our current and potential audiences helped us to devise our delivery stage Activity Plan, ensuring that we have targeted and effective methods for engagement.

4.3.3 What We Learnt from the Access Audit

In early 2020, the project engaged the Sensory Trust to undertake an access audit of 9 of the Monumental Improvement sites, with the aim of creating a report to address the current physical and sensory barriers to access of the sites, with a set of recommendations for improving accessibility to heritage in the AONB. This would include involving local groups and individuals who might face accessibility challenges and organising visits to gather their feedback.

The initial 9 sites identified for the audit were:

- *Site 11 – King Arthur's Hall*
- *Sites 12 and 13 – Redoubts 1,2, 3 and 4*
- *Site 16 – Gunwalloe Cliff Castle*
- *Site 21 – Carrannel Cliff Castle*
- *Site 29 – Bottreaux Castle*
- *Site 30 – Perranporth Airfield*
- *Site 33 – Tehidy Round*
- *Site 35 – Carne Beacon*
- *Site 37 – Castle Dore*



Image: Site 11 - King Arthur's Hall

The pandemic proved to be incredibly disruptive for running activities, particularly with more vulnerable members of the community, such as older people, people with long term health conditions and people with disabilities, the majority of whom were shielding for much of 2020. Even when restrictions eased, the project found that there was a drop in engagement with physical activities for those who had been shielding, with many people continuing to take a more cautious approach to social and volunteering activities. As a result, the Sensory Trust report was delayed by a year, moving most of the planned activities to Summer 2021. We also took a decision to reduce the number of sites included in the audit as a result of the condensed timeframe. The selection of the final sites was based on their proximity to groups already engaged with the Sensory Trust, as well as being representative of a broad range of project locations, historical time periods and levels of access. The final sites included were:

- *Site 11 – King Arthur's Hall*
- *Sites 12 and 13 – Redoubts 1,2, 3 and 4*
- *Site 16 – Gunwalloe Cliff Castle*
- *Site 21 – Carrannel Cliff Castle*
- *Site 29 – Bottreaux Castle*
- *Site 30 – Perranporth Airfield*



Image: Access Audit visit to Site 13 – Redoubt 4

The Sensory Trust report, finalised in the summer of 2021, outlined a range of current barriers to access at our sites and provided a list of recommendations for access improvements:

1. Removing all barriers in order to offer access to all is not possible. People need more information about the accessibility of the monuments in the AONB in order to make an informed decision about making a visit.

Recommendation:

Provide more information about the sites in the AONB Removing

2. Many of the sites in the AONB will always be inaccessible for some visitors due to their location or physical access barriers, however other locations which share similar heritage offer better access and facilities.

Recommendation:

Identify key sites and accessible examples among the monuments

3. While removing all physical barriers is not possible, removing smaller barriers as a part of maintenance and management programmes would improve access, following the principles of Least Restrictive Access and the Access Chain.

Recommendation:

Make access improvements and remove barriers where achievable following the principle of Least Restrictive Access

4. While the visitor experience at many of the monuments is limited for the casual independent visitor, the sites in the AONB could be made more accessible and engaging through events and activities.

Recommendation:

Run accessible events and activities

5. Many of the monuments are difficult to locate, identify or understand for independent visitors. A combination of accessible pre-visit and on-site information and interpretation would improve access and engagement.

Recommendation:

Provide more interpretation and explanation

These recommendations were incorporated into our delivery stage proposal and will ultimately allow us to use the funding to create a project more focused on people, using heritage to improve communities in terms of education, wellbeing and community cohesion.

4.3.4 Managing the Event Process

Throughout the development stage of the project the team have been working to establish an effective and rigorous event management process which will be able to support the running of a large-scale Activity Plan in the delivery stage. This has included the following:

Output	Detail
Improved Staff Training	<p>It became evident at the start of the development stage that training was needed for the project team in order to ensure that the activity programme could be run safely and professionally. The Activities Officer is largely responsible for the on-the-ground delivery of the activities and so, they have undertaken the following training in 2020-2022:</p> <ul style="list-style-type: none"> • First Aid at Work • Coastal and Countryside Walk Leader Training – South West Moorland Leader Training Scheme • CITB Health & Safety Awareness Course • CITB Site Supervisor Safety Training Scheme Course (SSSTS) • Mental Health First Aid <p>This has the added benefit of ensuring that the Activities Officer is ready to deliver the full-scale Activity Plan for the delivery stage without requiring extension additional training.</p>
Creation of a Volunteer Onboarding Process	<p>One of the aims of the Activity Plan for development stage was to establish a volunteer onboarding process as one did not previously exist for the Cornwall AONB. This was led by the Project Manager who worked closely with the Activities Officer to devise a process which was streamlined but thorough in ensuring that volunteers have the right level of knowledge and</p>

	support during their time with the AONB. This process was signed off by the AONB's Partnership Manager during the development stage and continues to be in use.
Improved Health and Safety Measures	<p>A new risk assessment process has been introduced during the development stage to ensure that all activities run in a safe manner, according to a rigorous set protocol. All risk assessments are approved by the Project Manager and recorded centrally, as well as shared with the relevant project partners in advance of an event.</p> <p>Staff training undertaken during the development stage also helped to improve health and safety, ensuring that there are responsible First Aiders present at all events, with the Activities Officer trained as a walk leader. We also took the decision to purchase a first aid kit and jointly purchase a defibrillator during the development stage to ensure that the project had the essential kit to carry out all activities safely.</p>

The attention paid to the creation of a clear and efficient event management process in the development stage means that we will be able to carry out the extensive Activity Plan in delivery with a focus on ensuring the safety and enjoyment of our participants.



Image: Volunteers at a survey training event, Site 37 - Castle Dore

4.3.5 Summary of the Key Learnings and Outcomes

The Activity Plan for the development stage of the project saw the successful implementation of a trial activities programme which has allowed us to:

- *Developed a rigorous event process with a carefully planned health and safety strategy*
- *Successfully tested and trialled 42 activities for Monumental Improvement and 31 for Monuments Matter to People to understand what works well and what didn't*
- *Raise awareness of the project and connect with partners, community groups and volunteers*
- *Understand who our existing audience are and identify missing target audiences*
- *Identify barriers to engagement*

Ultimately, this work has allowed us to plan a rich and diverse Activity Plan for the delivery stage which will be focused on connecting more people to heritage in the Cornwall AONB.

4.4 Archaeological Analysis



Image: Site 40 – St Piran's Oratory

When the Monumental Improvement project was created in 2019, its overarching aim was to safeguard and stabilise 40 Scheduled Monuments at risk of loss in the Cornwall AONB, and successfully secure their removal from the Heritage at Risk Register. With a lack of information available in regard to the risks the Monuments were facing, it was essential that the project carried out considerable groundwork in the development stage in order to:

- **Assess the main threat to the Scheduled Monuments**
- **Create bespoke management plans for each**
- **Secure landowner support for the works required**
- **Develop a capital works programme for delivery stage and prepare tenders**

The project engaged the Cornwall Archaeological Unit (CAU) in early 2020 to carry out archaeological assessments of the sites and create bespoke management plans for each, outlining the methods through which the sites could be stabilised. This work was initially scheduled to take place between January 2020 and March 2021, however, the commencement of the pandemic significantly impacted the timeframe and resulted in a delay in completion by 1 year. Whilst this was challenging for the project team, the timeline was adapted in order to allow for this change and the project remained on track for its intended delivery deadline.

In July 2021, CAU completed the proposed management plans for each of the 40 sites. The project team then met regularly with CAU's Senior Archaeologist and representatives from Historic England, Cornwall Council and National Trust, who provided considerable in-kind support to finalise the 40 bespoke management plans. This process involved assessing the main threats, examining the works proposed, identifying landowner support and weighing up outcomes against the proposed budget. Throughout the course of this exercise, it became clear that there was a need for a revision to the projects overarching aim. The analysis had highlighted 10 Scheduled Monuments which the project would be unable to successfully remove from the Heritage at Risk Register. Ongoing coastal erosion at 6 of the sites meant that they would remain at risk, whilst a further 4 sites would require additional works beyond the scope of the project to stabilise them. As a result of these findings, the project team, in consultation with the PMG, took the decision to revise the mission statement for the Monumental Improvement project:

“Representing 4,000 years of Cornish History, the Monumental Improvement project will ensure that 40 Scheduled Monuments in the Cornwall AONB will be better identified, supported, and enjoyed by a wide range of our communities and visitors”

Whilst the project will continue to strive towards the goal of removing as many sites from the Heritage at Risk Register as possible, it will place an increased emphasis on improving identification and interpretation and providing a more supportive future for the Monuments. For the sites where stabilisation is impossible, we will seek to utilise project funding to carry out further analysis, capturing as much archaeological data as possible in order to ensure the significance of the site remains intact and that it continues to fulfil a vital role in aiding our understanding of the history of Cornwall.

The project also experienced some amends to the list of 40 Scheduled Monuments included during development stage. In 2020, Fox Tor Settlement (HE List Entry: 1008245) on Bodmin Moor was removed from the project at the landowners request due to a reluctance to increase publicity of the site and risk increasing footfall. The landowner was particularly concerned about the impact of people driving to the site, and the effects this could potentially have on the Monument and land around it. With the project based around the premise that it would help 40 Monuments during its lifespan, the team set about finding a suitable replacement. The selection was carried out swiftly to minimise disruption to the project with the help of CAU and Historic England. St. Piran's Oratory was selected to replace Fox Tor Settlement, a Monument on the Heritage at Risk Register due largely to annual flooding which can often reach up to 2m in depth and last for around 6 months of the year. Landowner support was sought and secured, and St Piran's Oratory was officially included in the project in summer 2021.

It also became evident during the course of the development stage that a management plan comprised only of stabilisation requirements from an archaeological perspective would not be sufficient to create an effective delivery stage programme of works. Many of the Monuments are environmentally, as well as historically significant, with 16 located within Sites of Special Scientific Interest (SSSI), and a further 12 in European Designated sites which have the highest levels of environmental protection in the UK. The introduction of Cornwall Council's Nature Recovery Strategy in late 2020 and the AONB's increased commitment to supporting biodiversity and targeting climate change, meant that it was essential for the Monumental Improvement project to adapt to include ecological analysis in its development stage activities. With additional funding secured from Cornwall Council, the project was able to contract Woodfield Ecology to carry out preliminary ecological appraisals of each site. Woodfield created detailed briefing notes including

species of conservation concern, a habitat survey and the key statutory and non-statutory protected features of each site. It was evident from this work that appropriate and sensitive land management in conjunction with vegetation management has a crucial role to play in helping to protect the historic sites. With both the archaeological and ecological assessments of the sites, we were able to create 40 individual site profiles which give an overview of key information relevant to each site and are intended to be public facing documents which will be available to download from the project website during delivery so that they can be used by community groups, volunteers and contractors.



Image: Volunteer survey training at Site 3 - Stowe's Hill Fort

The 40 Site Profiles created for each of the sites outline their location, history, threats, ecological interests and management plan recommendations. The finalised list of works required on the Monuments allowed the team to accurately plan for the expenditure required at delivery stage. During this exercise, it became clear that there would be a risk to project delivery if all archaeological works were to be included in one project brief as there are a lack of contractors locally who can deliver such a complex programme of works in the timeframe required due to the resource needed. We took the decision to include an Archaeological Officer role (30 hours per week) in the delivery stage which will significantly reduce the requirement on the contractors. The Archaeological Officer will carry out specialist works to the value of approx. £76k which would otherwise have been part of the Archaeological Contractor project brief. This role has also been designed to relieve pressure on project staff resource by overseeing the specialist capital works/contractors and manage the day-to-day activities of the Archaeological Technician Apprentice, allowing us to redistribute the £50k originally allocated to a contractor for this task. This role will have specialist knowledge and experience in this field and therefore be an asset to the Project Manager in ensuring successful project delivery.

4.4.1 Summary

The approach to analysing the Scheduled Monuments evolved significantly during the development stage from the methods outlined in our original funding proposal, however, the project successfully achieved its archaeological evaluation objectives. Over the two-year project, the team have assessed the main threats to the monuments, created 40 bespoke site profiles and planned a capital works programme for delivery stage, along with compiling all the tenders for the contractor work required. In addition, the project team worked closely with the 19 landowners of the Monuments to keep them updated on progress and were able to secure their written support for the delivery stage proposals. The project team will be working with the landowners in the early stages of the delivery phase to finalise bespoke landowner agreements, legal documents which will aim to safeguard the project legacy by ensuring long-term landowner support.



Images: Survey training event at Site 37 - Castle Dore

4.5 Interpretation Plan



Image: Proposed interpretation for Site 25 – St Constantine's Chapel and Well

Another significant objective for the development stage of the Monumental Improvement project was to develop the Interpretation Plan for delivery stage. In our initial application, the AONB proposed to use Augmented Reality (AR) technology to bring our Scheduled Monuments to life, as well as utilising artist impressions and implementing subtle, site based QR codes. It was anticipated that the existing AONB app and sensitive interpretation onsite would be used in order to achieve this.

Initial feedback from the NLHF highlighted some concerns with the AR-based proposals and so it was necessary for the project team to analyse the interpretation needs in more detail and develop a focused and effective Interpretation Plan during the development stage. Throughout the development stage we have undertaken public consultation and led a series of Focus Groups to understand more about what our current and potential audience would like from the interpretation of the Scheduled Monuments. In October 2021, the team also carried out an online Interpretation Survey which received 184 responses. The aim of the survey was to better understand the interests and needs of visitors, community groups and partners.

86% of respondents to our survey said that they like to find out information about a heritage site before they visit, whilst **83%** said that they like to find out information onsite

99% of all respondents said that they thought it was important for interpretation to be in-keeping with their environment

87% said that telling the history of a site through the story of the people who lived and worked on them, to be important

The survey results, along with our Focus Group feedback, demonstrated a need to refocus the Interpretation Plan, moving it from a reliance on digital, to a more balanced delivery approach. In July 2021 we took a decision to use project contingency funding to engage an interpretation consultant to help craft the new direction for our Interpretation Plan. We engaged Imagemakers, an award-winning interpretation consultancy and started by analysing our public consultation work, and our current and target audience profile to craft a strategy that would be effective, engaging, and accessible to as many people as possible. This resulted in a necessary modification to the original AR-based proposal, to a more considered, layered approach with a focus on developing the existing project website and introducing practical and innovative physical interpretation where possible onsite.

Utilising this public consultation feedback, we were able to carefully craft a full Interpretation Plan for the project during the development stage which was submitted as part of our funding application to the NLHF for delivery stage funding.



Image: Example of proposed interpretation panels

4.6 Financial evaluation

The principal funder of the Monumental Improvement's development stage was the NLHF, who awarded a grant of £88,900 towards the project. The remainder of the funding required was secured by the Cornwall AONB as match. In this section, we will evaluate the development stage funding, expenditure and in-kind contribution and non-match funding for the project's development stage.

4.6.1 Development Stage Funding

At the point of submission of the development stage funding application to the NLHF in 2019, the Cornwall AONB had secured match funding from Cornwall Council, Historic England, National Trust and Cornwall Heritage Trust, as outlined in the table below. Permission to start was granted by the NLHF in 2019, and the Monumental Improvement project was launched with a budget of £210,338 in January 2020.

Funding for Development Stage	Original Budget
National Lottery Heritage Fund	88,900
Cornwall Council	80,250
Historic England Core	20,000
Historic England for Redoubt 4 (via Rame Conservation Trust)	17,000
National Trust	1,000
Cornwall Heritage Trust (King Arthur's Hall excavation)	3,188
Total Cash Funding	210,338

Following the launch of the project in January 2020, there were some amends to the project funding total as additional match funding was secured in 2020, and in addition, project changes resulting largely from the impact of Covid necessitated the movement of some funding streams into the delivery stage. In the table below, we have outlined the original funding budget for the project as it stood in January 2020 against the finalised project budget as of December 2021.

Funding for Development Stage	Original Budget	Final Budget	Difference
National Lottery Heritage Fund	88,900	88,900	-
Cornwall Council	80,250	45,293	-34,957
Cornwall AONB	-	25,000	25,000
Historic England Core	20,000	20,000	-

Historic England (for Redoubt 4 via Rame Conservation Trust)	17,000	17,000	-
Historic England (for Site 3 - Stowe's Hill fort)	-	10,079	10,079
European Social Fund (for Monuments Matter to People (MM))	-	6,057	6,057
National Trust	1000	1,000	-
Cornwall Archaeological Society	-	250	250
Cornwall Heritage Trust (for excavation of Site 11 - King Arthur's Hall)	3,188	-	-3,188
Total Cash Funding	210,338	213,579	

4.6.3 Development Stage Expenditure

The advent of the pandemic meant that we were forced to run a condensed activity programme during the development stage which took place largely between April and August 2021. This limited the level of volunteer expenses, training and travel costs incurred during the project, and also reduced the required spend on publicity to promote upcoming events which explains the underspend in the Capacity Building Activity and Other Costs sections of the budget.

In contrast, the actual spend on New Staff Costs was higher than anticipated at the submission of the development stage application. This was largely due to the higher than anticipated spend on staff IT costs and travel. The wide geographical distance between the Scheduled Monuments was considerably underestimated in the original application, something which we have revised in the delivery budget.

The delivery of the two-year development phase highlighted some requirements which has not initially been costed for when the development stage application was made. The table below outlines the necessary spend from the projects contingency pot during delivery and highlights the lessons learnt in regard to the project forecasting which have helped to inform the finalisation of the delivery stage budget.

Expenditure item	Lessons learnt
<i>Consultancy support</i>	<p>In the development stage funding application, consultancy support was not initially costed for. However, the impact of the pandemic on the project timetable meant that the majority of the development stage activity was pushed into the last 6-12 months, and the project team needed the following consultancy support to meet all of the project objectives:</p> <ul style="list-style-type: none"> - Interpretation Plan consultant - Activity Plan consultant

<i>Admin support for the project</i>	<p>Due to the condensed timeframe as a result of Covid, it was essential that the project team receive additional admin support for the creation of the site profiles.</p> <p>This highlighted a need to ensure a provision for administrative support during the delivery stage, and so the team took the decision to alter one of the apprenticeship roles to allow for a Business Administration Level 3 Apprentice.</p>
<i>Legal support</i>	<p>Professional legal support was not originally factored into the expected project expenditure; however, it became apparent during the development stage that it would be necessary to work with Cornwall Council's legal team to draw up a landowner agreement which would be signed upon receipt of permission to start the delivery stage, and which would formalise landowner commitments to the project during delivery and for a 10-year period following project completion to secure the project legacy. During the development stage staff worked closely with landowners to maintain their support, and to secure letter of support in principle to the delivery stage plans which in some instances, incurred a charge for land agent fees.</p> <p>In addition, the Council's legal team have also drafted a Partnership Agreement to formalise the PMG at delivery stage. This agreement will be signed upon permission to start.</p>

4.6.3 In-Kind Contribution

Throughout the development stage, the project team were successful in securing £105,176 worth of in-kind funding for the project against an original target of £85,114. This was largely achieved through the generous amount of non-cash support during the development stage from our project partners, funders and community groups which exceeded original expectations. In contrast, the project succeeded in securing only 50% of the volunteer contribution expected in the development stage, however, this was largely due to the impact of Covid on the Activity Plan and therefore beyond project control. The opportunities for volunteer support on site surveys and vegetation clearance were significantly hindered by the pandemic restrictions in place, and the project team discovered a reluctance from some volunteers to attend events even once restrictions were lifted due to nervousness and concern about catching the virus. It is therefore to be expected that a lower level of volunteer support was secured during this stage.

Funding	Expected amount	Achieved amount
Non-cash	67,114	95,506
Volunteer	18,000	9,670
Total	85,114	105,176

4.6.4 Non-Match Project Funding

Cornwall Council and Cornwall AONB have provided both match and non-match funding for the project during its development stages. The non-match contributions totalling £108,621 have played a vital role in ensuring the development stage success. These are detailed in the table below:

Funder	Description	Amount	Notes
Cornwall Council	Emergency stabilisation repairs (Sites 12 and 13 – Redoubt 4 and 5)	£65,959	It became apparent that emergency stabilisation works were required on Redoubt 4 and 5 during development, as safe access to both was impossible. This funding contributed to access improvements (the re-building of the bridge at Redoubt 5 and footpath improvements at Redoubt 4), and essential vegetation clearance which had not been accounted for in the original project budget.
Cornwall Council	Ecological appraisals	£18,009	The introduction of Cornwall's Nature Recovery Strategy by Cornwall Council in 2020 during the development stage led to an increased focus on the role of nature recovery in combating climate change and necessitated a more concerted effort by the project to ensure that we took into account the ways in which we could support the ecology of the Monuments. Please see 'Section 5 – What We Learnt' for more information.
Cornwall Council	Funding for Project Manager & Activities Officer (in interim period between development and delivery)	£23,359	In order to ensure project continuity between development and delivery stages and ensure staff retention, Cornwall Council agreed to fund the role of the Project Manager from 1 January 2021 – 31 May 2022, and the Activities Officer role from 1 November 2021 – 31 May 2022.
Cornwall Council and Cornwall AONB	Additional staff training (in interim period between development and delivery)	£1,384	Cornwall Council and the Cornwall AONB have agreed to fund some additional staff training from their 2021/22 budgets in order to ensure project staff are trained prior to the commencement of the delivery stage:

			<ul style="list-style-type: none"> - £135 – CITB Health & Safety Awareness Course – Activities Officer - £1,249 – Prince2 Agile Project Management foundation and practitioner levels – Project Manager
Cornwall Council	Promotional film	£1,000	In conjunction with the Council's Environment Board and with the support of the PMG, the project team took the decision to produce a short promotional film for the project to help support the delivery stage funding application to the NLHF. This is intended to have a dual purpose and will be utilised throughout the delivery stage (if funding is approved), to support project talks, presentations and marketing. This film is being produced by Fotonow CIC, a South-West based media social enterprise, specialising in community focused photographic and film projects.
	Total	£108,621	

4.6.5 Summary of Key Learnings

Analysis of the financial expenditure during the development stage helped the project team to outline an informed budget for the delivery stage of the project. Some key learnings from the development stage helped to inform certain aspects of the cost allocation for delivery.

Staff resources

- **IT costs**

IT costs were not initially factored into the development stage budget, but nonetheless incurred a cost of over £1,000. In the reprofiling of the delivery stage budget, these costs were factored in for all new staff, including the Archaeological Officer and the 2 x apprenticeships, as well as an allocation for the ongoing Project Manager and Activities Officer roles.

- **Travel costs**

The travel costs incurred during the development stage of the project were relatively high, considering the impact of national lockdowns in 2020 and early 2021 on travel, and the delay in the recruitment of project staff. This highlighted a need for an increased allocation for travel in the delivery stage. The level of countywide travel required in delivery stage will be vast and necessitates a travel allocation that is reflective of this need.

- **Staff Resource**

It became apparent during the development stage that there was a need for increased staff resource at the delivery stage to provide administrative support and to oversee the expansive archaeology work. As a result, an amendment was made to the apprentice roles, revising one of the two Archaeological Technician Apprenticeships to a Business Administration Apprentice. In addition, the role of Archaeological Officer has been added to the delivery stage, please see section 4.4 Archaeological Analysis for more detail.

Legal Fees

Legal fees had not been factored into the initial development or delivery stage budgets. However, the development stage nonetheless highlighted the need for an allocation for legal provision, to oversee the creation of the Landowner Agreements and the Partnership Agreement needed in the early delivery stage, and any future revisions required in the course of the project. The amended delivery stage budget includes an allocation for both of these, as well as an amount to cover any land agent fees incurred in the course of securing landowner approvals.

Consultants

The majority of the contingency spend in the development stage was on consultancy support for evaluation and the Activity Plan. This highlighted the need for the project to have a sufficient provision for evaluation consultancy in the delivery stage, enabling us to commence evaluation from the very start of the delivery stage. As a result, we increase the original allocation of £10k to £15k.

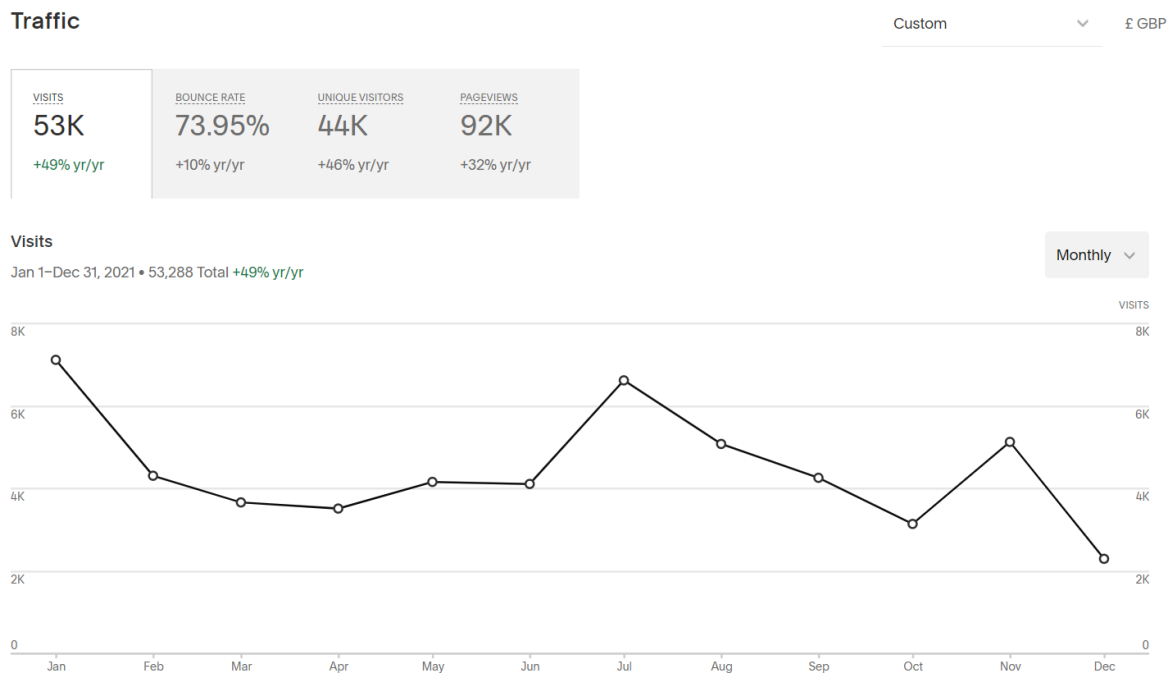
4.7 Marketing

This section will give an overview of the marketing evaluation we have captured during the development stage of Monumental Improvement which has helped to inform the creation of a Communications Plan for the delivery stage.

4.7.1 Website

During the course of the development stage, a project webpage was created on the Cornwall AONB's website. This webpage was used to publish articles and the project newsletter, promote upcoming activities and give visitors a wider understanding about the project and the Scheduled Monuments involved.

The overall traffic trend to our project webpage on the AONB website has been positive, with a 49% year on year increase since Monumental Improvement began. Traffic was generally greater during months when our engagement with project audiences was higher.



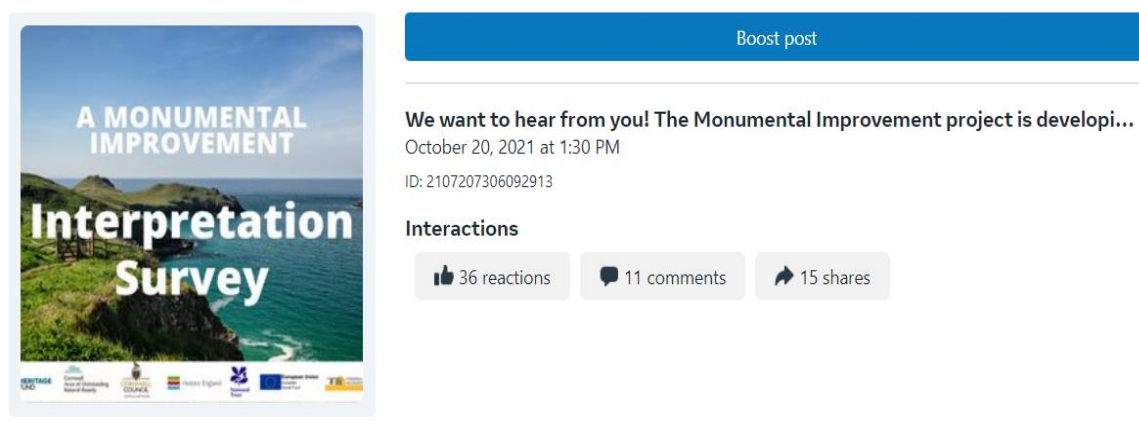
As you can see from the diagram above, website traffic was higher during the early part of 2021, when our online engagement was ramped up to supplement face-to-face interactions due to the pandemic. Traffic rose again during the summer months when we were able to run our activity programme, with a short rise in November when we initiated our final round of public consultation. This demonstrates a strong correlation between our event promotion and social media posts and visits to our webpage, as well as highlighting the usefulness of the webpage in assisting engagement with the project. The website will therefore be a key marketing tool for the project during the delivery stage, with upcoming events posted on the site alongside project updates and news, and it will play a key role in the projects Interpretation Plan, hosting an interactive map of Cornwall to assist visitors in finding out about the Scheduled Monuments, including their location and history.

4.7.2 Social Media

Throughout the development stage of the project, the team have posted Monumental Improvement communications via the Cornwall AONB's available social channels - Instagram, Facebook and Twitter:

- Facebook: 51 posts
- Twitter: 48 posts
- Instagram: 20 post

Our Activity and Event Survey results showed that the majority of our event attendees during the development stage found out about our events through social media, or word of mouth, thereby highlighting the importance of this medium in raising awareness of the project and the Scheduled Monuments. Overall engagement with our Monumental Improvement social media posts were equal to, or greater, than any other Cornwall AONB posts, and often reached a wider audience when shared by our partners. On Facebook, Monumental Improvement was one of Cornwall AONB's most engaging themes, with project posts receiving more link clicks than around 90% of other AONB Facebook posts and stories. Additionally, our top Facebook 5 posts reached more people than 80% of Cornwall AONB's average reach for their recent stories or posts. All of these posts had been shared by our partners, stakeholders or funders which highlights the importance of sharing to widen audience engagement. The image below shows the top Monumental Improvement Facebook post which was shared by 15 people/organisations and had a reach of 2,619 people.

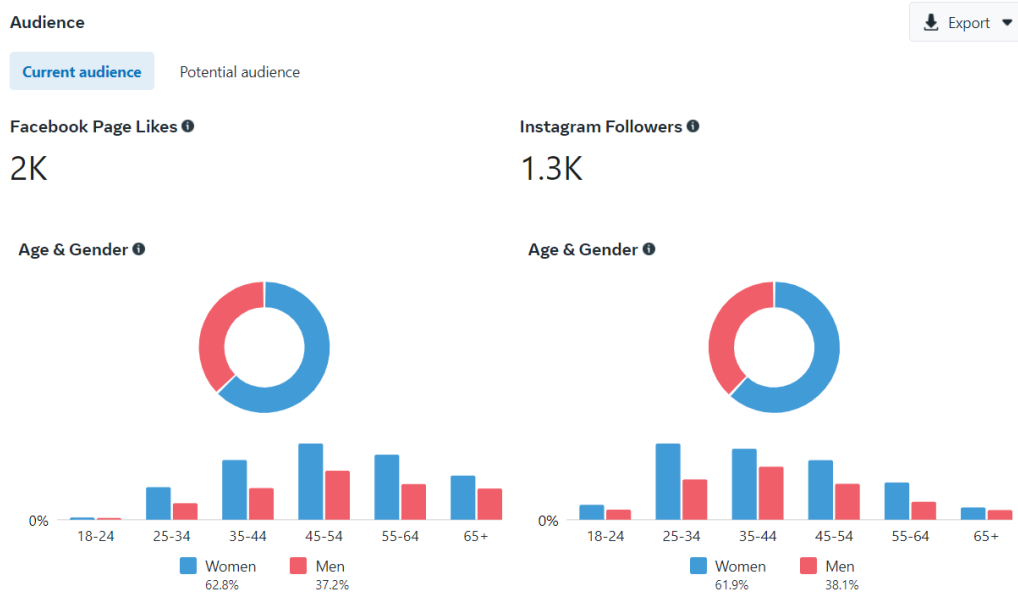


Performance



Understanding the demographics of the current AONB social media follower has also helped us to craft a targeted communications plan for the delivery stage. A higher proportion of AONB Facebook likes and Instagram followers are women. In addition, Facebook tends to have a higher following in the 45-

54 age bracket, whereas Instagram has a younger following, the highest proportion being in the 25-34 age bracket, closely followed by those ages 35-44.



During the development stage of the project, the team have coined #MonumentMonday with regular Monday posts to Twitter and Facebook with a focus on one monument per post. We have found that these focused posts are effective at engaging audiences local to the Monuments showing their effectiveness in diversifying our audience. The project team have also utilised our social media platforms to acknowledge our project funders throughout the development stage, tagging the NLHF in all posts and any relevant partners, stakeholders or community groups where appropriate. We have also participated in nationwide NLHF social media campaigns such as #nationaltreasures day.

4.7.3 Webinar

In early 2021, with ongoing lockdown restrictions in place across the country preventing physical activities from taking place, the project team took the decision to test and trial a webinar. The objectives of the webinar were to help maintain engagement with the project from its existing audience, and reach new ones, as well as to celebrate the work of the project to date and spark conversations around the health and wellbeing benefits associated with heritage at risk projects.

Title: 'Improving Community Health, Education and Wellbeing through Heritage'

Format: 1 hour via Zoom. 1 x moderator and 4 x speakers.

Target audience:

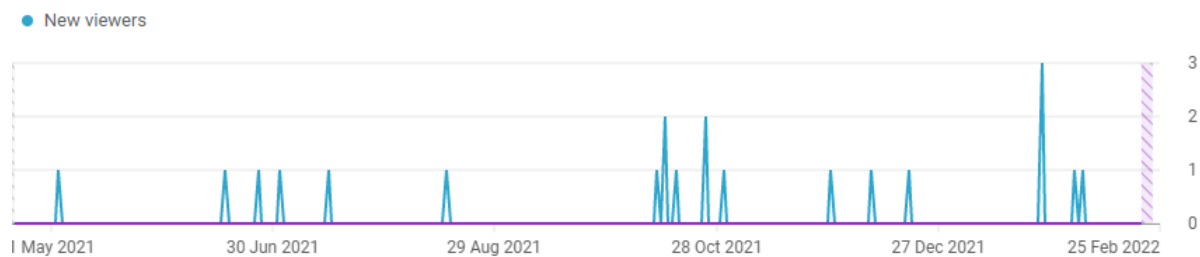
- Existing Monumental Improvement volunteers
- Cornwall Council staff and staff of partner organisations
- General public – engaging new audiences

We utilised social media and an email campaign to promote the webinar, as well as sharing it internally within Cornwall Council and through our partner organisations.

The webinar was largely successful at achieving its objectives:

- 81 registered
- 61 attended
- 75% conversion rate
- Average time spent in webinar: 51 minutes out of a total of 60
- Average age of attendee: 49

The project team also utilised the AONB's YouTube channel to share the post-event recording of the webinar. This recording received 54 views in total throughout 2021 and the graph below demonstrates that there has been ongoing engagement with the webinar throughout the remainder of the project.



The success of the webinar in securing additional engagement for the project has led us to a provision for 1 x per year in the Activity Plan for the delivery stage of the project. The trial webinar resulted in some key learnings which will be implemented in delivery:

- Do not use Zoom's automated email templates – design bespoke ones for send out
- Do a tech run through the day before the webinar for quality control
- Include a member of the project team on the panel – someone with the detailed knowledge of the project and activities would be beneficial
- Use a webinar specific event and activity survey post event to gather feedback



Image: Still from the webinar showing the speakers and moderator (top centre)

4.7.4 Publications and Press Releases

Throughout the course of the development stage, we were able to publish a range of articles to promote the work of the Monumental Improvement project, including:

- **11 Press Articles**

The Cornishman, The Packet, Cornish Guardian, West Briton

- **6 Magazine Articles**

Wild Lizard Guide, Cornwall Life, Cornwall Today, The Voice

- **7 Newsletters**

Boscastle Blowhole, Tamar Valley AONB, Cornwall Archaeological Society, St Feock Parish, St Agnes Museum, various Primary Schools

- **2 Radio Interviews**

BBC Radio Cornwall

- **1 Exhibition Catalogue**

Kurt Jackson – Prehistoric Cornwall

In addition, we have released **4 press releases** to mark:

- Monumental Improvement launch, December 2019
- Securing of King Arthur's Hall Excavation Funding, July 2019
- Finalisation of the bridge at Redoubt 5, October 2020
- Monuments Matter to People launch, February 2021

We have also published **five project newsletters** over the course of this stage which have been published on our website, promoted via social media and emailed to our funders, partners, volunteers and the AONB marketing list. These have been useful in helping to keep our landowners, partners and stakeholders informed regularly on the project progress, and have provided opportunities for the promotion of upcoming events. Following their success in the development stage, we will be continuing the project newsletters into the delivery stage and seeking to publish articles wherever possible.

4.7.5 The Delivery Stage Communications Plan

Our marketing efforts during the development stage have allowed us to test a wide range of engagement techniques and finetune the ones which work best for engaging with our current audience, as well as reaching new ones. This has helped us to craft a Communications Plan for the delivery stage that is informed and targeted, and which will be effective in raising awareness of the work of the project, the Scheduled Monuments, our funders and partners and the Cornwall AONB.

5 Conclusion

The principal aim of the development stage was to conduct analysis of the Scheduled Monuments to uncover the threats they are facing and develop a series of management plans to help address them. In addition, this stage was also intended to help grow our project audience and investigate barriers to access. The overarching outcome from this work was to create a structured, robust implementation plan for the delivery stage which is due to commence in April 2022, and the project has been successful in achieving this.

During the course of the development stage, we have met the following objectives:

- **Recruited and trained a strong project team**
- **Established a successful reporting structure to continue into the delivery stage**
- **Successfully delivered 73 trial activities and evaluated their success to help inform our Activity Plan for delivery**
- **Undertook Archaeological Analysis of all sites and developed 40 bespoke site profiles, establishing the work needed to support the Monuments in the delivery phase**
- **Retained landowner support for the project**
- **Developed a focused and effective Interpretation Plan to raise awareness of Scheduled Monuments in Cornwall**
- **Led marketing activities to raise awareness of the project, the heritage and our funders**
- **Grew a project audience and investigated barriers to access, along with a targeted plan for growing the audience at delivery stage**

The pandemic had a significant impact on project delivery timescales initially, however, the project team were able to adapt effectively, reducing the timeframes in which work was due to take place in order to carry out all planned works. The only objective the project was unable to meet was the recruitment of an Archaeological Technician Level 3 Apprentice during the development stage, however this was largely beyond the projects control with the educational element of the apprenticeship being postponed by a year due to Covid. It is fair to say that the Covid-19 pandemic did have some positive impacts on the project too. It encourages the project team to strengthen the health and wellbeing outputs for the delivery stage Activity Plan and arguably the way in which the project has adapted and evolved to meet the current social, economic and cultural landscape in Cornwall, is one of its greatest successes.

The development stage allowed us the time and resources needed to thoroughly assess the Monuments, our audience and our proposals for the delivery stage, testing and trialling activities until we found what work worked best for the project. This resulted in a number of learnings which ultimately helped to inform the delivery stage plans. The key learnings are listed in the table below.

Key Learning	Description
Additional staff resource required in delivery	<p>The development stage highlighted the need for additional staff resource at delivery, which resulted in the inclusion of the following roles:</p> <ul style="list-style-type: none"> • Archaeological Officer to manage the archaeology, access and vegetation contractors and oversee as many archaeological responsibilities as possible in-house

	<ul style="list-style-type: none"> • Conversion of one of the apprenticeships to a Business Administrative Apprenticeship Level 3 in order to provide admin support to the project team
<i>Understanding our current and potential audiences</i>	During the development stage we tested and trialled a broad range of activities and investigated barriers to access. This helped us to understand our existing audience and identify who was missing. With this knowledge, we were able to plan engagement activities for the delivery stage that will be effective in widening participation in heritage, connecting more people to heritage and landscapes in the Cornwall AONB.
<i>Revised Interpretation Plan needed</i>	Audience analysis, as well as public consultation highlighted a need for an adjustment to the Interpretation Plan. We engaged a consultant to help us revise the plan, taking the focus from AR to a more considered layered approach which is targeted to our audiences and is more sympathetic with the landscapes in which these Monuments sit.
<i>Revision of expected expenditure for delivery stage</i>	<p>The development stage of the project gave us the opportunity to explore the areas of our project worked well, understand what wasn't working and adjust the project accordingly. This resulted in a revision of the initial delivery stage planned expenditure. The key amends were:</p> <ul style="list-style-type: none"> • Increase in staff costs • Addition of provision for IT costs • Increase in staff travel costs • Inclusion of a provision for legal costs • Provision for expenditure on consultancy support
<i>Formalising partnerships</i>	<p>The development phase highlighted key areas of the project that required formalisation in order to secure continued landowner and partner support and to safeguard investments. The following agreements will be signed at the commencement of the delivery stage:</p> <ul style="list-style-type: none"> • Landowner agreements to confirm support for the project and its legacy • Monumental Improvement Partnership agreement which will formalise the existing PMG
<i>Importance of marketing outputs</i>	Marketing outputs from the development stage helped us to understand more about the most effective ways of engaging people with the project. This helped us to create a considered and targeted Communications Plan for the delivery stage.

The development stage also heightened the urgent need for the project. Since the commencement of the development stage, some of the Monuments have moved onto the Heritage at Risk Register, with 35 of the 40 now classified at risk, and the other 5 vulnerable to continued deterioration. Without intervention, these sites and the 4,000 years of Cornish history that they represent, will be lost forever.

In addition, the pandemic has heightened the mental health crisis, with mental health declining by 8.9% on average nationally as a result of Covid¹. This has also coincided with an increased demand for access to green space. As a result, this project has the ability to assist with Covid recovery and provide meaningful opportunities for people to engage with heritage at risk and receive health and wellbeing benefits.



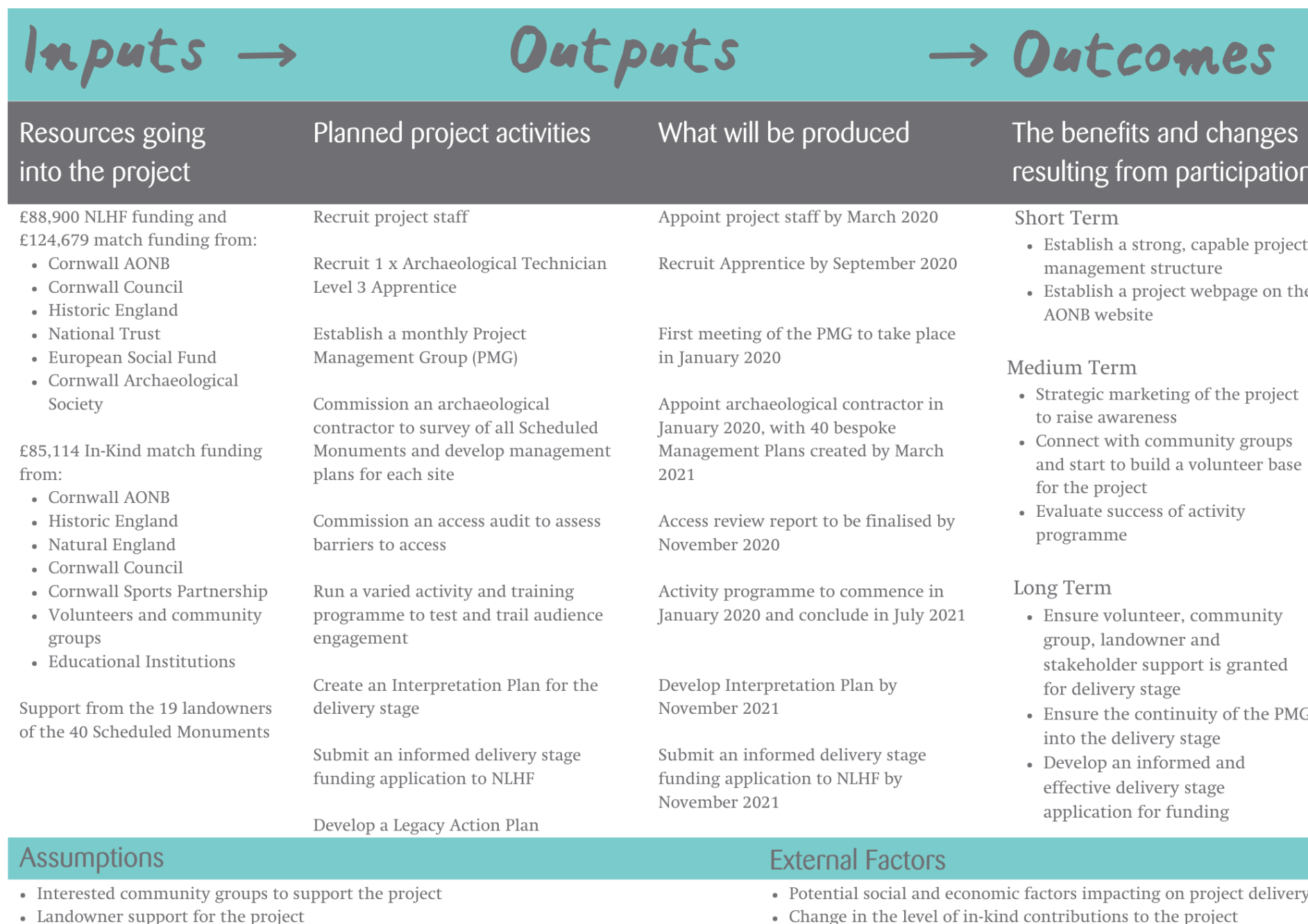
Image: Site 24 – Winecove Cliff Castle

What will happen if the project doesn't go ahead?

- 35 Scheduled Monuments will remain on the Heritage at Risk Register and continue to decline
- 5 Scheduled Monuments will be at risk of moving onto the Heritage at Risk Register
- 40 Scheduled Monuments will continue to be poorly identified and understood
- Historic Environment Records (HER) will remain outdated
- Outdated interpretation onsite at some Monuments will continue to mislead visitors about the heritage and context of the site
- Community groups who are already actively engaged with regular maintenance works on Scheduled Monuments will continue to lack access to training and the necessary equipment to carry out these tasks safely and knowledgeably
- People in Cornwall who are suffering from low levels of mental health will continue to have limited access to activities linked to positive health outcomes
- Educational institutions in Cornwall will continue to have limited access to the unique heritage of Scheduled Monuments
- An opportunity will have been missed for new audiences to engage with heritage
- Cornwall AONB will have missed a significant funding opportunity which is currently available through match funding to the project
- Certain environmental threats to the Scheduled Monuments will continue unmitigated, and important historical information will be lost to unavoidable environmental processes

Ultimately, we were able to achieve exactly what we set out to in the development stage, despite the onset of a pandemic. The team adapted the project and utilised partner, community group and volunteer support throughout to successfully prepare and submit an informed and comprehensive delivery stage funding application to the National Lottery Heritage Fund.

We now await the decision on funding and continue to work towards the commencement of the delivery phase in April 2022.





Cornwall
Area of Outstanding
Natural Beauty



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*Thank you to everyone who contributed
to the creation of this Evaluation Report*

www.cornwall-aonb.gov.uk/monumental-improvement

