

# Section 4:

## Aims and Objectives

The previous sections have provided a narrative of the UOTD landscape, describing the heritage and its importance, while assessing the risks and threats that face the landscape and heritage that gives this area its unique character.

This section lays down the vision for the UOTD and outlines its aims and objectives to achieve the vision. It goes on to provide a summary of the four delivery programmes and shows how they fit with the four HLF priorities, creating a clear impression of how the Partnership will conserve and increase understanding about the area's landscape and heritage.

### 4.1 The Vision

Through creating, developing, deepening and strengthening partnerships with local communities and organisations, investing in the area and increasing skills and knowledge, we will provide a sustainable future for the landscape and heritage of one of Britain's most significant and threatened landscapes. Through using new ways to engage with new and existing audiences, increasing understanding about the landscape and the different values attached to it, making participation fun and providing a sense of achievement, we will make a lasting difference.

### 4.2 Aims and Objectives

The vision is the overall aim for the UOTD; within it, four specific aims have been identified by the Partnership:

- A. Conserve, enhance and restore the natural and built heritage that gives the UOTD area its unique sense of place
- B. Increase community participation in local heritage to make its conservation more sustainable, including developing new audiences and involving hard-to-reach groups
- C. Increase understanding about the importance of the landscape heritage and the role it plays in people's lives to make its conservation more viable
- D. Increase the skills and knowledge of local communities and partners to help them to conserve and promote the landscape heritage and to provide a legacy to the scheme

The UOTD has the following objectives to achieve its aims. It will:

1. Undertake practical conservation work to conserve, enhance and restore the key features of the natural and built heritage
2. Work in partnership with landowners, managers, farmers and local communities to promote and facilitate sustainable management of the landscape heritage
3. Provide opportunities for communities to care and make decisions about their local heritage and take action and ownership to conserve and promote it
4. Promote and encourage both physical and intellectual access, being as inclusive as possible, removing the barriers to access which prevent or discourage people from becoming actively engaged
5. Raise awareness about the importance of the UOTD landscape heritage and the threats it faces, and the steps we can take to protect it
6. Promote the natural and built heritage of the scheme area as an educational resource
7. Explore new ways to positively engage with hard-to-reach groups, particularly young people and those from deprived communities, to increase involvement and understanding of how these groups value the landscape
8. Provide opportunities for people to develop their knowledge and skills, to increase sustainability and provide a legacy for the scheme's work
9. Undertake, support and promote activities that help to mitigate, or adapt to, the impacts of climate change
10. Create and strengthen partnerships to increase capacity to deliver the UOTD objectives and make its work more sustainable



*South Foreland Valley*

*Photo: Nick Delaney*

The aims of the UOTD can be seen as a series of themes, which fit with the four outcomes of Landscape Partnership Schemes. These are:

- A Conserve and Restore
- B Community Participation
- C Access and Learning
- D Training and Skills

Within each theme (or programme) there are a series of projects, which are essentially a series of specific actions with measured outputs to implement each objective. The successful delivery of the projects and therefore the objectives will help us to achieve the Vision for the UOTD area.

The following sections will outline the proposals for each of the themes and programmes, demonstrating how they will meet the aims and objectives of the scheme. Section 5 provides much more detailed information on the individual project proposals.

### 4.3 Programme A: Conserve and Restore

Programme A focuses on achieving Aim A:

***Conserve, enhance and restore the natural and built heritage that gives the UOTD area its unique sense of place***

It also contributes to the delivery of the remaining three specific aims of the scheme.

The following table demonstrates how the proposed activities of this programme will help to achieve the scheme's objectives.



Photo: Keith Parfitt

Ruins of St Radegund's Abbey

| Action   | Scheme objective delivered |
|--|----------------------------|
| Undertake scrub removal to restore the condition of chalk grassland and landscape character                                | 1, 2, 3, 5, 8, 9           |
| Carry out arable reversion to restore landscape character and habitat connectivity   | 1, 3, 5, 8, 9              |
| Bring new areas of chalk downland into sustainable management  | 1, 2, 3, 4, 5, 8, 9, 10    |
| Create a sustainable grazing scheme to support the management of chalk downland  | 1, 2, 5, 8, 9, 10          |
| Conserve, restore and protect historic monuments   | 1, 2, 3, 5, 8, 10          |
| Undertake research to increase understanding of the Bronze Age period in the scheme area                                   | 2, 3, 4, 5, 6, 8, 10       |
| Conserve, restore and protect 20th century military heritage   | 1, 2, 3, 5, 7, 8, 10       |
| Undertake research to increase our knowledge of the structures and the people that use them now, or used them historically | 2, 3, 4, 5, 6, 7, 8, 10    |
| Support local communities and groups in the conservation of their local heritage   | 1, 2, 3, 5, 8, 9, 10       |

Table1: Delivery of Programme A activities

### 4.3.1 Natural heritage

Because of its importance and the threats that face it, the main focus of Programme A will be the conservation and restoration of the chalk downland landscape and habitats on the urban fringe, increasing their connectivity and thus sustainability. This work will be delivered by partner organisations using a combination of qualified contractors and volunteers. Sustainability will be further increased by the creation of a grazing scheme which will see partner organisations, farmers and local communities working together to achieve a model for sustainable grazing management.

However, the scheme will also support the conservation of all types of natural heritage that promote biodiversity, connectivity and that enhance the landscape character of the scheme area. This work will be community led and supported by the UOTD delivery team and the wider partnership, with a training programme providing support to communities to acquire the skills to participate.

### 4.3.2 Built and archaeological heritage

Work undertaken as part of the development stage highlighted the military and Bronze Age heritage as two areas which fit particularly well with the narrative of the landscape and where we can most make a difference given the scope of the scheme and the resources and skills available. The proposals focus on improving the condition and setting of monuments as well as increasing understanding and community involvement. The work will be coordinated by partner organisations and the UOTD delivery team and delivered by a combination of volunteers and qualified contractors.

As with the natural heritage, the UOTD will support community-led initiatives that deliver conservation benefits for the different types of heritage that contribute to the historic landscape character of the area.

### 4.3.3 Resolving conflicts between different types of heritage

A positive starting point for the scheme is that the proposals for conserving the natural and built and archaeological heritage support the creation of a more open landscape: the position of round barrows on prominent ridges and hills indicate an open landscape in the Bronze Age and the long history of military occupation not only maintained but necessitated an open landscape; this of course fits well with the aims of restoring the chalk downland. There is, of course, potential for conflicts, such as the potential impact on bat populations caused by the restoration of military structures, but these can be resolved by consultation with partners and relevant organisations and interest groups.

Reducing the barriers that exist between different groups of heritage professionals to facilitate a more joined-up approach to landscape heritage management is a key aim of the UOTD. We are constantly distinguishing between natural and built heritage, and practitioners and professionals do not always work together when, as illustrated above, their aims are similar. As part of its Partnership structure, the scheme will bring together professionals and amateurs involved in heritage conservation as part of the Landscape Heritage Working Group; this will play a key role in resolving any conflicts between different types of heritage, and in doing so, new, holistic approaches to heritage conservation can be devised.

#### 4.3.4 Meeting conservation standards

Within the Partnership there is a wide-ranging set of skills and experience in landscape heritage management, including bodies with statutory responsibility for heritage conservation. Conservation standards for each type of heritage will be initially achieved through project design and consultation with the relevant bodies and specialists; this will then be followed up by robust project management and monitoring by partners and UOTD delivery staff. Work on the ground will be carried out by specialist contractors with the relevant skills and experience to carry out the work to a high standard, supported by a volunteer workforce. Training will be provided for partnership staff and volunteers to ensure they have the skills required to manage the heritage in the future.



Photo: Dan Tuson

*Lord's Wood, near Lydden*

#### 4.3.5 Management and maintenance

The future management and maintenance of the chalk grassland is a major concern of the scheme and it is why we are creating a grazing scheme in partnership with local farmers. This is crucial to the ongoing sustainability of the management of this important habitat. It is envisaged that by the end of the scheme appropriate grazing levels will be in place on sites managed by the Partnership, delivered in the most part by external graziers. Higher Level Stewardship and trained and skilled volunteers will support the long-term management of the natural heritage.

The above mechanisms will also support the long-term management of the military and Bronze Age heritage, as will a partnership to tackle the issues of anti-social behaviour and crime, which are major causes of the degradation of the military heritage in particular.

All physical works implemented will be backed up by agreements to ensure any improvements are maintained for a minimum period of 10 years.

### 4.3.6 Climate change and effects on the environment

By increasing the extent and connectivity of natural areas and habitats the scheme is helping to mitigate the effects on species of climate change by allowing dispersal of species and support of metapopulations. Increasing the Partnership's and others' ability to manage the landscape sustainably and traditionally will also provide benefits.

The Partnership will ensure that the impacts of climate change are factored into all conservation management planning relating to the area's heritage. To mitigate the impact of the scheme on climate change the Partnership will be energetic, rigorous and innovative in seeking cost effective ways to make sure its operation is low carbon at its heart. When detailing contracts and selecting contractors the methods, carbon footprint, energy efficiency and environmental credentials of proposals to deliver works and the companies themselves will be a key factor.



Road verge near Shuttlesfield

Photo: Richard Haynes

## 4.4 Programme B: Community Participation

Programme B: Community Participation focuses on achieving Aim B:

***Increase community participation in local heritage to make its conservation more sustainable, including developing new audiences and hard-to-reach groups. It also contributes to the delivery of the remaining three specific aims of the scheme***

The following table demonstrates how the proposed activities of this programme will help to achieve the scheme's objectives.

| Action   | Scheme objective delivered |
|--|----------------------------|
| Engage new groups with their local heritage  | 2, 3, 4, 5, 6, 7, 8, 9     |
| Involve local communities, including hard-to-reach groups, in designing a mobile outreach vehicle – the 'face' of the scheme   | 3, 4, 5, 7, 8              |
| Provide a regular presence at local community and Partnership events to increase recognition of, and participation in, the scheme  | 4, 5, 7, 9                 |
| Raise awareness of and celebrate the importance of farmed livestock to the local landscape and people to engage and involve them in the grazing management of the downland | 3, 4, 5, 7, 8              |
| Create a new partnership between local communities, farmers and conservation organisations   | 2, 3, 5, 8, 10             |
| Provide volunteering opportunities for local people to participate in their heritage   | 1, 3, 4, 5, 7, 8, 9, 10    |
| Work with young people to make and promote films about what they value in the landscape  | 4, 5, 7, 8                 |
| Undertake a community-led conservation management plan for the South Foreland Lighthouse   | 1, 3, 5, 8, 9, 10          |
| Support local communities and groups in increasing participation in their local heritage   | 2, 3, 5, 7, 8, 10          |

Table2: Delivery of Programme B activities

### 4.4.1 Target audiences

A number of the projects proposed as part of Programme B will inherently target a wide audience of local people and visitors to the scheme area. To reach out to and engage the widest possible audience can be no bad thing; however, work undertaken during the development stage highlighted that there were groups that are consistently missed by past and current heritage and conservation outreach activities. The UOTD will specifically target the following audiences:

- deprived communities of the urban fringe – these communities live within very close proximity to sites of national and international importance. They are regular users of the heritage and it is essential to engage with them to achieve sustainable heritage management on the urban fringe.
- young people aged 13-19 – a classic hard-to-reach group. Consultation work showed that they use the heritage and value it in their own way but they remain unengaged by traditional methods. Projects will increase understanding about how they value and use the heritage and enable an integrated approach across generations in addressing the different needs and values of the landscape.
- the Gurkha community – Folkestone and Dover have well-established Gurkha communities who are regular users of the local heritage. Gurkhas often walk in the Downs close to the urban centres and consultation work showed that they are keen to find out more about the landscape and heritage. There is an opportunity to increase their understanding while simultaneously increasing understanding of their society and heritage to the benefit of everyone.



Photo: Paul Sampson

*Volunteers working on the Western Heights*

#### 4.4.2 How more people can get involved in conserving the heritage

The UOTD will provide numerous volunteer opportunities for people to get actively involved in the conservation and management of a wide range of the local heritage assets. Participation could involve practical habitat management, surveying for species, recording oral histories or researching the history to increase understanding about a particular bunker or pill-box. The local community will be encouraged to get involved in the production of a community-led Conservation Management Plan for the South Foreland Lighthouse; this project alone will provide novel ways for people to participate. All of the volunteering opportunities will be supported by a full range of training to increase the skills people have to participate and to leave a legacy of knowledge after the scheme ends.

To promote the sustainability of the heritage conservation initiatives, the Partnership will encourage the formation of community-led action groups or 'Friends of' groups, which will provide new ways for people to get involved.

#### 4.4.3 Involving people in decision making

The formation of community-led action groups, as mentioned above, will involve local people in taking ownership of and making decisions about their heritage. A Landscape Heritage Grants programme has been designed to allow local communities to be at the heart of the decision-making process. The outreach and engagement projects proposed by the scheme will provide people with a choice about how they engage with, and participate in, the heritage.

Furthermore, the Partnership structure has been designed to allow people to play a vital role in project monitoring and decision making.

#### 4.4.4 Climate change and effects on the environment

The outreach and participation proposals will have a remit to increase understanding about climate change and the ways that we can mitigate it. The proposals for an outreach vehicle will utilise solar energy to reduce its carbon footprint. This in itself will be a key way to help communicate messages about climate change, sustainability and energy efficiency.

#### 4.4.5 Management and maintenance

Through empowering people to take action to conserve their local heritage and building new partnerships, Programme B has sustainability running through the majority of its project proposals. Some projects, such as making films with young people are expected to run only for the length of the scheme; the Conservation Management Plan will be completed during the scheme, but it is intended that

community involvement will continue in the long term. The same is true for the mobile outreach vehicle: in achieving its outputs and outcomes during the delivery phase the Partnership will be satisfied of its value for money. However, it is firmly the intention that the project will continue after the life of the scheme supported by the Partnership. The delivery of partner and volunteer training to support this project is essential to its longevity.

In order to deliver the proposals for hard-to-reach groups, the recruitment of someone with the skills and experience in engaging with these groups to the position of Community Engagement and Learning (CEL) Manager is essential. The CEL Manager will ensure that the contractors and volunteers have the appropriate skills to undertake the activities proposed.

### 4.5 Programme C: Access and Learning

Programme C is primarily concerned with the achievement of Aim C:

***Increase understanding about the importance of the landscape heritage and the role it plays in people's lives to make its conservation more viable***

It also contributes to the delivery of the remaining three specific aims of the scheme.

The following table demonstrates how the proposed activities of this programme will help to achieve the scheme's objectives.



Photo: White Cliffs Countryside Partnership

Footpath on Cheriton Hill

| Action  | Scheme objective delivered |
|---|----------------------------|
| Create an Access for All path to allow a wider range of people to view the White Cliffs of Dover      | 4, 5, 8                    |
| Involve the local community in designing a gateway structure for the White Cliffs                     | 4, 5, 7, 8                 |
| Provide an education hub for the UOTD at Samphire Hoe   | 3, 4, 5, 6, 7, 8, 9, 10    |
| Physical and intellectual access improvements at Folkestone Warren                                    | 1, 3, 4, 5, 6, 8, 9        |
| Work with the Gurkha community to deliver access improvements on the urban fringe                     | 3, 4, 5, 6, 7, 8           |
| Provide on site interpretation at key sites in the scheme area  | 4, 5, 6                    |
| Develop an interactive website for the scheme   | 3, 4, 5, 6, 7, 8           |
| Deliver an innovative programme of events and talks   | 4, 5, 6, 7, 9              |
| Develop an educational resource with schools and partners   | 4, 5, 6, 7, 8, 9, 10       |
| Develop a new partnership to address the issues of anti-social behaviour and crime in the countryside | 4, 5, 10                   |
| Support local communities in improving access to their local heritage                                 | 3, 4, 5, 6, 8, 10          |

Table 3: Delivery of Programme C activities

### 4.5.1 Improving access without damaging heritage

Increased access to the heritage and an increase in numbers of people visiting sites could cause negative impacts to the heritage if not managed appropriately. The proposals put forward in Programme C have been designed to have a minimal impact on the heritage, while delivering real benefits to people. Two of the proposals, the Access for All path and the education hub, are at sites which receive high levels of visitors but they have the infrastructure to support them and minimise the risk to the heritage.



Photo: National Trust

Langdon Cliffs

Other physical access improvements use existing paths and they will improve the visitor experience helping to ensure visitors follow the desired routes rather than stray and impact on the heritage. The Access for All path, for instance, will formalise a popular route, thereby reducing the path's spread, helping to protect the heritage while making it more accessible to people.

The Safer Landscapes project will help to reduce illegal access to the countryside and damage to heritage. Furthermore, the projects to increase intellectual access and education will emphasise the importance of responsible use of the heritage, as will the proposals for community participation in Programme B.

The Partnership will ensure that physical access improvements and materials are in keeping with individual sites as well as the wider landscape; this will involve consultation with statutory bodies as appropriate. The *Kent Downs AONB Landscape Design Handbook* will guide decisions about the design of access improvements.

### 4.5.2 Improving access to different aspects of the heritage

Not all of the important heritage assets in the UOTD area are readily accessible to the public. Some of the heritage assets are potentially dangerous, sensitive to disturbance and high visitor numbers, intangible or logistically and economically challenging for sections of the population to visit. To overcome barriers such as these, the scheme will provide a wide range of interpretive material and use a range of media to allow different groups of people to access the heritage. The UOTD website will be crucial in achieving this, as will the programme of talks and events and other printed material. The Education Hub at Samphire Hoe will also provide information about the different types of heritage and how they can be accessed; this will be augmented by the provision of 'living' interpretation, where trained volunteers will explain the story of the landscape to visitors.

The *Landscape Discovery* brochure will provide information about sites that are suitable for visitors within the scheme area. This will include information on the facilities available, the difficulty of the terrain and provisions for access, as well as information about the heritage. This information will be available online and as a printed copy.

### 4.5.3 Opportunities to learn about and understand the heritage

The UOTD will provide opportunities for both formal and informal learning. The scheme will develop an educational resource based on the variety of heritage with Partners and school teachers for both primary and secondary schools in the area. This will provide opportunities for both school children and teachers to learn about their local heritage.



Rockpooling at St. Margaret's Bay

Photo: Anita Luckett

The Landscape Discovery programme will provide ways for people to get actively involved in learning about their local heritage; whereas the provision of onsite interpretation will be designed to pique people's interest in the heritage and prompt them to find out more either through the website or one of the Landscape Discovery events. The opportunities for people to learn in an active way are not restricted to the proposals for Programme C; they are present in all three of the other programmes learning about the heritage and gaining new skills are a cornerstone of the scheme's participation proposals.



### 4.5.4 Climate change and effects on the environment

The proposals for increasing access and understanding about the heritage will have climate change as a key message. Promotional literature will make it clear how people can access heritage sites using public transport or by other sustainable means. The Landscape Discovery programme will promote routes from town centres, train stations and bus routes to reduce people's reliance on cars to access the heritage.



*A20 portal*

Photo: Nick Delaney

### 4.5.5 Management and maintenance

As with Section 4.4.5 the CEL Manager will be responsible for ensuring that contractors, partners and volunteers have the necessary skills to deliver projects to an appropriate standard. The educational resource will be developed early in the scheme with partners and schools, and then promoted and used for the duration of the scheme. This will increase the chance significantly of the resource being used once the scheme ends its delivery phase.

The proposals for physical works will be managed and maintained as outlined in Section 4.3.5.

## 4.6 Programme D: Training and Skills

Programme D is primarily concerned with the achievement of Aim D:

***Increase the skills and knowledge of local communities and partners to help them to conserve and promote the landscape heritage and to provide a legacy to the scheme***

It also contributes to the delivery of the remaining three specific aims of the scheme.

The following table demonstrates how the proposed activities of this programme will help to achieve the scheme's objectives.

| Action  | Scheme objective delivered |
|---|----------------------------|
| Work with disadvantaged young people in practical conservation to achieve qualifications and skills | 1, 4, 5, 6, 7, 8           |
| Provide apprenticeships in Environmental Conservation   | 1, 5, 6, 7, 8, 10          |
| Provide training in heritage skills to support other delivery programmes                            | 1, 3, 4, 5, 8              |
| Provide training in heritage skills for local communities   | 4, 5, 6, 8                 |
| Provide training for partners and delivery staff  | 7, 8, 10                   |
| Support local communities in making decisions about their heritage by providing training and skills | 3, 5, 8, 10                |

Table 4: Delivery of Programme D activities.

### 4.6.1 Training to be provided and who will benefit

The UOTD will provide a range of training that will benefit different groups. Two of the proposals will be targeted at young people aged between 14 and 18; a further programme will support and enhance the other delivery programmes and projects and those targeted by and participating in them; and a suite of training opportunities will be available for local communities to gain traditional skills and those that benefit the heritage. There will also be training opportunities specifically for partners and delivery staff to enhance their skills and knowledge.

Further training will be provided to support local communities in making decisions about their heritage through the Landscape Heritage Grants programme (LHG).

For a full list of the training being provided through the scheme, see pages 248 – 252.

### 4.6.2 Training for young people

The training for young people will give them practical experience of landscape management and help them work towards a City and Guilds NPTC Entry Level Certificate in Skills for Working Life – Land-based (land and plants) and a City and Guilds Level 2 Certificate/Diploma in Work-based Environmental Conservation.

As a potential end point for those partaking in the above, the scheme will offer apprenticeships in Environmental Conservation. Apprentices will work towards an NVQ Level 2 in Environmental Conservation as well as the experience of working within the Partnership for a year and further accredited training to help them in their future employment, such as NPTC certificates in chainsaw, brushcutter and pesticides use.



Photo: DDC

*Young trainee*

### 4.6.3 Training to support delivery programmes

There is a wide range of training proposed for partners and volunteers to support the delivery of projects in the other programmes. This training is intended to provide these audiences with the skills to deliver and will help to ensure the sustainability of projects. A wide range of training is being offered; it is largely accredited through the training provider, although some courses will need to be designed to meet the specific needs of projects and the scheme. In these instances formal accreditation will be included as part of the design.

In the case of the LHG, applicants will be asked to identify any training they require to deliver their proposals. The scheme will fund courses deemed relevant to applications.

#### 4.6.4 Training in local heritage skills

Training to introduce local communities to all aspects of the heritage and the skills needed to conserve it will be provided and will be open to everyone. The exact nature of the courses provided will evolve during the life of the scheme as a better picture of the communities' needs becomes apparent; however, there will be a focus on providing training in traditional heritage skills to give people a greater understanding and empathy for the landscape along with the skills to conserve and enhance it. The nature of accreditation will depend upon the course but all attendees will receive a minimum of a certificate of attendance and they will be encouraged to participate further in the scheme.

#### 4.6.5 Training for staff and partners

To a large degree, training for staff and partners will depend on the needs of the individuals involved. Nevertheless, an emphasis will be placed on training that will increase the skill set of the partnership and therefore the sustainability of the projects delivered through the scheme.

#### 4.6.6 Management and maintenance

The quality of the training will be assessed by feedback forms. The UOTD delivery team will monitor the standard and quality of the training provided, ensuring that partners and local communities have the skills necessary to manage the heritage. An element of the partner training will be to train partners to train, thereby ensuring that the Partnership has the ability to continue to provide training after the scheme ends.