

CUILCAGH TO CLEENISH

a great place



Final Evaluation

October 2018 – September 2021

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Report prepared by



The Cuilcagh to Cleenish: A Great Place Project is supported by the National Lottery Heritage Fund and Fermanagh and Omagh District Council. The project is being delivered in partnership by Outdoor Recreation Northern Ireland (lead partner), Cleenish Community Association, Killesher Community Development Association and Fermanagh and Omagh District Council through the resources of the Marble Arch Caves UNESCO Global Geopark.

Acknowledgements



Following on from the Year 1 and Year 2 Summary Review reports for the Cuilcagh to Cleenish: A Great Place (C2C) Project, Outdoor Recreation Northern Ireland (ORNI) has appointed Insight Solutions to undertake a final evaluation of the project.

This final evaluation report focusses on the achievements of the C2C Project in its 3-year lifespan (October 2018 – September 2021). It assesses the impact of the project and outlines if it has met its anticipated outcomes, aims and objectives. Furthermore, a Social Return of Investment (SROI) analysis has been undertaken to provide an independent assessment of the social value created because of the C2C Project.

From the outset it was clear that this project was destined for success due to the diligence taken in investing in and developing the appropriate governance and management structures. This collaborative model was underpinned by a clear understanding of what each partner was bringing to the project, with knowledge, skills and experience used to best effect.

C2C has built on the existing strong appetite for local heritage which exists within the area. Building on the community-led work of the award-winning 'Battles, Bricks and Bridges', 'Making it Home' and the refurbishment of Tully Mill projects it went further to engage even more widely with people, build local capacity and deliver an extensive range of high-quality heritage and cultural programmes and activities. More importantly, it has been championed and led by local people who have

been the foundation of its success. Local volunteers playing a proactive role in shaping and delivering projects has been the hallmark of C2C. The work undertaken has helped connect local people of all ages to the local natural, built, archaeological and cultural heritage of the beautiful footprint area. It has inspired a new vision for how local heritage and culture can be showcased and celebrated in developing sustainable, vibrant, and healthy rural communities.

In our experience, many funded programmes are time bound and often leave a void when they come to an end, despite the best efforts of everyone involved. C2C is different in this regard because it leaves a legacy of ideas and defined projects which can now become a focus for the local community to advance in the future. Critically, local skills have been built and relationships between key statutory partners and local communities are now well established, which will undoubtedly help bring future projects to fruition.

Insight Solutions would like to acknowledge the project partners and local people who have generously given their time to help us tell the story of C2C. Your passion, commitment and dedication to this project has been inspiring. Having a close personal insight into the C2C project over three years has been a great privilege for our team and has reminded us of the power of local people united by a common purpose.

Fergal O'Donnell
Director, Insight Solutions

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Senior Consultant, Insight Solutions

Executive Summary



1.0 Introduction

The *Cuilcagh to Cleenish: A Great Place Project* (C2C, the Project) is a three-year project (October 2018 – September 2021) supported by the National Lottery Heritage Fund and Fermanagh and Omagh District Council (FODC) and delivered in partnership with Outdoor Recreation NI, Cleenish Community Association, Killesher Community Development Association and FODC through the resources of the Cuilcagh Lakelands UNESCO Global Geopark.

2.0 Approved Purposes

The project has focussed on connecting people and communities in south-west Fermanagh through community-led heritage, culture, and outdoor recreation initiatives to deliver the strategic actions of local authorities, working towards meeting the following approved purposes:



Connect the communities of Cleenish, Bellanaleck, Arney and Killesher and create a demonstrable pilot of how a community-led project can combine heritage, culture and outdoor recreation to deliver strategic actions of local authorities



Develop a community trail network plan and set of 'meanwhile' heritage projects through the project's lifetime



Create a management group for project delivery and develop proposals for sustainability leading to a step-change in partnership working in the area



Share learning from the project locally, regionally and internationally and sustain the benefits for local communities within the C2C: A Great Place area



Appoint a delivery team including a Project Manager, Project Administrator, Community Trail Officer and Local Co-Ordinator

Figure 1: Approved Purposes

3.0 Project Management

The C2C Project has been one focussed on partnerships, with a collaborative approach underpinning its approach. The Project consisted of five key stakeholders:

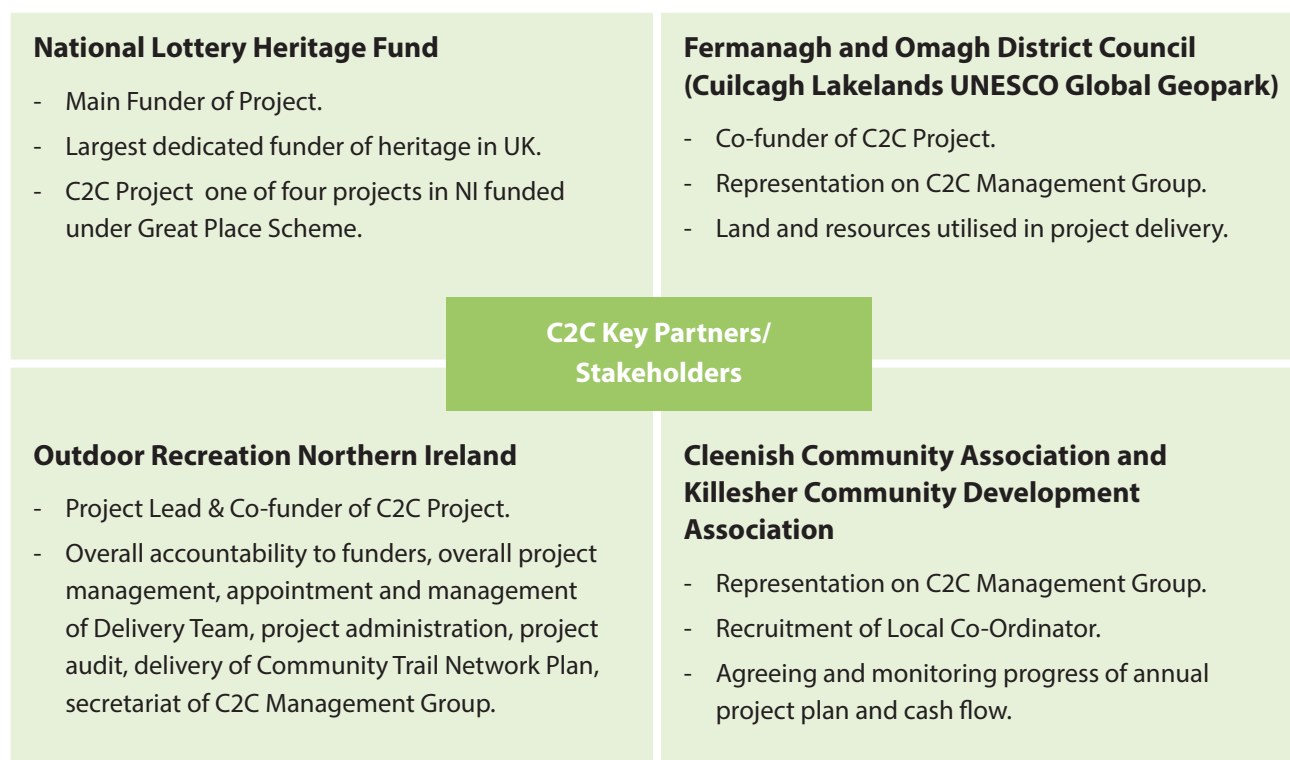


Figure 2: Project Management

In Year 1 of C2C, a Delivery Team was appointed consisting of a Project Manager, Project Administrator, Community Trail Officer and Local Co-Ordinator, with the staff team remaining consistent for the duration of the C2C Project.

4.0 Strategic Fit

The C2C Project links with the strategic actions outlined in the Fermanagh and Omagh District Council's Community Plan 'Fermanagh and Omagh 2030' under the following three themes:

'People and Communities' – C2C has contributed to helping communities become more inclusive, resilient and empowered – strengthening community infrastructure, increasing community interaction, and allowing communities to make decisions and real change.

'Infrastructure and Skills' – The C2C Project, through the development of its Community Trails has contributed to better physical infrastructure which has enhanced connectivity between communities and to the natural and built heritage

of the area. The development of Meanwhile Projects and Community Trails within C2C has been a result of strengthened community collaborations and partnerships and participants of the project have been able to develop skills relating to heritage, history, culture, crafts, traditions, volunteering and management.

'Environment' – The C2C Project has allowed for the environment in the footprint area to be better managed and taken care of. Local people understand the importance of the local landscape and built heritage and therefore are better equipped to manage and maintain these. The area has been greatly improved through the development of trails and local people have been encouraged and empowered to develop projects which focus on accessing, celebrating, and conserving the environment.

Furthermore, the Project has contributed to the strategic actions outlined in the FODC Corporate Plan, ensuring:

- The natural environment and built and cultural heritage are enhanced and sustainably managed;
- Communities are inclusive, safe, resilient, and empowered;
- Contributions made towards a thriving economy through increased tourism and stronger rural economies.

Alongside the fit to local strategic plans as outlined above, the C2C Project has also aligned with the Strategic ambitions of the Cuilcagh Lakelands UNESCO Global Geopark and The Council of Europe's Faro Convention.

5.0 Evaluation Methodology

To date, two Summary Review evaluations have been completed for the C2C Project (Year 1 – 2018/19 and Year 2 2019/20) and an overall Final Evaluation Report which reflects Year 3 (2020/21). Evaluation methods included meetings with C2C Delivery Team, Management Group, Project Partners, surveys disseminated to participants and stakeholders and reviews of secondary materials. Within evaluation reports, in-depth accounts of project successes, challenges and recommendations were presented.

C2C AT A GLANCE

IMPACT

- SROI of £1:£12 - For every pound invested in the C2C project approximately £12 of social value is created.
- 99% of participants rated the C2C Project as 'excellent' or 'very good'.
- 94% felt the C2C Project was either 'extremely important' or 'important' for their community.
- 94% 'strongly agreed' or 'agreed' that the C2C Project allowed them to be more involved in their local community.
- 98.5% 'strongly agreed' or 'agreed' that the C2C Project allowed them to feel more connected to local heritage/history.
- 98.5% 'strongly agreed' or 'agreed' that the C2C Project allowed them to develop knowledge of local heritage/history.
- 96% 'strongly agreed' or 'agreed' that the C2C Project helped them learn more about local traditions.

COMMUNITY TRAILS

- 2 New Community Walking Trails complete.
- Phase 1 and Phase 2 of Arney River Canoe Trail in development.
- Phase 3 of Arney River Canoe Trail shovel ready.

MEANWHILE PROJECTS

- 18 Meanwhile Projects successfully delivered.
- 1650 + people engaged in 18 Meanwhile Projects.
- 8000+ digital engagements.

FUNDING SECURED

- Additional £353,325 external funding secured.

VOLUNTEERS

- 105 volunteers delivered 324.5 volunteer days.
- Volunteer contribution worth £42,150.
- Non cash contribution from GeoPark Team worth £37,800, equivalent to 88 days of professional time.

LEGACY

- Digital Legacy provided by C2C.org.uk
- Legacy Plan in place.

6.0 Project Achievements and Impact

6.1 Meanwhile Projects

Partner	Overview
Year 1	<ul style="list-style-type: none"> - Heritage Audit prepared outlining areas of built, natural and archaeological importance. - Community Archaeological Dig carried out at Arney Fort. - 8 x History talks delivered by a variety of experts. - Going Underground musical and storytelling concert in Marble Arch Caves. - Give it a Go Projects including 3D modelling, 2 x Arney canoe trips and 2 x natural heritage walks.
Year 2	<ul style="list-style-type: none"> • 4 x History talks delivered by a variety of experts • Give it a Go Projects including 2 x canoe trips and 1 x natural heritage walk • Artsland – Schools arts programme - ‘Ellen Cutler’s Dresser’ and ‘Boyle Cutler Glassie and the Ceili Wake’, a visual art piece and play, respectively. • Memory Map (https://www.c2c.org.uk/C2Cindex.html) developed and launched as an online interactive resource featuring interviews, recordings and films made by and with local people allowing users to connect with and learn about 110+ local historical and cultural events and their locations in the landscape. • ‘Cuilcagh to Cleenish: A Great Place’ Short Film - developed for National Heritage Week 2020 showcasing the area’s rich landscape and heritage. Awarded County Award.
Year 3	<ul style="list-style-type: none"> • Local History Cluster – Bellanaleck History group and Killesher History Group produced two important publications. “Nixon Hall: The Rise and Mysterious Demise of a Late Georgian Manor House” was researched and written by Marion Maxwell with assistance from the group, and “Bumblebees, Bicycles and Tilley Lamps” was researched and written by Dr Barbara Graham and Dr Lyn McKerr with voluntary support, research, and coordination of interviewees from the Killesher History group. • Shared Education Programme – Delivered by Cuilcagh Lakelands UNESCO Global Geopark staff and ambassadors, 160 P6 and P7 children from four local schools engaged with and learned about their local heritage through a combination of indoor and outdoor heritage based activities including a journey along the proposed Arney River Canoe Trail. • Legacy - As part of its commitment to legacy planning Cuilcagh to Cleenish produced a discussion document to stimulate debate about furthering the principles and values of both the Faro and European Landscape Conventions to bring together cross-border rural communities and statutory sector partners to develop and deliver a unique heritage-led regeneration and place-making programme on a landscape scale around Cuilcagh mountain. • Local Bells – seven local church bells recorded in situ with recordings integrated within C2C Memory Map. • Partnership with Catchment Care to record and film 12 natural heritage sound recordings of the Arney Catchment area. • Design of interpretation panels based on local history and culture with links to Memory Map.

Table 1: Meanwhile Projects

6.2 Community Trails

Partner	Overview
Year 1	<ul style="list-style-type: none"> - Community Trail Plan – developed through extensive community consultation, desk research and fieldwork. 11 potential Trails identified to progress to feasibility assessment stage. - Arney Battlefield Trail – 1.9 km walking trail 'shovel ready'¹ by end of Year 1 with funding applications submitted. - Nixon Hall Trail – trail concept completed with further negotiations required to take trail forward. - Arney River Canoe Trail - trail concept completed with further negotiations required to take trail forward.
Year 2	<ul style="list-style-type: none"> • Arney Battlefield Trail – £94,000 secured from National Lottery Heritage Fund and £50,000 from DAERA Environmental Fund Capital Challenge Competition. • Nixon Hall Trail – 2.5 km walking trail 'shovel ready' by end of Year 2 and funding application submitted. • Arney River Canoe Trail – progressing design of 4 access points, ecological studies completed landowner / statutory agency permission received in principle. Funding application made to Catchment Care Community Incentive Scheme for Old Arney Bridge Canoe Step.
Year 3	<ul style="list-style-type: none"> • Arney Battlefield Trail – 1.9km walking trail complete. • Nixon Hall Trail – 2.5km walking trail complete. £81,600 funding secured from Department of Agriculture, Environment and Rural Affairs – Tackling Rural Poverty and Social Isolation Programme and £24,326 – Fermanagh and Omagh District Council via Landfill Communities Fund • Arney River Canoe Trail – <ul style="list-style-type: none"> - Phase 1 – Old Arney Bridge to Bellanaleck – permission in place to utilise existing facilities at Rosssdoney Quay, Corrigan's Shore and Bellanaleck Marina. £21,404 Funding secured from Catchment Care Community Incentive Scheme for canoe steps at Old Arney Bridge. Landowner permission in place (subject to final licence agreement). - Phase 2 – Boheveny to Old Arney Bridge –Boheveny Access point design complete, landowner permission in place (subject to final licence agreement) and planning permission submitted. £42,496 funding secured from Department of Agriculture, Environment and Rural Affairs – Environment Challenge Competition and £7,499.25 – Fermanagh and Omagh District Council via Landfill Communities Fund - Phase 3 – Boheveny to Belcoo – Cottage Lawn (Belcoo) access point and downstream weir portage design complete, landowner permission in place (subject to final licence agreement) and planning permission submitted. - Phase 4 – Belcoo to Lower Lough MacNea – no further works required in NI, Leitrim County Council engaging with FODC re cross-border potential.

Table 2: Community Trails

¹ The term 'shovel ready' means the trail project is ready to progress was funding is secured i.e. design complete, all necessary permissions are in place (e.g. planning, landowner permission), management roles agreed (for C2C Trail projects FODC agreed to manage, maintain and ensure trails with local community groups entering into a Service Level Agreement to assist with inspection and basic maintenance).

7.0 Impact

C2C Project Impact	
Community	Connecting to the Community <ul style="list-style-type: none"> - Community engagement has been a priority throughout the project; - Representation on Management Group of local groups allowed for project to be built on existing relationships; - Many members of the community connected through Meanwhile Projects and events and activities on offer; - Local people have built relationships with each other, formed new friendships and strengthened existing connections; - Local people feel more connected to each other through shared heritage, history and culture; - Cross community interaction has been increased; - Community infrastructure and local groups have been strengthened with existing community groups working collaboratively with new member engagement; - Local people have availed of volunteering opportunities.
Place	Connecting to Place <ul style="list-style-type: none"> - Community Trail Development has allowed people to experience better connection to place; - Community connections have led to the development of physical connections via the landscape; - Trust built between community and landowners, allowing land to be accessed; - Better sense of understanding of heritage, history and culture associated with the area – allowing people to feel more connected to their local area.
	Education and Skills <ul style="list-style-type: none"> - People involved in project have had the opportunity to learn about heritage, history and culture; - Project has opened a new audience to heritage focussed activities happening in the area and has allowed people to feel a new sense of belonging; - Skills developed in many areas of heritage and history with experiences including canoeing, nature walking, arts, archaeology, music and outdoor recreation; - Intergenerational opportunities and work with local schools; - Development of skills and awareness will be key part of project legacy.
	Better Understanding <ul style="list-style-type: none"> - People have experienced a better understanding of and connection to their place and surroundings; - People instilled with sense of pride and appreciation of their heritage and local area; - Placemaking on a landscape scale – interactive and community-led approach who have been able to better understand and reimagine existing places, spaces and sites; - Better understanding of how communities can engage with and enhance the landscape around them.
	Preserving and Protecting Heritage, History and Culture <ul style="list-style-type: none"> - Better awareness, understanding and exposure to heritage, history, culture and the landscape will lead to areas being better protected and preserved; - Increased sense of connection and pride in area, community empowered to protect and enhance the area for future generations; - Community sense of ownership leading to upkeep and management of trails; - Strengthened community infrastructure leading to further projects focussed on heritage, history and culture.

Table 3: C2C Impact

8.0 Social Return on Investment

Social Return on Investment (SROI) is an outcomes-based measurement tool for measuring and communicating the broad concept of value that incorporates social, environmental and economic impacts. SROI produces a description of how a project creates value and a ratio that states how much social value (in £) is created for every £ of investment.

This SROI sought to engage key stakeholders involved in the C2C Project across this 3 year evaluation process and account for the value created by activities and the inputs that made that activity possible.

TOTAL PRESENT VALUE (PV)	£4,643,759
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NET PRESENT VALUE (PV minus investment)	£4,263,809
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SOCIAL RETURN	£1: £12
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To summarise, for every pound invested in the C2C project approximately £12 of social value was created.

9.0 Looking Ahead

The final legacy action of the C2C Project was to explore the potential for the development and delivery of similar community-led heritage activities through a new cross-border project within a 10-mile radius around Cuilcagh Mountain, so that it can be a connected landscape where people are proud of their history and culture. The development of this project has been a significant achievement of the C2C Project, which has acted as a catalyst pilot project for future community-led heritage projects on a wider scale (both in Northern Ireland and further afield). The project has encouraged and empowered local people to suggest ideas or activities which promote, preserve and celebrate the heritage and culture of their communities around Cuilcagh Mountain and has helped enhance local rural community development by connecting people to their built, natural, cultural and archaeological heritage. This project, which was enabled by the successes of the C2C Project has given local people a leading role in shaping and delivering a plan of heritage activities which are meaningful to them and will be a powerful legacy product and the catalyst for much more heritage-focussed activity in the future.

Alongside the Legacy Project, the legacy of the C2C Project will impact communities for years to come through the development of skills, exposure to heritage focussed activities and the implementation of community-led trails which will connect communities physically and socially.

10.0 Conclusion

The C2C Project can be deemed a remarkable success in its 3 years of project delivery. The project has acted as a trailblazer and has demonstrated to communities and individuals involved the possibilities of heritage-focused projects and how powerful the partnerships of communities working together can truly be in leveraging both experiences and physical infrastructure. Those involved have been able to build skills, understand and reimagine their heritage, history and culture and develop relationships through mutual interest in place and surroundings.

Through the extensive offering of exciting projects, participants have taken part in projects of interest, tried new things, developed friendships, gained skills and connected with their local heritage, history and culture. Alongside this, individuals have experienced improved mental and physical wellbeing as a result.

The work completed in community trail development has been remarkable within a relatively short-scale time period. The passion and drive of the C2C Delivery Team and Management Group who have gathered the support and enthusiasm of the local communities and landowners have allowed their ambitions to come to fruition. Significant progress resulting in trails on the ground being launched in Autumn 2021 show the drive and determination of the C2C Project team and the communities within the project area.

The legacy of the C2C Project will not only be demonstrated through the communities who are more skilled, knowledgeable, and enthused to showcase, access, protect and conserve their local heritage, but also through the trail infrastructure which has been developed on the ground and which will be utilised by people of all ages and backgrounds for many years to come.

1.0 Introduction



1.1 Cuilcagh to Cleenish: A Great Place Project

The *Cuilcagh to Cleenish: A Great Place Project* (C2C, the Project) is a three-year project (October 2018 – September 2021) supported by the National Lottery Heritage Fund and Fermanagh and Omagh District Council (FODC) which prioritises connecting people and communities in south-west Fermanagh through community-led heritage, culture, and outdoor recreation initiatives to deliver the strategic actions of local authorities.

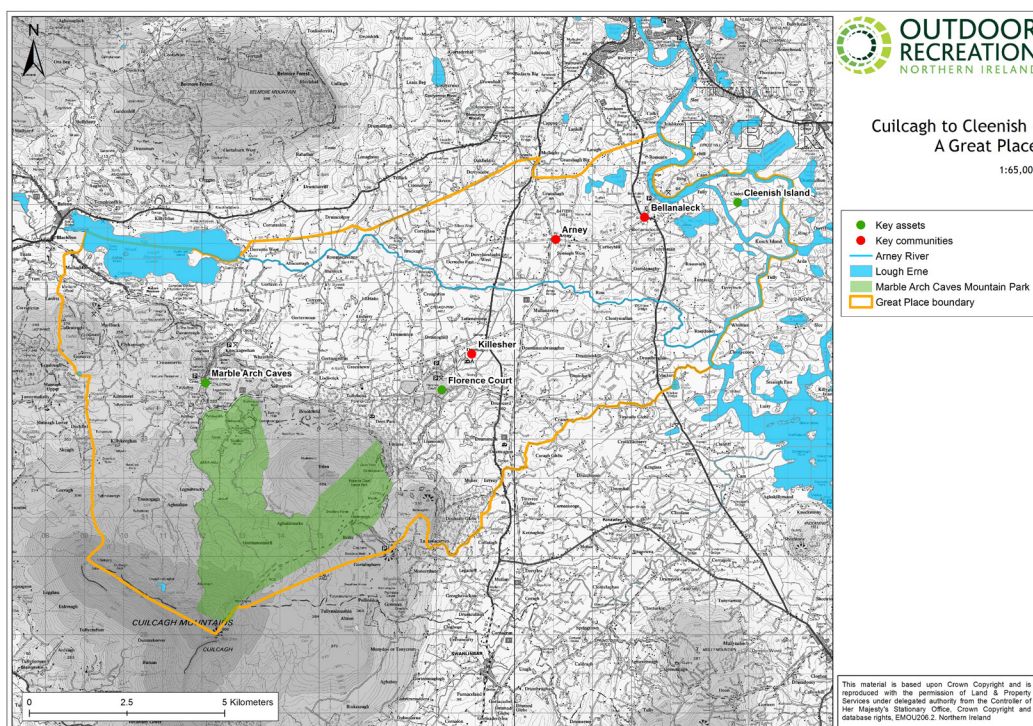
The Project was delivered in partnership with Outdoor Recreation Northern Ireland (ORNI), Cleenish Community Association, Killesher Community Development Association and FODC through the resources of the Cuilcagh Lakelands UNESCO Global Geopark.

The focus of the National Lottery Heritage fund 'Great Place' Scheme is putting heritage and culture at the heart of local visions across 4 areas of Northern Ireland, with Cuilcagh to

Cleenish one of the areas in focus. The overarching aim is to help communities make step changes in the contribution of heritage to those places, and work towards ensuring heritage and culture are embedded in future plans.

1.2 Area in Focus

The C2C Project was based in west County Fermanagh, approximately 7 miles from Enniskillen. Its focus area extended from the top of Cuilcagh mountain on the Fermanagh/Cavan border to Cleenish Island on the shores of Upper Lough Erne. The area includes attractions/sites such as the Cuilcagh Lakelands UNESCO Global Geopark, the National Trust's Florence Court, the Arney River and several rural communities including Killesher, Arney and Bellanaleck. Whilst the tourist attractions outlined above, alongside the popular waterways of the County Fermanagh area, attract significant tourism to the south-west Fermanagh area, the C2C Project was driven by the fact that the area between Cuilcagh Mountain and Cleenish Island contains significant historical, heritage and cultural meaning but is often overlooked.



1.4 Key Partners

Throughout the duration of the C2C Project, the key partners and stakeholders have remained consistent. The diagram below provides an outline of key partners and their role.

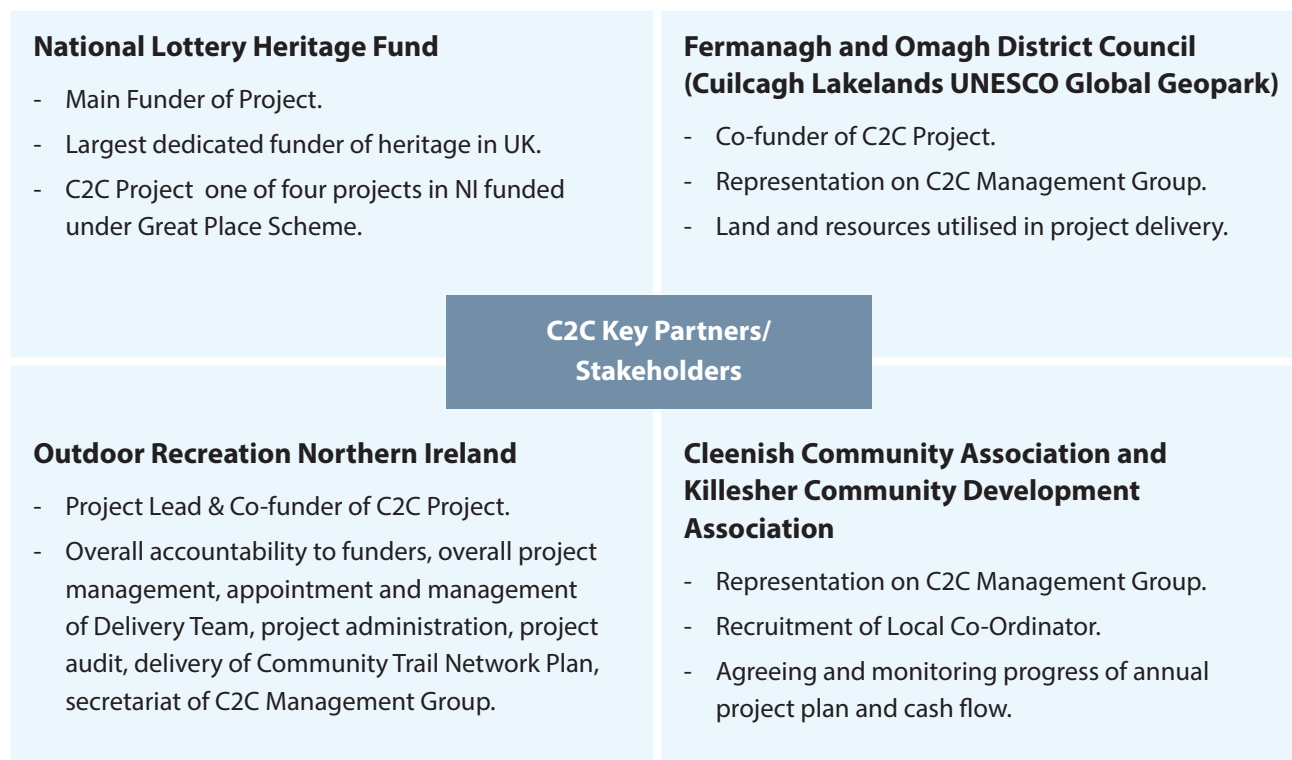
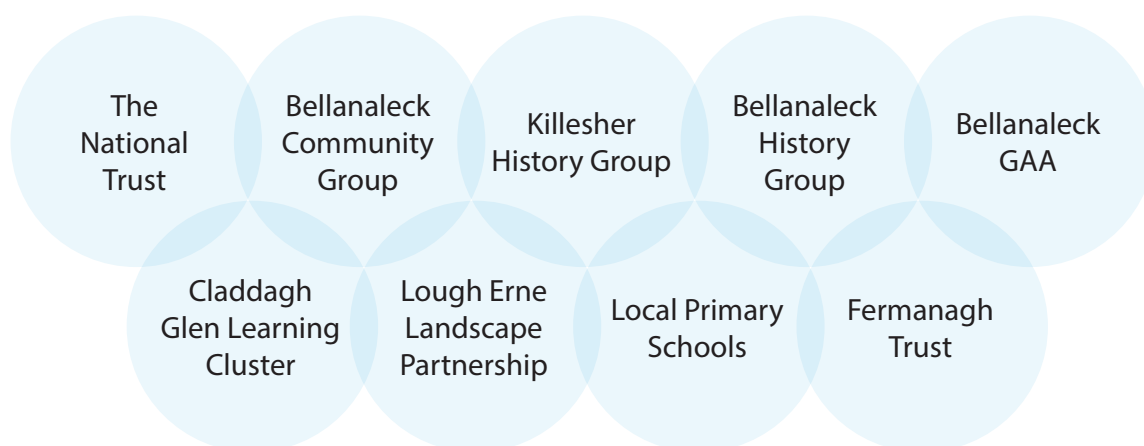


Figure 6: Key Partners

Throughout the duration of the project, a wider network of stakeholders was established including:



It is important to note that the rural communities within which the C2C Project operated had led on and delivered previous heritage-based activities and projects which allowed C2C to be built on a strong foundation with a partnership consisting of confident and enthusiastic groups. The communities of Arney, Bellanaleck and Killesher have been active on the delivery of the award-winning 'Battles, Bricks and Bridges' programme, the 'Making it Home' project and the redevelopment of Tully Mill – all of which were complex projects requiring significant management and voluntary investment. Alongside these projects, the communities involved in C2C have also:

- Built strong relationships with anthropologist Henry Glassie and delivered folklore projects
- Identified the site of an important 16th century battle.
- Led on the discovery of a 2700-year-old late bronze age sword.
- Identified, listed and conserved an early 17th century Plantation bridge.
- Reconnected local people to extensive social and industrial heritage of the areas' traditional brickmaking; and
- Published research into the history of WWI veterans living on Cleenish Island.

Alongside the strong community infrastructure, it is important to note the vital role of ORNI in the C2C Project. Not only have ORNI taken responsibility for overall management, staffing, administration and audits as outlined above, but they have been a key driving force behind the C2C Project, especially in relation to community trail development. ORNI, through their team of specialists, have not only allowed communities

to envisage trail development and presented them with opportunities to make change within communities, but have helped drive forward this development through experience, knowledge and expertise. ORNI has taken community trail plans to fruition and lever vital funds to ensure project deliver, all whilst allowing communities to continue C2C Project delivery and community engagement on the ground.

1.5 Management and Staffing

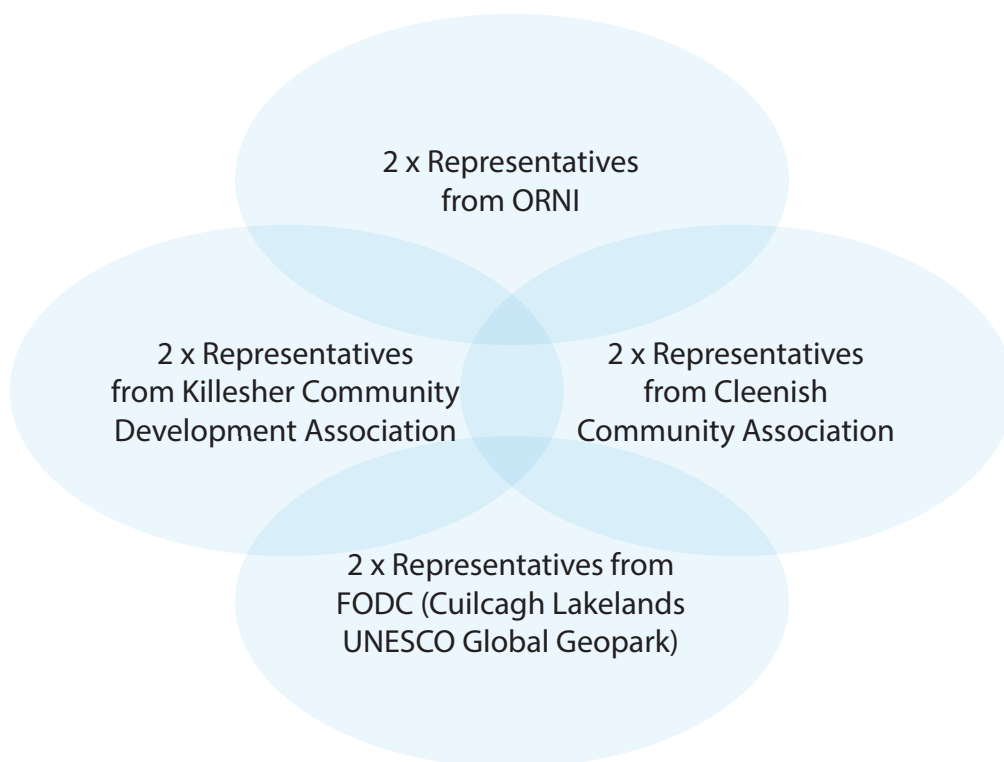
1.5.1 Staff Team

In Year 1 of the C2C Project, ORNI appointed a C2C Delivery Team including a Project Manager, Project Administrator, Community Trail Officer and Local Co-Ordinator. All roles bar the Local Co-Ordinator role were filled through internal recruitment of ORNI Staff. The Local Co-Ordinator role was tendered externally with a candidate appointed to the role in November 2018. ORNI placed significant importance on recruiting an individual with local insight and knowledge who could efficiently and effectively manage relationships and co-ordinate activity 'on the ground', assisted by the strategic support from ORNI who remained responsible for financial management, governance, insurance, reporting, monitoring and other administrative duties. The C2C staff team has remained consistent throughout the duration of the project. This continuity has been another important factor in the success of C2C, providing for relationships to be forged across the 3 years with key personnel.



1.5.2 C2C Management Group

A C2C Management Group was developed in Year 1 of the C2C Project and consists of the following:



Figures 7: Management Group

The C2C Management Group has continued to meet on a quarterly basis throughout the duration of the C2C Project. As outlined previously, this collaboration of local volunteers, local authority representatives and a key regional not-for-profit organisation in ORNI has been a remarkable success. There

has been clearly time invested in nurturing the relationships between all these stakeholders, galvanising a spirit of partnership working based on mutual respect, openness and transparency.



1.6 Local Strategic Fit

In order to assess true impact, it is important to analyse the strategic actions of local authorities which the project aims to deliver on as part of its approved purposes. Below outlines the FODC Community and Corporate Plan and how the C2C Project fits with the desired outcomes of both.

Fermanagh and Omagh District Council Community Plan 'Fermanagh and Omagh 2030		
Strategic Theme	Outcome	C2C Fit
People and Communities	<p>'Older people live more independent, engaged and socially connected lives'</p> <p>'Our communities are inclusive, safe, resilient and empowered'</p>	<ul style="list-style-type: none"> - Strengthened community infrastructure. - Increased community interaction. - Communities empowered to make decisions and change.
Infrastructure and Skills	'Our district is better connected'	<ul style="list-style-type: none"> - Trails enhancing connectivity of area. - Collaboration between people and groups.
Environment	<p>'Our outstanding natural environment and built and cultural heritage is sustainably managed and, where possible, enhanced.'</p> <p>'Our district is an attractive and accessible place.'</p>	<ul style="list-style-type: none"> - Better understanding of local heritage. - Better management of local heritage and historic sites. - Greater awareness of importance of history/heritage in area. - Improved accessibility through trails. - Increased pride in area.
Fermanagh and Omagh District Council Corporate Plan		
Strategic Theme	Outcome	C2C Fit
(i) We will seek to contribute positively to environmental wellbeing;	'Our outstanding natural environment and built and cultural heritage is enhanced and sustainably managed.'	<ul style="list-style-type: none"> - Improved accessibility through trails. - Increased pride in area. - Increased awareness of environmental footprint and impact
(ii) We will seek to improve local services for people and communities through a more efficient and innovative approach;	<p>'Our communities are inclusive, safe, resilient and empowered.'</p> <p>'Our people are healthy and well – physically, mentally and emotionally.'</p>	<ul style="list-style-type: none"> - Strengthened community infrastructure. - Wider offering of community initiatives. - Stronger, more empowered communities. - More physically active communities through Trail implementation and Project attendance.
(iii) We will seek to further develop and grow our local economy	'Our economy is thriving, expanding and outward looking.'	<ul style="list-style-type: none"> - Increased tourism benefitting business and economy. - More skilled communities and individuals. - Stronger rural economies.

Table 4: Strategic Fit

Alongside the fit to local strategic plans as outlined above, the C2C Project has also aligned with the Strategic ambitions of the Cuilcagh Lakelands UNESCO Global Geopark, who are a partner in the project. In its Development Plan, the Geopark outlines 18 objectives within 6 strategic pillars:

Strategic Pillar	Objectives	C2C Fit
Cross-Border Governance	<ol style="list-style-type: none"> 1.1 Embed seamless cross-border governance, management, planning, finance and communications systems. 1.2 Empower and support the cross-border Geopark team. 1.3 Foster a culture of collaboration and engagement within the team, with and across the councils and with external stakeholders. 	<ul style="list-style-type: none"> - Encouragement of partnership and collaborations between key partners including FODC, Geopark, ORNI and local groups.
Stakeholder Engagement	<ol style="list-style-type: none"> 2.1 Build support for and understanding of the role and value of the Geopark within Fermanagh & Omagh District Council and Cavan County Council. 2.2 Build partnerships and relationships with other public bodies, statutory agencies and funding organisations. 2.3 Increase the sense of ownership of and commitment to the Geopark by local communities and businesses, facilitating and enabling them to leverage social and commercial opportunities from the designation. 	<ul style="list-style-type: none"> - Geopark highlighted as a vital heritage asset within the C2C Project area; - Partnerships developed between Geopark, ORNI, FODC and local groups; - Funding leveraged through C2C Project in collaborative, partnership approach; - Geopark opened to community in Meanwhile Projects including Going Underground project (outlined further later in this report) with sense of ownership given back to community; - Local community shown potential of Geopark in heritage, history and culture focussed projects, events and activities.
Education	<ol style="list-style-type: none"> 3.1 Become an exemplary leader in the delivery of environmental education and outdoor learning within the pre-school, primary, secondary, tertiary, further education and lifelong learning sectors on the island of Ireland. 3.2 Develop mutually beneficial relationships with universities and research institutions nationally and internationally. 3.3 Create enjoyable and tangible learning opportunities for all those visiting, living and working in the Geopark (that raises their understanding and appreciation of the place and builds their capacity as guardians of the heritage) 	<ul style="list-style-type: none"> - Opportunities for skills development, education and learning through the C2C Project within the Cuilcagh Lakelands UNESCO Global Geopark footprint/area with C2C demonstrating the rich value of local heritage.

Strategic Pillar	Objectives	C2C Fit
Tourism	<p>4.1 Develop the Geopark as a Sustainable Destination of Distinction that encourages visitors to stay longer and spend more.</p> <p>4.2 Generate economic benefit for the Geopark by supporting tourism enterprises to grow and compete, leading to a stronger local economy and greater employment for local people.</p> <p>4.3 Develop the food identity of the Geopark so that it acts as a motivator to visit the destination.</p>	<ul style="list-style-type: none"> - C2C contributing to the area as being a destination rich in heritage, history and culture which encourages visitors to stay longer in the area.
Community	<p>5.1 Engage with local people to ensure that the vision, values and benefits of the Geopark are firmly embedded within our Geopark communities, and that community interests and aspirations are integrated into Geopark development plans.</p> <p>5.2 Empower individuals within communities to act as ambassadors and champions of the Geopark, both within their own communities and with visitors.</p> <p>5.3 Build strong, cohesive community connections and provide opportunities for communities to fully participate and engage with the Geopark.</p>	<ul style="list-style-type: none"> - Local people encouraged to see vision of heritage-based activities and projects within the C2C footprint area; - Communities empowered within their communities to champion the Geopark and other heritage sites and assets; - C2C Project building strong, community relationships and partnerships providing opportunities to engage in heritage.
Conservation and Recreation	<p>6.1 To manage, maintain and promote the heritage of the Geopark.</p> <p>6.2 To provide safe, open and sustainable access to public recreational spaces.</p> <p>6.3 To work towards becoming a carbon neutral destination that is current with good practice in climate change mitigation and regeneration strategies.</p>	<ul style="list-style-type: none"> - Heritage of the Geopark promoted through the C2C Project with local people encouraged to utilise the assets of the Geopark and communities shown the potential of the Geopark for future projects.

Table 5: Strategic Fit

1.7 Wider Strategic Fit

The Council of Europe's Faro Convention

The Council of Europe's Faro Convention on the Value of Cultural Heritage to Society, better known as The Faro Convention, is a multilateral Council of Europe treaty stating an agreement to protect cultural heritage and the rights of citizens to access and participate in that heritage. It is designed to inspire a variety of activities rather than provide a document with a number of commitments to be administered and leaves ample room for countries and organisations to adapt the level of implementation. The Convention aims to respond to the new needs and challenges faced by the cultural heritage arena and aims for strategies that indicate a new direction for cultural environment work. The Faro Convention is based on two important points:

- 1. To put people at the centre through a clear connection to the area of human rights – each individual should be granted the right to experience and interpret what cultural heritage can mean.**
- 2. Emphasising the positive benefits of using heritage as a resource.**

The Faro Convention highlights the fact that cultural heritage is a resource that must be considered and used in multiple societal processes – it is a significant resource on an individual level and a societal level.

It highlighted a need to move towards greater public involvement in the opportunities and challenges which cultural heritage presents and suggested that partnerships between professionals and energetic communities can lead to

opportunities for working actively together. According to the Faro Convention,

- Encouraging public involvement in heritage and cultural opportunities and facilitating partnership working between professionals and energetic communities – leading to people effectively working together;
- Viewing heritage and territories as a whole – including and combining several approaches simultaneously, linking ecological, archaeological, historical, cultural, perceptive, social and economic aspects;
- Understanding that landscape is everywhere and it provides a setting to people's lives – both physically and through memories and associations, landscape is the product of human history and is the meeting ground between natural and cultural influences, landscape is constantly changing and landscape defines identity and sense of place and is central to defining national, regional, local, and personal identity.

The C2C Project aligns with the aims of the Faro Convention by:

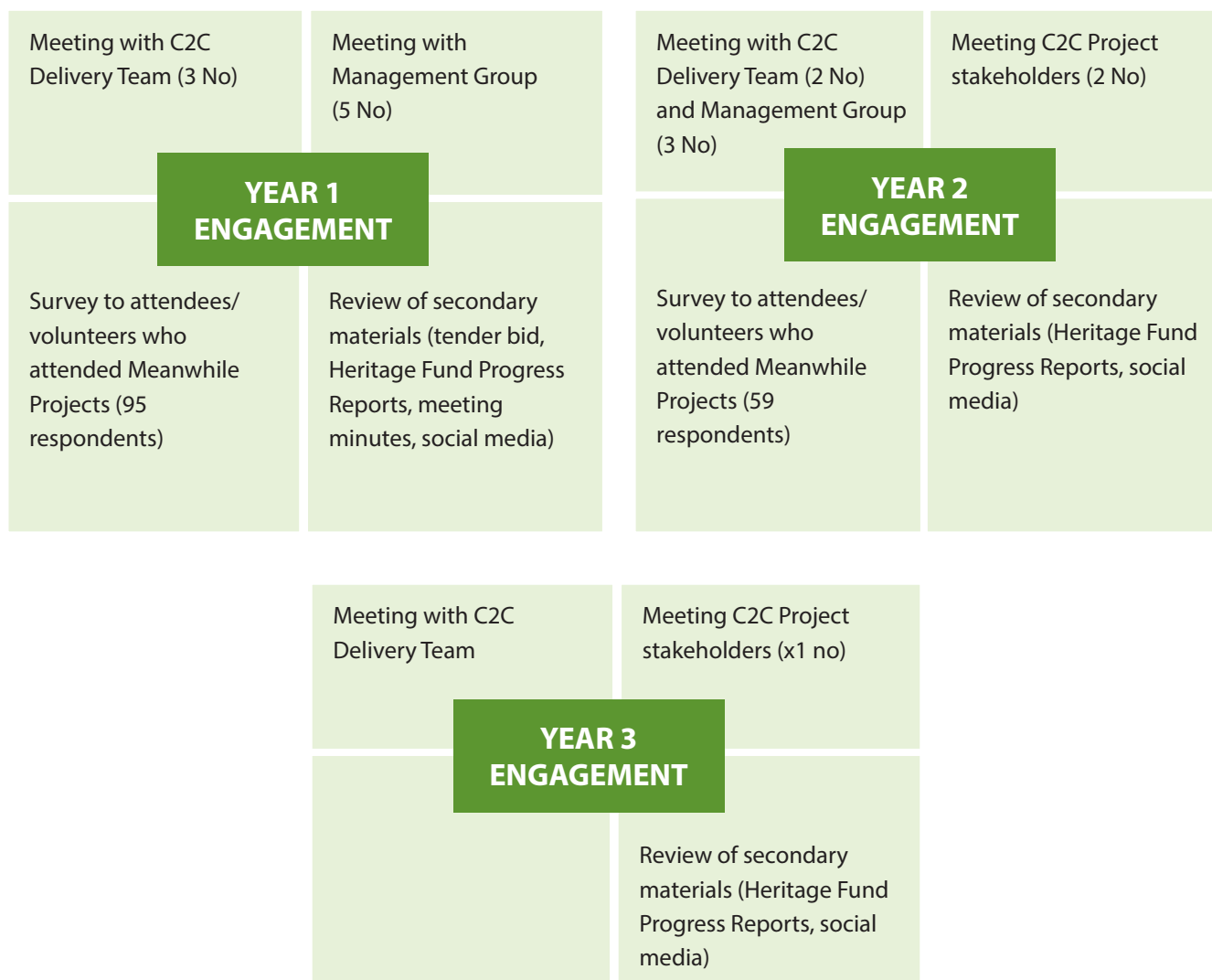
- Encouraging people and communities to participate in heritage and cultural opportunities through collaboration and partnership working;
- Looking at heritage as a whole – linking archaeological, natural, built and cultural heritage;
- Highlighting the importance of placemaking and landscape on people's lives and understanding landscape as a vital heritage asset amongst communities.



2.0 Evaluation Methodology



Evaluation work for Years 1, 2 and 3 (final) of the C2C Project has employed a variety of methods of engagement with project partners, participants, volunteers, Delivery Team and Management Group.



Figures 8: Stakeholder Engagement

Within this final evaluation report, all engagement, survey results and secondary materials are taken into consideration to give an overall, all-encompassing review of the C2C Project in its lifespan.

Social Return on Investment (SROI) analysis has also been undertaken for C2C Project to account for the value created by activities and the inputs that made that activity possible. SROI is an outcomes-based measurement tool for measuring and communicating the broad concept of value that incorporates social, environmental, and economic impacts.

3.0 Achievements



C2C AT A GLANCE

IMPACT

- SROI of £1:£12 - For every pound invested in the C2C project approximately £12 of social value is created.
- 99% of participants rated the C2C Project as 'excellent' or 'very good'.
- 94% felt the C2C Project was either 'extremely important' or 'important' for their community.
- 94% 'strongly agreed' or 'agreed' that the C2C Project allowed them to be more involved in their local community.
- 98.5% 'strongly agreed' or 'agreed' that the C2C Project allowed them to feel more connected to local heritage/history.
- 98.5% 'strongly agreed' or 'agreed' that the C2C Project allowed them to develop knowledge of local heritage/history.
- 96% 'strongly agreed' or 'agreed' that the C2C Project helped them learn more about local traditions.

COMMUNITY TRAILS

- 2 New Community Walking Trails complete.
- Phase 1 and Phase 2 of Arney River Canoe Trail in development.
- Phase 3 of Arney River Canoe Trail shovel ready.

MEANWHILE PROJECTS

- 18 Meanwhile Projects successfully delivered.
- 1650 + people engaged in 18 Meanwhile Projects.
- 8000+ digital engagements.

FUNDING SECURED

- Additional £353,325 external funding secured.

VOLUNTEERS

- 105 volunteers delivered 324.5 volunteer days.
- Volunteer contribution worth £42,150.
- Non cash contribution from GeoPark Team worth £37,800, equivalent to 88 days of professional time.

LEGACY

- Digital Legacy provided by C2C.org.uk
- Legacy Plan in place.

3.1 The C2C Journey

	Community Trails	Meanwhile Projects	Other
Year 1	<ul style="list-style-type: none"> • Community Trail Plan – developed through extensive community consultation, desk research and fieldwork. 11 potential Trails identified to progress to feasibility assessment stage. • Arney Battlefield Trail – 1.9 km walking trail ‘shovel ready’² by end of Year 1 with funding applications submitted. • Nixon Hall Trail – trail concept completed with further negotiations required to take trail forward. • Arney River Canoe Trail - trail concept completed with further negotiations required to take trail forward. 	<ul style="list-style-type: none"> • Heritage Audit prepared outlining areas of built, natural and archaeological importance. • Community Archaeological Dig carried out at Arney Fort. • 8 x History talks delivered by a variety of experts. • Going Underground musical and storytelling concert in Marble Arch Caves. • Give it a Go Projects including 3D modelling, 2 x Arney canoe trips and 2 x natural heritage walks. 	Implementation of Delivery Team and Management Group
Year 2	<ul style="list-style-type: none"> • Arney Battlefield Trail – £94,000 secured from National Lottery Heritage Fund and £50,000 from DAERA Environmental Fund Capital Challenge Competition. • Nixon Hall Trail – 2.5 km walking trail ‘shovel ready’ by end of Year 2 and funding application submitted. • Arney River Canoe Trail – progressing design of 4 access points, ecological studies completed landowner / statutory agency permission received in principle. Funding application made to Catchment Care Community Incentive Scheme for Old Arney Bridge Canoe Step. • Lismoonly Loop Trail – developed to feasibility stage with most landowners in support of progression. 	<ul style="list-style-type: none"> • 4 x History talks delivered by a variety of experts including talks led by Gaby Burns about the Prehistoric Burren-Marlbank areas, and Dr Paul Logue on the Clontymullan Fort. • Give it a Go Projects including 2 x canoe trips and 1 x natural heritage walk • Artsland – Schools arts programme - ‘Ellen Cutler’s Dresser’ and ‘Boyle Cutler Glassie and the Ceili Wake’, a visual art piece and play, respectively. • Memory Map developed (https://www.c2c.org.uk/C2Cindex.html) developed as an online interactive resource allowing users to connect with and learn about 90+ local locations. 	<ul style="list-style-type: none"> • Video developed for National Heritage Week showcasing the area’s rich landscape and heritage. • ORNI Webinar - Explaining NI Access Legislation 27th January 2021 - 99 Delegates - audience NGBs, eNGOs, local authorities, land managers etc. The C2C Community Trail Plan was used as a good practice case study for community led engagement and employment of Permissive Path Agreements. • ORNI Virtual Conference - ‘Happy Healthy Communities: The value and impact of being active outdoors’ 4th March 2021 - 133 delegates - audience NGBs, eNGOs, local authorities, land managers etc. C2C was used as a good practice case study of how a community led

²The term ‘shovel ready’ means the trail project is ready to progress was funding is secured i.e. design complete, all necessary permissions are in place (e.g. planning, landowner permission), management roles agreed (for C2C Trail projects FODC agreed to manage, maintain and ensure trails with local community groups entering into a Service Level Agreement to assist with inspection and basic maintenance).

	Community Trails	Meanwhile Projects	Other
		<ul style="list-style-type: none"> • ‘Cuilcagh to Cleenish: A Great Place’ Short Film - developed for National Heritage Week 2020 showcasing the area’s rich landscape and heritage. Awarded County Award. • ‘Discovering the Lower-Lower Lough McNea’ day of activity held with Erne Paddlers and Rob Henshall. • Canoeing on Arney River from Brockagh Bridge to Bellanaleck. • Archaeology presentation by Jonathan Barkley. • Walk and Talk with Desi Reid. 	<p>project can combine heritage, culture and outdoor recreation. The session included panel discussion (including NLHF’s Paul Mullan).</p>
Year 3	<ul style="list-style-type: none"> • Arney Battlefield Trail – 1.9km walking trail complete. • Nixon Hall Trail – 2.5km walking trail complete. £81,600 funding secured from Department of Agriculture, Environment and Rural Affairs – Tackling Rural Poverty and Social Isolation Programme and £24,326 – Fermanagh and Omagh District Council via Landfill Communities Fund • Arney River Canoe Trail – <ul style="list-style-type: none"> - Phase 1 – Old Arney Bridge to Bellanaleck – permission in place to utilise existing facilities at Rosssoney Quay, Corrigan’s Shore and Bellanaleck Marina. £21,404 Funding secured from Catchment Care Community Incentive Scheme for canoe steps at Old Arney Bridge. Landowner permission in place (subject to final licence agreement). 	<ul style="list-style-type: none"> • Local History Cluster - Bellanaleck History group and Killesher History Group produced two important publications. “Nixon Hall: The Rise and Mysterious Demise of a Late Georgian Manor House” was researched and written by Marion Maxwell with assistance from the group, and “Bumblebees, Bicycles and Tilley Lamps” was researched and written by Dr Barbara Graham and Dr Lyn McKerr with voluntary support, research, and coordination of interviewees from the Killesher History group. • Shared Education Programme – Delivered by Cuilcagh Lakelands UNESCO Global Geopark staff and ambassadors, 160 P6 and P7 children from four local schools engaged with and learned about their local heritage through a combination of indoor and outdoor heritage based activities including a journey along the proposed Arney River Canoe Trail. 	<ul style="list-style-type: none"> • Consultation with local communities within 10 mile radius of Cuilcagh Mountain to develop new community led heritage action plan on a larger scale.

	Community Trails	Meanwhile Projects	Other
	<ul style="list-style-type: none"> - Phase 2 – Boheveny to Old Arney Bridge –Boheveny Access point design complete, landowner permission in place (subject to final licence agreement) and planning permission submitted. £42,496 funding secured from Department of Agriculture, Environment and Rural Affairs – Environment Challenge Competition and £7,499.25 – Fermanagh and Omagh District Council via Landfill Communities Fund - Phase 3 – Boheveny to Belcoo – Cottage Lawn (Belcoo) access point and downstream weir portage design complete, landowner permission in place (subject to final licence agreement) and planning permission submitted. - Phase 4 – Belcoo to Lower Lough MacNea – no further works required in NI, Leitrim County Council engaging with FODC re cross-border potential. Lismoonly Loop – remains at feasibility stage with majority of landowners in support. • Killykeegan to Marble Arch Caves – remains at feasibility stage with majority of landowners in support. 	<ul style="list-style-type: none"> • Legacy - As part of its commitment to legacy planning Cuilcagh to Cleenish produced a discussion document to stimulate debate about furthering the principles and values of both the Faro and European Landscape Conventions to bring together cross-border rural communities and statutory sector partners to develop and deliver a unique heritage-led regeneration and place-making programme on a landscape scale around Cuilcagh mountain. • Local Bells – seven local church bells recorded in situ with recordings integrated within C2C Memory Map. <p>In Year 3 there were further Meanwhile Projects which were planned but could not commence due to Covid-19 restrictions:</p> <ul style="list-style-type: none"> • Rural Craft Training Programme – involved close proximity working and could not go ahead. • C2C Final Exhibition in partnership with Fermanagh County Museum – several attempts made to rearrange but Covid-19 restrictions prevented. • C2C Heritage Fair. 	

Table 6: C2C Journey



3.2 Meanwhile Projects

Meanwhile Projects proved to be an extremely powerful element of the C2C Project and can be seen as the project's foundation. Throughout the duration of C2C, Meanwhile Projects allowed people of all ages to get involved in activities focussed on local history, heritage and culture and have raised awareness and the profile of the project. In addition, Meanwhile Projects allowed a significant number of volunteers to get involved and develop skills relating to history, heritage and culture and have proven to be the starting point in many individuals' interest in the historic and cultural significance of their own local area.

Meanwhile Projects allowed local people to explore their past and better understand their heritage and culture. The wide range of projects including history talks, canoeing, music, archaeology, and the arts ensured there was something of interest to all. Further, the C2C Project offered completely unique opportunities which could not be accessed outside of the project such as the underground concert in the Marble Arch Caves and the community-led archaeological dig.

"It's wonderful when history is valued at the local level with local people involved." (Project Participant)

The success of Meanwhile Projects, which have received excellent feedback from beneficiaries throughout the duration of the C2C Project's lifespan and within previous evaluations, can be credited to the approach of the C2C Delivery Team and Management Group. In particular, the enthusiasm and local knowledge of the Local Co-Ordinator in taking into

consideration the unique elements of the local landscape, heritage, history and culture, and in developing activities and projects which have captured the imagination of the local community cannot go unnoticed or unrecognised. It is undoubtable that despite the fantastic array of historical and heritage-rich sites within the south-west Fermanagh area, there has never been such an intensive offering of activities and projects which are open to all individuals such as there has been within C2C. Meanwhile Projects set a new standard of what is possible in terms of delivery in the area with many participants noting that they envisage and desire similar projects/approach to be replicated in their own communities. This further exemplifies the long-lasting legacy which Meanwhile Projects will have in the local and wider areas, encouraging other individuals and groups to 'think outside the box' in terms of project delivery.

'The organisers have worked extremely hard on this project and ensured all members of the local community and surrounding areas have been kept up to date and involved at all stages. They are doing fabulous work in the community especially the Local Co-Ordinator.' (Project Participant)

Although Meanwhile Projects were restricted somewhat due to COVID-19 and the implications associated, the Local Co-Ordinator and Management Group adapted their approach in the development of digital, interactive resources and videos which continued to engage an audience and ensure people remained connected to the C2C Project when physical meetings were not possible.



Examples of feedback on Meanwhile Projects by participants;

"So well supported by the local community. You have touched the interest and imagination of the local people. Congratulations!"

"I am proud to be associated with this project."

"Very important - opens up lots of new ideas, thinking and opportunities for everyone."

"Using the qualified resources of locally trained canoeists and local resident archaeologists who know the islands of the lake was an excellent idea."

"Great project to get involved with especially as a shared education project. Children loved being out, lots of oral work, talking, sharing across generations too. Something they will definitely remember in years to come also."



Meanwhile Projects in Focus

Heritage Audit

Seamas McCann was commissioned to research and prepare a Heritage Audit which summarises the areas of known built, natural and archaeological importance within the local landscape. The audit also identified hidden and lesser known cultural and heritage assets. In the development of the Heritage Audit, Seamas engaged with local people and organisations to gather local knowledge and bring less well-known aspects of local heritage to light. The audit presents existing heritage information to a wider C2C audience in a format that may interest those who may otherwise not have had the opportunity to engage with landscape heritage information. The heritage audit will encourage conversation, interest, and an appetite for people to learn more about their unique heritage assets and has provided a catalyst for C2C Projects over the 3 years of delivery. Since the development of the Heritage Audit, local schools and groups have been able to further explore heritage and the Audit recommends a further suite of activities beyond the end of the C2C Project, ensuring the legacy of the project continues beyond September 2021. The Heritage Audit can be viewed here: <https://www.c2c.org.uk/wp-content/uploads/2019/08/Heritage-audit-FINAL-1.pdf>

Going Underground Concert

Going Underground was a free concert which took place in the Marble Arch Caves Geopark. The concert showcased a mix of seven local performers and groups of musicians who treated audiences to a variety of music and storytelling. The variety of artists included in this event were: Mullaghy Pipe Band, Owens Sisters, Ancient Music Ireland, Cathal McConnell (Boys of the Lough), Shauneen Maguire, Tumbling Paddies, Seamas McCann, Eugene Dolan and Tommy Owens. Going Underground was the first ever concert of this type to take place in the Marble Arch Caves and was described as a 'highlight' of C2C. For many attendees, this was their first time exploring the Marble Arch Caves and it encouraged local people to reconnect to their natural heritage. With the Marble Arch Caves being a popular tourist attraction in the C2C footprint area, many locals valued the sense of ownership of the caves which was returned to them for the evening of Going Underground. This Meanwhile Project gave local people the opportunity to understand the possibilities on offer through the C2C Project and acted as a fantastic catalyst in Year 1 for people to engage in the project.

"I felt it was a privilege to be able to attend the Going Underground Event. It was an enriching experience and a pleasure to see what talent is in Fermanagh. The event was flawlessly organised with much attention to detail. Well done to the organisers for taking a very brave step with this event."



Community Archaeological Dig

A community-led archaeological dig was carried out at Arney Fort, led by the Northern Archaeology Consultancy (NAC). Local people found fragments of pottery and glass along with a 12th Century horse cheek piece indicating that the site was occupied by high-status individuals who built their fort on two man-made islands with a surrounding moat in the 1400s. Later research identified that the site was occupied by Turlough Magurie in the mid 1400s. The dig was a great success, giving local people of all ages the opportunity to take part in a unique opportunity to physically explore and uncover forgotten historic artefacts. Over 115 participants were involved in the dig in open weekends with a further 120 school children, 47 volunteers and 33 visitors taking part.

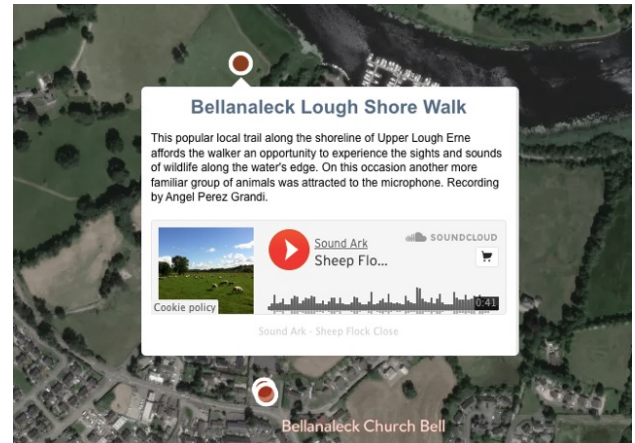
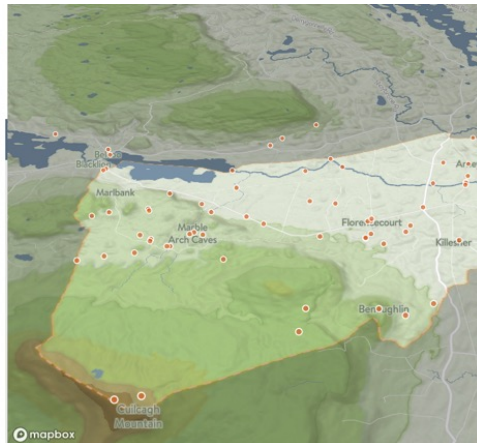
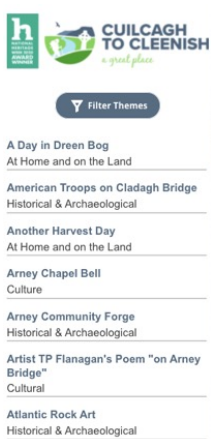
“Taking part in an archaeological dig was a new experience for me, one I hope to repeat in the future. That sense of hope every time you uncovered something made your imagination run wild wondering what it could be, how was it used, who might have handled that little sliver of bone or shard of pottery before, kept me on a high all day!”

“The Dig at Arney Fort has been a tremendous process and an activity that has brought together the expertise of archaeologists and the mobilisation and consciousness raising of local people to the past that is literally beneath their feet. I couldn’t speak more highly of what has been achieved.” (Meanwhile Project Participant)



Memory Map

The C2C Memory Map is a digital platform which allows users to explore the C2C footprint area's rich natural, built, archaeological and cultural heritage. With over 110 (and growing) places to discover, the map is interactive and users can click on areas of interest with stories, music, history, old and new community-made films, natural recordings and photographs showcasing the heritage of the particular area in focus. The C2C Memory Map was carefully curated and made possible through contributions of time and resources from local people who contributed traditional farming and craft making videos, participated in interviews, helped with mapping services/design, developed and edited interviews and films, recorded sounds, and shared photographs and other interesting resources. Not only does the map encourage local people to explore their local heritage and history, and to discover local talent, it connects users from beyond the C2C footprint and allows the project to be accessed and showcased on an international scale. The Memory Map is a clean, modern and efficient method of explaining heritage in a unique and interactive format, engaging users of a variety of ages and from a variety of locations and it has been extremely successful in broadening the reach of C2C. - <https://www.c2c.org.uk/memory-map/>



Ellen Cutler's Dresser

Visual artist Vincent McDowell made a replica of Ellen Cutler's dresser based on Henry Glassie's description. Vincent worked with 60+ children from three local primary schools to create an assembly of plates depicting the local history, heritage and environment of the area which were displayed on replica dresser of local woman Ellen Cutler. This artwork was launched in January 2020 and was displayed in the foyer of the Marble Arch Caves Visitor Centre for 6 months. The Ellen Cutler's Dresser project is a fantastic example of how the C2C Project adopted an intergenerational approach and included young people in the journey. Young people, in a creative and imaginative way, were able to delve into the history of their local area and uncover and understand their ancestors and local heritage.



3.3 Community Trails

The development of community trails has been a priority of the C2C Project from the beginning, with the overall aim of developing a community trail network plan for use by local and visiting walkers, cyclists, and canoeists. ORNI describe community trails as the *'golden threads that connect people to the built and natural heritage assets which they considered important'*.

Throughout the duration of the programme, there have been significant developments on community trails with the completion of construction ongoing on two new walking trails (Arney Battlefield Trail (1.9km) and Nixon Hall Trail 2.5km). Furthermore, there has been remarkable progress made on the remaining Arney River Canoe Trail which will ultimately provide a 27-mile canoe trail from Lough MacNea to Bellanaleck. Initial phases have secured funding and FODC has made a firm commitment to deliver on the outstanding aspects.

The aforementioned trails were selected following local consultations in which the community were invited to contribute and share areas within the local landscape which were significant, meaningful and which they prioritised for development. The Local Co-Ordinator and Management Group have stressed the importance of *'putting people in the lead'* throughout community trail development and have reiterated the need for community support and investment

which they hope will continue beyond the duration of the C2C Project. The development of community trails has undoubtedly been a catalyst for involvement for many C2C stakeholders/beneficiaries, sparking interest amongst local people who have displayed genuine excitement and enthusiasm towards new trail infrastructure in what appeared to be forgotten and underutilised spaces.

Within the development of trails, important collaborations and partnerships have been formed which emphasises the 'working together' ethos of the C2C Project. For example, ORNI, FODC and CCA formalised a Partnership Agreement to deliver the Arney Battlefield Trail and Nixon Hall Trail, the agreement set out clear roles for each



Partner	Overview of Role
FODC	<ul style="list-style-type: none"> • Lead grantee to Funder • Financial Management • Contract holder for the capital delivery i.e. CPM (Stage 2) and Contractor (Trail Construction) • Establishing Permissive Path Agreements with landowners • Ongoing Management, maintenance and provision of public liability cover for trail • Entering into a service level agreement with Cleenish Community Association re ongoing audit and basic maintenance of trail
ORNI	<ul style="list-style-type: none"> • Project Management of trail development • Delivery of supporting programme e.g. establishment of volunteer ranger programme • Secretariat to steering group • Project evaluation via External Evaluator
CCA	<ul style="list-style-type: none"> • Facilitating landowner liaison • Proactively engaging members of the local community to ensure buy-in to project • Establishment of volunteer ranger programme to deliver ongoing audit and basic maintenance of trail • Entering into a service level agreement with FODC re ongoing audit and basic maintenance of trail

Table 7: Role of Partners

Furthermore, community trail development exemplifies the positive outcomes of C2C Delivery Team and Management Group working hand-in-hand with local community members and landowners.

Throughout the duration of the C2C Project, the Delivery Team and Management Group have worked to build relationships and trust with landowners and local stakeholders, ensuring landowners and local people had confidence in C2C and the trail developments involved. This, alongside the community consultation ensure that any trail infrastructure developed will be in line with what the community desires which will mean community trails delivered as part of the C2C Project will be better used, maintained and cared for.

Work relating to trail development was often trying due to the many constraints which must be taken into consideration e.g. topography, ground conditions, land use, statutory permissions, cost, funding timelines etc. However, landownership permission was primarily the key determining factor as to whether a trail can progress or not.



In the vast majority of circumstances, the support from landowners has been positive, this philanthropic support to their local community cannot be understated. In fact, there were several occasions where offers of land could not be further progressed due to one or a number of constraints mentioned above. As such, the final trail products which are outlined in this report do not fully capture the many hours of investment put into trail development and landowner negotiations. Landowner support was not a given and required a partnership approach to alleviate understandable concerns such as liability / insurance, maintenance, impact on land use, privacy etc. In summary:

Partner	Role in securing landowner agreement
Local Community-led by C2C Management Committee and C2C Local Co-ordinator	<ul style="list-style-type: none"> - Landowner identification often through local networks and pre-existing relationships - Sharing project vision and objectives from a community perspective - Outlining key components of trail development and management process - Ongoing first point of contact throughout process
FODC	<ul style="list-style-type: none"> - Providing assurance through undertaking of ongoing trail management, maintenance and insurance - Entering into Permissive Path Agreement to facilitate above
ORNI	<ul style="list-style-type: none"> - Providing previous expertise and execution of sustainable trail design which is sympathetic to current land use

Table 8: Role of Partners

It is clear the FODC and ORNI roles only became of value once the local community had taken the first step of landowner engagement, without the ability to build on local networks and pre-existing relationships success could not have been achieved in this vital area.

Further, as the project advanced further in Years 2 and 3, local landowners and residents had better familiarity with C2C Management Group and Delivery Team, and the development of trust and understanding allowed for open, honest conversations regarding trail development, and as visuals for trails were developed and shared, confidence in the project was increased. A productive partnership was also developed

with Catchment Care, a cross border project involving Councils and Universities working to improve the water quality of the Arney River catchment area. Working with their own Local Co-ordinator and C2C Local Co-ordinator, both Catchment Care and C2C assisted each other in negotiations with landowners along the Arney where their interests met in installing riverside riparian borders and canoe step facilities.

It is without doubt that the local knowledge and insight of the C2C Delivery Team (particularly the Local Co-Ordinator working amongst the community and with community insight) and Management Group have been central to driving forward the development of community trails. As highlighted in previous

evaluations, their role and contribution cannot be overstated regarding community trail development and community trails will act as a true legacy of the C2C Project and contribution of all involved.

Trails will act as a physical reminder of the power of the C2C Project and will contribute to the positive physical and mental wellbeing of their users. Further, community trails will connect local people and visitors alike to the unique heritage, history, and culture of the area. With COVID-19 restrictions and lifestyle changes leading to a higher demand for outdoor spaces for physical exercise and recreation, community trails will prove to be more meaningful than ever. The benefits of community trails will contribute greatly to the overall wellbeing and connectivity of the communities involved, and through the development of these trails local people within the C2C catchment area will:

- Be better connected to each other and other communities;
- Have improved access to the countryside, and be able to access the countryside in a safe, respectful manner;
- Experience improved wellbeing through increased physical activity, especially for groups such as older people – often associated with improved mental health and wellbeing;
- Be less dependent on cars and see the benefits of more active travel;
- Have increased social opportunities;
- Be better connected to local heritage/history and important sites within their communities; and
- Experience increased opportunities for volunteering and involvement in trail maintenance/improvement opportunities

3.3.1 Community Trails Under Construction

Arney Community Battlefield Trail

- 1.9 km trail starting at hub, encompassing Primary School, childcare facility, church and GAA Club;
- Links local people and communities to heritage sites in their landscape - overlooks the site of the Battle of the Ford of the Biscuits 1594 identified by local people;
- Range of landowners involved displayed in image (private and public – NI Water);
- No financial gain for landowners;
- Separate Permissive Path Agreement signed between 9 landowners and FODC.

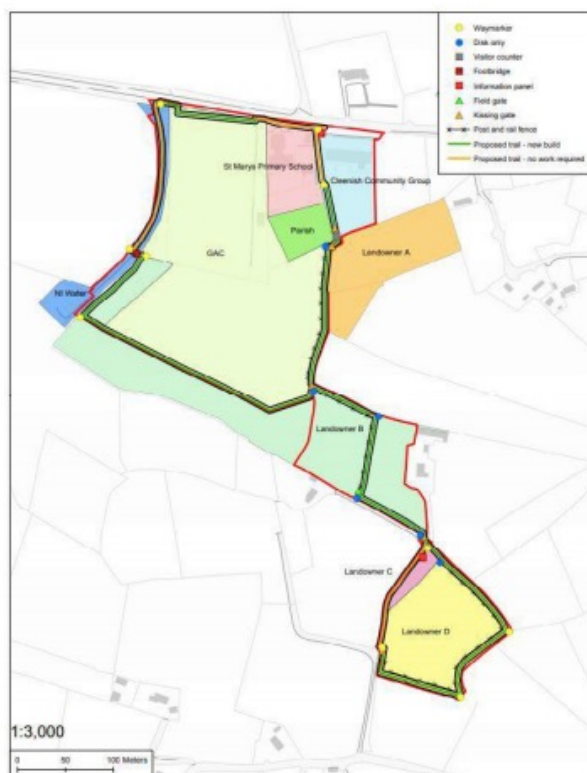


Table 9: Community Trails Under Construction

Nixon Hall Community Trail

- 2.5 km trail;
- Links local people and communities to their heritage sites including 18th Century mansion and demesne with six landscape design features and Mullanaman "Hill of the Woman";
- Links with Arney Battlefield Trail;
- 1 landowner despite large trail – 1 Permissive Path Agreement between FODC and landowner.



Table 9: Community Trails Under Construction

Arney River Canoe Trail

- Significant progress achieved including securing landowner permission for Phase 1 (Old Arney Bridge to Bellanaleck), Phase 2 (Boheveny to Old Arney Bridge) and Phase 3 (Boheveny to Belcoo), all subject to final licence agreement.
- Funding of £71,399.25 leveraged in to support development of Canoe Trail from 3 different funders.
- Phase 4 – Belcoo to Lower Lough MacNea – no further works required in NI, Leitrim County Council engaging with FODC re cross-border potential.
- Lismoonly Loop and Killykeegan to Marble Arch Caves sections remain at feasibility stage with majority of landowners in support.



Table 9: Community Trails Under Construction

4.0 Impact



Impact Overview

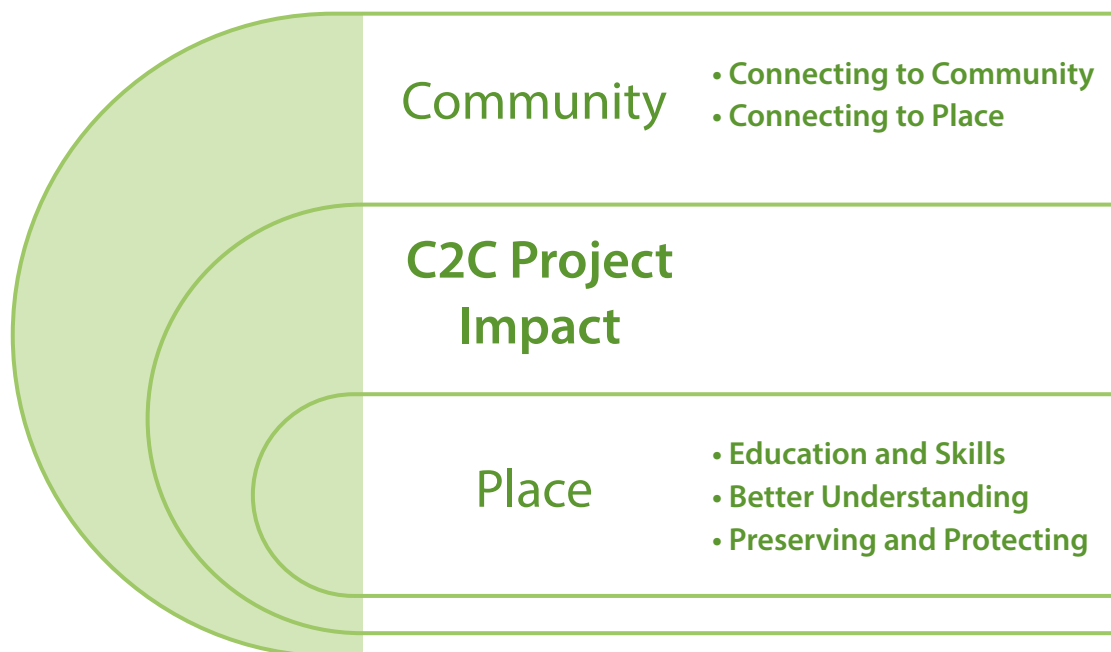


Figure 9: Impact

99% of participants surveyed rated the C2C Project as 'excellent' or 'very good'

4.1 Impact: Community

4.1.1 Connection

It is without a doubt that the C2C Project has been a fantastic catalyst for connecting people to each other and their local area's heritage, history and culture. The connections which have been made as a result of C2C, and the impact made on stakeholders involved is a result of a project which has been varied, inclusive and which has appealed to all tastes and experiences.

Relationships have been at the heart of the C2C Project and connection has been a priority since the beginning of the project. Throughout C2C, relationships have been valued and matured and progressed throughout the duration of the

project. As a result, local community members feel a greater sense of connection to people and place and the physical developments will allow connection to landscape for years to come.

4.1.2 Connecting the Community

The C2C Local Co-Ordinator and Management Group prioritised connecting and engaging the local community (both individuals and existing group infrastructure) to the project. With the Management Group itself having representation from two local community groups, and the Local Co-Ordinator living in the area and having existing relationships, this proved to be an excellent advantage to the team in terms of engaging and connecting local people. With the C2C Project gathering interest from local people, members of the Management Group became further enthused to engage more and more people to the Meanwhile Projects and activities related. Management Group members noted that before the C2C Project *'there had not been this level of community involvement from the time our hall was built in the 90s – it's surprised me if I'm honest.'*

94% of participants surveyed 'strongly agreed' or 'agreed' that the C2C Project allowed them to be more involved in their local community.

The range of Meanwhile Projects has proven to be a strong stimulus for people to connect with the C2C Project. The Local Co-Ordinator noted that local people felt confident and comfortable getting involved as there were no expectations or pre-requisites – people were invited along to participate and enjoy what Meanwhile Projects had to offer. As a result, local people have built relationships which were strengthened as the project continued and allowed people to feel more connected to each other through better understanding of their shared heritage, history and culture.

'An excellent project which keeps the history of our area alive as well as maintaining a strong sense of community. Brilliant work and thanks to everyone for their time and commitment.' (Project Participant)

With the activities involved in Meanwhile Projects spanning all age-groups, the C2C Project has impacted the community on a wide scale. Intergenerational work saw older community members connect with school children to help them learn about the past in vivid and engaging ways and local schools were connected through arts-based projects which brought the history of the area to life. This is an extremely important part of the C2C Project and the education of younger generations in heritage, history and culture will be a lasting impact of the project as young people better understand the importance of preserving and respecting their heritage and landscape.

'Fantastic insight into local knowledge and history especially for the younger members of the community who would never have known the way things were.' (Project Participant)

The C2C Project held its own even during the COVID-19 pandemic (March 2020 – ongoing) which adversely impacted both the project and the community in which it operates. Many rural community members during periods of lockdown were unable to access the usual vivacious community infrastructure in the area and faced significant periods of social isolation and loneliness. The negative effects of isolation are often exacerbated in rural areas where homes are more widespread and digital infrastructure is weaker. At a time when the world stood still, the C2C Local Co-Ordinator and Management Group worked with other local groups to develop a community response plan to ensure the needs of the local community were catered for. While the Local Co-Ordinator

and Management Group noted their role within this as 'the least they could do', these efforts show the attitudes of C2C stakeholders and the impact the project has had on a wider scale.

As outlined in the Year 1 and 2 Summary Reviews, cross-community interaction has been limited in the C2C footprint area with many single-identity communities having little to no interaction or cross-community initiatives. The C2C Project has been a powerful catalyst which has connected separate communities from the same local area based on a shared interest in the history, heritage and culture of the local area. This is a fantastic example of how a heritage-focussed project can unite communities and strengthen connections between communities and individuals.

'The project has brought together the local community, from all backgrounds, walks of life, age and gender. It has sparked interest in local heritage, history and folklore that otherwise may have been lost for this and future generations. Most importantly it has been recorded in many formats, to ensure experiences, findings are there for posterity.' (Project Participant)

The C2C Project has undoubtedly acted as a driver which has encouraged people to get involved in local community infrastructure. Opportunities to engage and volunteer as part of C2C have allowed people to connect with existing community groups/facilities and has helped these groups to connect with and forge links with each other. A member of the Management Group noted that this had allowed for 'a greater sense of local network which has even led to groups working together to apply for funding'.

94% felt the C2C Project was either 'extremely important' or 'important' for their community.

4.1.3 Connecting to Place

It is through the establishment of social connections amongst local people and groups that have led to success in trail development and more strengthened connection to place. Through the approach of the Local Co-Ordinator and Management Group, and by 'walking hand in hand with the community', community connections have led to physical connections. As discussed earlier, building trust and confidence between C2C and local people and landowners and the nurturing of relationships throughout the duration of the project has led to cooperation and involvement of landowners in the project and community trails. From an outside perspective, people were able to witness the strength

of connections and relationships which were an outcome of Meanwhile Projects and could easily witness the positive impact of C2C. The ORNI Head of Operations described the community connections made as one of the 'biggest rewards' to be taken from the C2C Project.

4.2 Impact: Place

The C2C Project has helped to connect those involved to their surroundings and place and has allowed individuals to form a closer affiliation to the area around them. By opening people up to a new understanding and a new way of looking at the area around them, the C2C Project has helped people build knowledge and skills while connecting to the landscape they live and work in.

4.2.1 Education and Skills

Throughout the C2C Project, those who have been involved in Meanwhile Projects have had a fantastic opportunity to learn about heritage, history and culture which is specific to their area and meaningful to them. By engaging people in activities which are fun, interactive, and varied, the C2C Project has opened a new audience to historical activities happening in the area and has allowed people to feel a new sense of belonging.

98.5% of participants surveyed 'strongly agreed' or 'agreed' that the C2C Project allowed them to develop knowledge of local heritage/history.

Activities have spanned from outdoor recreational activities such as canoeing and nature walking to arts-focused activities such as traditional crafting and music with a range of in-person and digital opportunities to engage.

This has been increased through the intergenerational elements of the project which have allowed older generations to help younger people understand recent history of the area with the hope that these traditions and heritage will be remembered for years to come. As has been through Years 1 and 2 of the Project, buy-in and understanding of younger age groups is vital to the continuing legacy of the project and to the protection of wider heritage, culture and history within the area.

'An excellent project bringing people from different communities and perspectives, both young and old, together and highlighting many aspects of our unique and shared heritage. A credit to all those involved who gave of their time freely and more importantly shared their knowledge for the benefit of future generations.'

4.2.2 Better Understanding

As mentioned above, Meanwhile Projects have played a major role in encouraging a wide range of people to get involved in C2C. Whilst people's initial interest in the project may have been to meet new people, engage in community activity and participate in activities, in some cases as an unintended outcome people feel a greater understanding of connection to their surroundings, place and landscape because of participation.

98.5% of participants surveyed 'strongly agreed' or 'agreed' that the C2C Project allowed them to feel more connected to local heritage/history

Many participants and people involved in the C2C Project were captured by the unique activities offered through Meanwhile Projects, with many intrigued by the concept of new community trails being developed in the area. Through the aforementioned skills developed in local history, heritage and culture, many people were instilled with a new sense of appreciation of and connection to their local area and what it has to offer. This increased understanding of and connection to the landscape around them has been an extremely significant outcome of the C2C Project, and one which will have a long-lasting impact on the footprint area.

96% of participants surveyed 'strongly agreed' or agreed' that the C2C Project helped them learn more about local traditions

As mentioned in Summary Reviews throughout the C2C Project, 'placemaking' has been highlighted as an important concept and one which has been a strong focus of C2C. Placemaking through the C2C Project has involved a hands-on, interactive, and community-led approach from local communities and individuals who have been encouraged and inspired to reimagine local spaces and sites. Local people, through participation in the project, have been supported to maximise the value of their local spaces focussing on helping rural communities to be sustained, evolve, and grow. Placemaking throughout the C2C Project has encompassed the Heritage Audit, Memory Mapping, community engagement processes and delivery of Meanwhile Events which have instilled a passion for the local area amongst local people and allowed them to better understand how to engage with and enhance the landscape around them. The benefits of placemaking are well documented and include economic development through placemaking's contribution to sustainability, community stimulation through idea generation and interaction, the radical reimagining of underused and often forgotten places, improved living conditions, enhanced

social opportunities and improved connections to history and heritage. Importantly, as exemplified in the C2C Project, placemaking allows local people a voice and gives them ownership and empowerment. Research has shown placemaking to be 'crucial' amongst communities and 'deeply valued...showing people how powerful their collective vision can be'.

'Fabulous local project delivered with the local people by the local people. Great bottom up approach to the development and delivery of community heritage projects where people are central.' (Project Participant)

Increased connection to and better understanding of place is extremely important, and the development of community trails will further strengthen connection to place and the heritage, history and culture which comes with it. The connections to place which have been developed through the C2C Project have been both physical and non-physical in nature. Trail infrastructure will physically connect local users to their surroundings, but the connection is much deeper than physical connection and encompasses a sense of connection to the wider aspects of local history, culture, and heritage. For many, the C2C Project has made many people feel more at home in their local area.

'Great idea. Your work helps us appreciate what a rich area we live in. True wealth is our connection with the world around you, beginning with your own locality and then spreading outwards.' (Project Participant)

'I felt proud, in one sense, that all of that heritage exists in the place I grew up in, and call home, In another sense I was ashamed that I didn't know the half of it. It's a credit to you, as the driving force behind it.' (Project Participant)

4.2.3 Preserving and Protecting Heritage, History and Culture

Ensuring the C2C footprint area, and wider areas are protected and preserved has been an important element of the C2C Project. Through the skills, education and sense of connection to place which has been instilled in C2C Project participants, they will be better able to help preserve the landscape. Better understanding of history, heritage and traditions will lead to increased sense of pride in the area; and with local people being the driving force behind trail development, they will feel encouraged to take ownership and ensure these are well looked after and utilised.

'Amazing to preserve this rich heritage for future generations. They do not realise it yet but when they do it will be too late if we do not record it for them now. Absolutely great work and community spirit in a rural area on the edge of the countryside.' (Project Participant)

5.0 Social Return on Investment (SROI)



5.0 Social Return on Investment (SROI)

The Social Return on Investment (SROI) methodology is based on a core set of 7 principles that have been adhered to throughout the evaluation process and a 6 stage SROI method has also been followed.

While in financial management the term Return on Investment (ROI) refers to a single ratio, SROI analysis refers not to one single ratio but more to a way of reporting on value creation. It bases the assessment of value in part on the perception and experience of stakeholders, finds indicators of what has changed and tells the story of this change and uses monetary values for these indicators.

The principles and stages of SROI have been outlined below:

5.1 Principles of SROI

- a) **Involve Stakeholders:** This ensures that the individuals/organisation experiencing the change are able to explain the outcomes that matter to them and how they think the service impacts them.
- b) **Understand what changes:** This component focuses on explaining the theory of change and demonstrating through evidence how these changes materialise.
- c) **Value the things that matter:** This principle focuses on assigning financial value (financial proxies) to outcomes that may not have a market price.
- d) **Only include what is material:** This emphasises the importance of including all relevant information about the stakeholders' experiences and outcomes, but not including areas that are not directly related to the program or project.
- e) **Do not over claim:** This principle stresses that only outcomes associated with the program should be attributed to the program.
- f) **Be transparent:** This principle emphasises that each decision made regarding the SROI analysis be explained and documented.
- g) **Verify the results:** This principle refers to confirming with stakeholders that the decisions made in the analysis are reasonable and accurate.

5.2 Stages of SROI

- a) **Establishing scope and identifying key stakeholders.**
It is important to have clear boundaries about what the SROI analysis will cover, who will be involved and the client group.
- b) **Mapping outcomes.** Through engagement with stakeholders an Impact Map will be developed (also called a theory of change or logic model) which shows the relationship between inputs, outputs and outcomes.
- c) **Evidencing outcomes and giving them a value.**
This stage involves finding data to show whether outcomes have happened and then giving them a monetary value.
- d) **Establishing impact.** Those aspects of change that would have happened anyway, or are a result of other factors are taken out of the analysis.
- e) **Calculating the SROI.** This involves adding up all the benefits, subtracting any negatives, comparing the result with the investment and where the sensitivity of the results is tested.
- f) **Reporting, using and embedding.** This vital last step involves verification of the report, sharing findings with stakeholders and responding to them, and embedding good outcomes processes.

5.3 The Outcomes

This section will explore the impact of the C2C project across three key stakeholder groups. Table 10 provides a summary of the key outcomes and impact for each of these stakeholder groups.

Stakeholders	The outcomes	
Local People	1.1	Improved understanding and appreciation for local heritage.
	1.2	Improved health and wellbeing.
	1.3	Increased participation of volunteers.
	1.4	Improved protection, management and conservation of historic resources and local environment.
	1.5	Improved social capital, community ties and strengthened civic engagement.
Local Organisations	2.1	Improved capacity for local solutions to local problems.
	2.2	Improved partnership working and collaboration between local community and voluntary sector organisations.
	2.3	Improved partnership working and collaboration between statutory and voluntary/ community sector.

Table 10: Stakeholder Analysis

5.4 SROI – Calculating Impact

The key findings from the evaluation and the analysis of impact across all stakeholders outlined in earlier section provides a basis upon which the SROI calculation can be undertaken. The SROI ratio is calculated over 3 years to reflect the longer-term impacts that the project has on stakeholders. A discount value of 3.5% was applied over the 3-year period. This is in line with the Government's Green Book, which requires that public money be discounted at a rate of 3.5% per annum³.

The range of activities provided by the C2C project generates a social value of approximately £1:£12 over a 3 year period. That means for every pound invested in the C2C project approximately £12 of social value is created. This SROI has not accounted for the impact of the trails which are due to open at the time of writing because it is a retrospective SROI and can only account for outcomes that have taken place. It is important to acknowledge that these trails will produce important outcomes and therefore create significant social value going forward.

TOTAL PRESENT VALUE (PV)	£4,643,759
NET PRESENT VALUE (PV minus investment)	£4,263,809
SOCIAL RETURN	£1: £12

Figure 10: SROI Calculation

³ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf

5.5 Discount Rates

It is necessary to “discount” the values generated by each of the financial proxies used in order to reduce the risk of over claiming and to ensure credibility. The following methods are most commonly used within the SROI model and are included in Table 11 below.

- **Deadweight:** Assesses how much of each of the outcomes would have happened anyway, without the work of the C2C Project.
- **Displacement:** An assessment of how much of each of the outcomes displaced other activities or outcomes that would otherwise have occurred.

- **Attribution:** An assessment of how much of each of the outcomes was generated by the contributions of other organisations or people.
- **Drop-off:** In future years, beyond the initial year in question, the amount of each outcome that can be directly attributed to the project will be greatly reduced as it becomes more influenced by other factors.

Stakeholders	The outcomes		Deadweight	Displacement	Attribution	Drop Off
Local People	1.1	Improved understanding and appreciation for local heritage.	66%	10%	33%	40%
	1.2	Improved health and wellbeing.	80%	10%	50%	20%
	1.3	Increased participation of volunteers.	75%	10%	50%	33%
	1.4	Improved protection, management and conservation of historic resources.	80%	10%	50%	25%
	1.5	Improved social capital, community ties and strengthened civic engagement.	45%	10%	50%	33%
Local Organisations	2.1	Improved capacity for local solutions to local problems.	50%	10%	50%	33%
	3.1	Improved partnership working and collaboration between local community and voluntary sector organisations.	50%	10%	33%	25%
	3.2	Improved partnership working and collaboration between statutory and voluntary/community sector.	50%	10%	33%	25%

Table 11: SROI Discount Rates

6.0 Achievements



6.1 Achievements Against Anticipated Outcomes

It is important to assess the extent to which the C2C Project has met its anticipated outcomes. Table 12 demonstrates actions taken against each approved purpose, as outlined by the National Lottery Heritage Fund at the beginning of the project.

Approved Purposes – Measuring Success				
Approved Purpose (as outlined by HLF)				
<i>Connect the communities of Cleenish, Bellanaleck, Arney and Killesher and create a demonstrable pilot of how a community-led project can combine heritage, culture and outdoor recreation to deliver strategic actions of local authorities.</i>	<i>Develop a community trail network plan and set of ‘meanwhile’ heritage projects through the project’s lifetime</i>	<i>Create a management group for project delivery and develop proposals for sustainability leading to a step-change in partnership working in the area; and</i>	<i>Share learning from the project locally, regionally and internationally and sustain the benefits for local communities within the C2C: A Great Place area.</i>	<i>Appoint a delivery team including a Project Manager, Project Administrator, Community Trail Officer and Local Co-Ordinator</i>

Table 12: Success Against Approved Purposes

Approved Purposes – Measuring Success

C2C Achievements Against Approved Purposes

<ul style="list-style-type: none"> • 18 meanwhile Projects with many associated projects and events engaging 1471 people. • 2 community trails under construction to be completed in Autumn 2021. • Additional 4 phases of Canoe Trail and 2 further trails at feasibility stage with landowner support. • 4 local partner schools. • Delivering strategic actions of local authorities through: strengthening local communities, increased community interaction, enhanced connectivity/ improved accessibility, increased collaboration, better understanding and management of heritage, increased physical activity, strengthened economy and upskilled communities • Community connections strengthened • Meanwhile Projects and Trail development have provided combination of heritage, culture and outdoor recreation opportunities for local people. • 105 volunteers engaged contributing 324.5 volunteer days. • £341,325 leveraged through external funding. 	<ul style="list-style-type: none"> • 18 meanwhile Projects with many associated projects and events engaging 1471 people. • Activities including: heritage audit, archaeological dig, history talks, canoeing, Going Underground concert, interactive digital Memory map and more. 	<ul style="list-style-type: none"> • Management Group developed consisting of representatives from key partners • Connections strengthened between local groups • Plans to sustain Management Group beyond scope of C2C Project. 	<ul style="list-style-type: none"> • Plans to share learning to wider Global GeoPark network • Learning shared with FODC and to be shared with other local authorities. • Learning used to develop legacy project. • Video developed for National Heritage Week. • ORNI Webinar - Explaining NI Access with C2C Community Trail Plan used as a good practice case study. • ORNI Virtual Conference - 'Happy Healthy Communities: The value and impact of being active outdoors' with C2C used as a good practice case study of how a community led project can combine heritage, culture and outdoor recreation. 	<ul style="list-style-type: none"> • Delivery team appointed and fully operational. 3 x roles filled by ORNI, 1 x Local Co-ordinator recruited via tendering process. • Consistent staff team throughout project.
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Table 12: Success Against Approved Purposes

6.2 Achievements Against National Lottery Heritage Fund Outcomes

Further, Table 13 sets out how the C2C Project has met the wider aims of the National Lottery Heritage Fund.

NLHF Fund Anticipated Outcomes	
Inclusion: A wider range of people will be involved in heritage	<ul style="list-style-type: none"> - Wide variety of local people from a range of backgrounds introduced to heritage-based programmes through Meanwhile Projects, and to benefit from implemented and future community trails. - Inter-generational projects. - Many project participants experienced heritage projects for the first time. - Inclusivity key to C2C programme, no pre-requisites or prior knowledge/experience required.
Economy: The local economy will be boosted	<ul style="list-style-type: none"> - Improved tourist offering in south-west Fermanagh area through provision of community trails with heritage significance, leading to economic investment in the area.
Wellbeing: People will have greater wellbeing	<ul style="list-style-type: none"> - Improved social opportunities through Meanwhile Projects and strengthened community infrastructure. - Better provision for local people to enjoy physical activity through newly developed community trails. - Improved mental health and wellbeing through the above.
Local area: The local area will be a better place to live, work or visit	<ul style="list-style-type: none"> - Improved tourist offering in south-west Fermanagh area through provision of community trails with heritage significance. - Improved community infrastructure and empowered community who are skilled to run similar initiatives for the good of the local community.
Skills: People will have developed skills	<ul style="list-style-type: none"> - Local people have developed skills and understanding including heritage, history and cultural education and development of skills including those gained through volunteering, outdoor recreation, and water activities. - Management Group have gained further skills in regard to capacity and are better equipped to manage large projects. - Improved community infrastructure, partnerships and collaboration.
Organisational Resilience: The funded organisation will be more resilient	<ul style="list-style-type: none"> - Management Group have gained further skills in regard to capacity and are better equipped to manage large projects. - Improved community infrastructure, partnerships and collaboration. - Management

Table 13: Success Against NLHF Outcomes

6.2.1 The Great Place Scheme

The C2C Project was one of four projects in Northern Ireland funded under the Great Place Scheme, with aims to support places to:

- Inspire a vision of how heritage and culture can change their place;
- Connect heritage and culture with new partners to help change places for the better;
- Incorporate a vision for heritage and culture into ambitions for their place;
- Build and share learning.

The C2C Project has aligned fantastically well with the ambitions of the Great Place Scheme, laying pathways for civic responsibility and action and acting as a catalyst for changing the perception of heritage in a wide community. The Project has contributed significantly to what the Great Place Scheme describe as 'the softer outcomes which are required to lay the foundations for change':

- Developing partnership skills;
- Developing a shared language; and
- Learning how to think and do differently.

The evaluation of the Great Place Scheme highlighted similar challenges and areas of work which the C2C Project has experienced – a lengthy set-up process laying the foundations for the project including recruitment and marketing and a need for dedication and time to build trust and bring partners and communities along.

In line with the Great Place Scheme, within the C2C Project, the following outcomes have been achieved:

- Cross portfolio, cross-sector partnership and working significantly improved and extended;
- Communities have greater input and influence in decision making in the cultural sector;
- People have a greater sense of collective efficacy;
- Cultural assets are owned, managed and run by the community;

- Events, activities, sites and facilities are enhanced;
- More people and a wider range of people engage with culture and heritage;
- Stronger, better networked cultural sector;
- Stronger, more happier and connected communities; and
- More people and a wider range of people engage with culture and heritage to address inequality.

6.3 Added Value Leveraged

Table 14 provides an overview and breakdown of tangible funds leveraged through the C2C Project. Leveraging £353,325 in funding from a variety of different funders including Government Departments, Local Authorities and other agencies further demonstrates the strength and quality of the C2C Project. Further, C2C has attracted local volunteers for a total of 324.5 volunteers days equating to £42,150 value of volunteer contribution, a fantastic achievement for the project. Alongside the above, staff contributions from the Geopark team totalled 88 days of professional time, equating to £37,800.

Year	Project	Capital / Revenue	Value	Funder	Lead Applicant
Oct 19 – Sept 19	Artist in Residence	Revenue	£15,000	<i>Artsland</i> , a two-year arts initiative focusing on inclusion, cultural traditions and rural crafts and co-funded by the Arts Council of Northern Ireland and Fermanagh & Omagh District Council.	Cleenish Community Association
Oct 20 – Sept 21	Old Arney Bridge Canoe Step – Arney River Canoe Trail	Capital	€25,000 (£21,404)	CatchmentCare Community Incentive Scheme	ORNI
	Arney Battlefield Community Trail	Capital & Revenue	£144,000	£94,000 - National Lottery Heritage Fund £50,000 - Department of Agriculture, Environment and Rural Affairs – Environment Challenge Competition	FODC
	Nixon Hall Community Trail	Capital	£105,926	£81,600 - Department of Agriculture, Environment and Rural Affairs – Tackling Rural Poverty and Social Isolation Programme £24,326 – Fermanagh and Omagh District Council via Landfill Communities Fund	FODC
	Boheveny Canoe Steps & Car Park	Capital	£49,995	£42,496 - Department of Agriculture, Environment and Rural Affairs – Environment Challenge Competition £7,499.25 – Fermanagh and Omagh District Council via Landfill Communities Fund	FODC
	Preparation of a Legacy Delivery Plan	Revenue	£5,000	Fermanagh and Omagh District Council	Internal FODC budget
	Arney Aqua Acoustic Recording Project to record natural heritage for memory map	Revenue	£12,000	CatchmentCare Community Incentive Scheme	Cleenish Community Association
		TOTAL	£353,325		

Table 14: Added Value Leveraged

7.0 Challenges



Alongside achievements and success, the C2C Project has encountered some challenges, as outlined below.

7.1 Covid-19 Pandemic

The C2C Project was significantly impacted by the COVID-19 pandemic and associated social distancing requirements, periods of lockdown and restrictions. In March 2020, in line with Government regulations regarding the COVID-19 pandemic, all elements of the C2C Project which required face-to-face meeting were ceased. This greatly impacted Meanwhile Projects, with the focus of these having always been physical community connection, interaction and working together. Throughout initial, stricter lockdowns, the C2C Local Co-Ordinator acted as a representative for C2C within a local support network established to provide assistance to the local community, once again highlighting the community-focussed drive of the Delivery Team. Since March 2020, Northern Ireland and the wider UK have faced differing levels of restrictions based on levels of COVID-19 infection, making it a period of uncertainty and in which it has been difficult to plan events and activities. The C2C Local Co-Ordinator and Delivery Team have made efforts to plan, where possible, face-to-face events and when these were not possible, strived to continue momentum of the project through online and remote initiatives which kept the C2C audience connected and engaged. Whilst the Covid-19 pandemic created a stumbling block for C2C, the Delivery Team did their very best in an unprecedented situation and continued to provide a service to the community during this time. It is without doubt that the number of Meanwhile Projects carried out and number of people involved would have been significantly higher had the pandemic not negatively impacted. Further, it is significant that the appetite for the project still remained throughout lockdowns, and momentum was not lost.

7.2 Managing Expectations

As with any community project, and especially the C2C Project, the expectations of the community have remained high throughout the project. This, whilst being a reassuring factor and proof of how the project has captured the imagination of the wider community, has at times proven challenging for the

Management Group and Delivery Team. With the C2C Project aspiring to having Community Trails on the ground, the community have been eager to see progress. Trail development can be a slow and tiresome process and a challenge faced by the Management Group and Delivery Team has been managing expectations and maintaining momentum in relation to trails to ensure the community do not become impatient with the process or lose faith in the C2C Project. This has put pressure on the Local Co-Ordinator and Management Group in particular, who have done their utmost to ensure communities are well informed and kept up-to-date regarding progress and brought on the journey of Trail Development along with the C2C team.

7.3 Landowner Engagement

Landowner engagement and negotiations in relation to Community Trail development has proved challenging at times, with the Management Group and Delivery Team working hard with landowners to deliberate and negotiate land use. The drive and determination of the C2C Project team remained consistent, but in many instances the work relating to trail development was strenuous with landowner support not always received for a number of reasons outside of the C2C Delivery Team's control. In some cases the C2C Delivery Team invested many hours' work into negotiating and pursuing the development of a trail which inevitably did not come to fruition leading to no tangible reward for effort in some cases. That time and effort needs to be acknowledged. The will and enthusiasm of the Delivery Team despite this challenge is, again, testament to their dedication to the C2C Project and development of new physical infrastructure in the footprint area.

A point to note, on the contrary, however, was that in one instance a generous offer was made to C2C by a landowner of an extensive area of land upon which to build a community trail. Unfortunately, this offer could not be taken up due to its extensive size and location which was beyond the capacity of C2C to develop. However, the offer itself was evidence of how a locally based project such as C2C was able to engage with landowners and ultimately generate and receive such largess.

8.0 Looking Ahead



Key to the C2C Project and outlined in the project's Approved Purposes is the importance of sharing learning from the project locally, regionally and internationally and sustaining the benefits of C2C for the local communities in the area. Sharing and cascading learning from the C2C Project will ensure impact on a much wider scale and highlight the power of a community-led heritage and placemaking project to a large audience. While the impact on the C2C footprint area and communities involved in the project are evident, it is vital that the C2C stakeholders continue to celebrate and showcase this impact so that other providers and heritage organisations can use the C2C Project as a pilot and have confidence in the model utilised.

One project in particular has been carried out as an outcome of the C2C Project and which has built on the community-led model of C2C and the collaborative approach. Acting as the final legacy action of the C2C Project and building on the collaborative model between the UNESCO Marble Arch Caves Global Geopark and local communities, the Legacy Delivery Plan project focussed on a wider landscape than C2C – communities within a 10-mile radius of Cuilcagh Mountain in a cross-border area – with the aim of connecting the landscape and communities to allow development of heritage activities. The development of this project was a significant achievement of the C2C Project, which acted fantastic pilot project for future community-led heritage projects on a wider scale (both in Northern Ireland and further afield). The purpose of the new Legacy project was to:

- Empower local communities to identify what is unique regarding their landscape, heritage and culture;
- Explore the willingness within local communities to collaborate in delivering on shared heritage projects; and
- Develop a 3-5 year programme delivery plan which will help local communities promote and conserve heritage in their areas.

The project encouraged and empowered local people to suggest ideas or activities to promote, preserve and celebrate the heritage and culture of their communities around Cuilcagh Mountain and to enhance local rural community development by connecting people to their built, natural, cultural and archaeological heritage. It is vital to note that communities involved in the C2C Project also had the opportunity to get involved in this project, and to bring their experience and skills developed through C2C to the table – helping enthuse and support a new audience to heritage. This project is just one example of a powerful legacy product of C2C and evidence of how it has acted as a catalyst for an array of heritage-focussed projects in the future.

9.0 Conclusion



The C2C Project can be deemed a remarkable success in its 3 years of project delivery. The project has acted as a trailblazer and has demonstrated to communities and individuals involved the possibilities of a heritage-focused project and how powerful the partnerships of communities working together can truly be in leveraging both experiences and physical infrastructure. Those involved have been able to build skills, understand and reimagine their heritage, history and culture and develop relationships through mutual interest in place and surroundings. The project has captured a broad audience and included members from the wider C2C footprint area including older people, younger people, people from a variety of backgrounds and importantly, the project has united people on what they have in common and allowed local people to realise their commonalities and shared heritage in communities which had been historically segregated and divided based on perceived differences. The C2C Project has focussed on intergenerational opportunities which have been a key asset to the programme, allowing older generations to engage with younger groups and working alongside local schools to truly embed an appreciation for heritage and the local landscape from a young age. What has been most encouraging about Meanwhile Projects is that people who had not previously taken part in heritage or history focussed projects did so for the first time, with the C2C Project offering those individuals a way into a new world of local heritage and what it has to offer.

'Informative, enjoyable, a well worthwhile project which fosters an interest in local history and bridges real or imagined differences and brings communities together.'
(C2C Participant)

Through the extensive offering of exciting Meanwhile Projects and activities which had not been available in the area before (with many only carried out in NI for the first time through C2C), local people and communities were enthused and invigorated by a project which was different and in which their ideas for activities were captured and included in a project delivery plan. The Meanwhile Projects in their variety and creativity captured the imaginations of local people and provided them with a fun and educational introduction to the C2C Project. The way in which Meanwhile Projects have been developed and delivered has allowed participants to take part in projects of interest

and try new things, people who engaged in C2C Meanwhile Projects developed friendships, skills and reaped the benefits of connecting and learning about their local heritage, history and culture. Alongside this, individuals have experienced improved mental and physical wellbeing as a result.

'An excellent project which was very well delivered and covered so many aspects. Something for everyone.'
(C2C Participant)

Even with the Covid-19 pandemic taking hold in the middle of the project, the C2C Management Group and Delivery Team did not stand still and continued to progress opportunities which were accessible in digital formats. The way in which enthusiasm and interest in the project was not hindered during this time is testament to the quality of C2C and the ability of the Local Co-Ordinator to sustain relationships and ensure communications were managed effectively. Further, during this time of uncertainty, the C2C Local Co-Ordinator and Management Group did their utmost to support the communities within the C2C footprint.

The work completed in Community Trail Development has been remarkable in a relatively short-scale project. The passion and drive of the C2C Delivery Team and Management Group who have gathered the support and enthusiasm of the local communities and landowners have allowed ambitions to come to fruition. Significant progress resulting in trails on the ground being launched in Autumn 2021 show the drive and determination of the C2C Project team and the communities within the project area.

The legacy of the C2C Project will not only be the communities who are more skilled, knowledgeable and enthused to showcase, access, protect and conserve their local heritage, but through the trail infrastructure which has been developed on the ground and which will be utilised by people of all ages, abilities and backgrounds for many years to come. These trails, which were developed as a shared vision at the beginning of the C2C Project, are a powerful example of placemaking and of what can be achieved through partnerships and relationships nurtured between and within communities. The co-design and community development approach taken in the outline of

potential community trails will ensure buy-in and will enthuse the community to use and take care of trails for years to come. As a result of trails, people will be better connected and will be healthier and more connected to their local area.

'It's been a fantastic project so far in terms of connecting members of the community and the range of related activities and events. Also the output from the project will remain for generations to come through the films and the memory map. Personally, not being from this part of the world, I have learnt a great deal about local heritage. Great initiative!' (C2C Participant)

The successes of the project can be credited to a forward-thinking, confident and enthusiastic Project Delivery Team and Management Group who have been imaginative and creative in the development of a programme of activity and delivery plan. Further, the Delivery Team have made great effort towards tackling and removing any barriers from individuals and communities, allowing a wide and diverse range of people to get involved in projects and events and empowering local people to help shape the direction of the project. Throughout the development of Meanwhile Projects and negotiations and deliberations involved in Community Trail Development, the Project Delivery Team has remained consistent, driven and has always had confidence in C2C as a project which can have successful outcomes for the benefit of the whole community. Despite many challenges involved in securing landowner permission and with Covid-19 often meaning projects could not come to fruition, the Team never lost faith in the fact that C2C has and will continue to make a true, positive difference to the lives of many people. Of course, the Delivery Team were supported throughout the C2C journey by ORNI with support from FODC and Cuilcagh Lakelands UNESCO Global Geopark. ORNI provided management support and paved the path for the C2C Project as a pilot project executed to the highest standard which could be replicated both regionally and further afield.

Testament to the high quality of the C2C Project are the projects which will come to fruition in the near future which are being developed as a result of its success. Not only are the communities involved enthused and motivated to continue heritage projects and to continue the progression on shovel-ready trails which have been highlighted as part of the Delivery Plan, but are more aware of their local heritage, landscape, history and culture and better equipped to carry out further projects, events and initiatives. Further, strategic partners including FODC and Cuilcagh Lakelands UNESCO Global Geopark are maximising the successes of the C2C Project by developing a cross-border Legacy Delivery Plan focussed on communities surrounding Cuilcagh Mountain, taking learning

from the C2C Project and replicating learning and delivery on a wider scale. It is undoubtable that the legacy of the C2C Project will span many years to come.

'So well supported by the local community. You have touched the interest and imagination of the local people. Congratulations!' (C2C Participant)

'It was an excellent project from start to finish hopefully there will be more of similar projects in the future a big thank you to all involved.' (C2C Participant)

'A fantastic local landscape project with involvement from many who live in the area. It provides excellent resources to help people who live in and outside of the area to understand and appreciate the unique history, culture and natural heritage of this unique area. It has been a pleasure and privilege for me to be involved in the project.' (C2C Participant)