

Public Document Pack

Peak District National Park Authority

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Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



Our Ref: A.1142/1543

Date: 14 January 2016



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**

Date: **Friday 22 January 2016**

Time: **10.00 am**

Venue: **Aldern House, Baslow Road, Bakewell**

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting 6 November 2015** (*Pages 1 - 4*) 5 mins
3. **Urgent Business**
4. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
5. **Members Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
6. **Moors for the Future Operational Plan 2016-2017 (SLD/CD)** (*Pages 5 - 38*) 30 mins
Appendix 1
7. **Woodlands Disposal Project (SMcK)** (*Pages 39 - 44*) 20 mins

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|------------|--|---------|
| 8. | Growing and Developing the Visitor Economy Sector Within Derbyshire Grant Acceptance (RG/LT) <i>(Pages 45 - 50)</i> | 10 mins |
| 9. | 2015/16 Quarter 3 Corporate Performance and Risk Management (A9194/WA) <i>(Pages 51 - 78)</i> | 30 mins |
| | Appendix 1 (part 1) | |
| | Appendix 1 (part 2) | |
| | Appendix 2 | |
| | Appendix 3 | |
| 10. | Giving Strategy (MB) <i>(Pages 79 - 124)</i> | 50 mins |
| | Appendix 1 | |
| | Appendix 2 | |
| | Appendix 3 | |
| | Appendix 4 | |
| | Appendix 5 | |
| | Appendix 6 | |

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website www.peakdistrict.gov.uk.

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected by appointment at the National Park Office, Bakewell. Contact Democratic Services on 01629 816200, ext 362/382. E-mail address: democraticservices@peakdistrict.gov.uk.

Public Participation and Other Representations from third parties

Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Resources to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website www.peakdistrict.gov.uk or on request from Democratic Services 01629 816362, email address: democraticservices@peakdistrict.gov.uk, fax number: 01629 816310.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites such as Facebook or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. The recordings will usually be retained only until the minutes of this meeting have been confirmed.

General Information for Members of the Public Attending Meetings

Aldern House is situated on the A619 Bakewell to Baslow Road, the entrance to the drive is opposite the Ambulance Station. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk.

Please note that there is no catering provision for members of the public during meal breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: Members of Audit Resources & Performance Committee:

Chair: Cllr A McCloy
Vice Chair: Cllr C Furness

Mrs P Anderson	Mrs F Beatty
Cllr A R Favell	Cllr D Greenhalgh
Mr Z Hamid	Cllr Mrs G Heath
Ms S Leckie	Cllr S Marshall-Clarke
Cllr C McLaren	Cllr Mrs L C Roberts
Mrs E Sayer	Cllr Mrs N Turner
Cllr F J Walton	Cllr D Williams

Other invited Members: (May speak but not vote)

Mr P Ancell	Cllr D Chapman
Cllr D Birkinshaw	

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 6 November 2015 at 10.00 am

Venue: The Board Room, Aldern House, Baslow Road, Bakewell

Chair: Cllr A McCloy

Present: Cllr C Furness, Mrs P Anderson, Mrs F Beatty, Cllr D Greenhalgh, Mr Z Hamid, Ms S Leckie, Cllr C McLaren, Cllr Mrs L C Roberts, Mrs E Sayer, Cllr F J Walton and Cllr D Williams

Mr P Ancell and Cllr D Chapman attended to observe and speak but not vote.

Apologies for absence: Cllr Mrs G Heath, Cllr S Marshall-Clarke and Cllr Mrs N Turner.

61/15 MINUTES OF PREVIOUS MEETING HELD ON 18 SEPTEMBER 2015

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 18 September 2015 were approved as a correct record subject to the following amendment:

On page 4 of the minutes delete the comment included in error immediately before Minute No 55/15.

62/15 URGENT BUSINESS

The Chair reported that there were no items of urgent business to consider.

63/15 PUBLIC PARTICIPATION

It was noted that there were no public speakers.

64/15 MEMBERS DECLARATIONS OF INTEREST

Item 6

Cllr C Furness, Cllr A McCloy and Cllr Mrs L Roberts had all received correspondence from Dr P Owens and Cllr Mrs K Potter.

65/15 LOCAL GOVERNMENT OMBUDSMAN COMPLAINT (C355/JRS)

The Chair reported that he had discussed this item with the Chair of the Authority and the Chair of Planning regarding whether or not the item should be referred to the full

Authority. However they had agreed that the item should be considered by the Audit, Resources and Performance Committee for scrutiny and accountability reasons. A report on the issues raised in the Ombudsman's decision will be made to the Planning Committee.

The Chair also reported that following further discussions it was felt that a micro scrutiny review of the issues raised and lessons learnt to minimise future risk may be appropriate.

The Director of Conservation and Planning introduced the report and explained the background to the complaint.

The Chair of the Planning Committee stated that he was concerned about the complaint decision and was happy for a report to be made to the Planning Committee regarding lessons learnt and mitigation of future risk. He also welcomed a micro scrutiny review of the issues but it should be simple and short and consider the following issues:

- Practicalities and process of consulting
- Judging impact of developments on neighbours.

The recommendation and the proposal for a micro scrutiny review of the issues was moved.

It was agreed that the micro scrutiny review panel should include Members from both the Audit, Resources and Performance Committee and the Planning Committee.

In response to Members' queries it was noted that an apology had been sent to the Complainant as requested by the Ombudsman and that officers had been briefed on lessons learnt from the complaint.

The motion for the recommendation set out in the report and the proposed micro scrutiny review were seconded, voted on and carried. The Members of the micro scrutiny review panel were agreed as Chair and Vice Chair of Audit, Resources and Performance Committee, Mrs E Sayer, Chair of Planning Committee and one other Member of the Planning Committee to be identified by the Chair of Planning Committee.

RESOLVED:

- 1. To authorise arrangements to pay the diminution in value of a complainant's property following the 'before' and 'after' valuation of £35,000 in settlement of a Local Government Ombudsman case.**
- 2. To appoint a Micro Scrutiny Review Panel to consider the lessons learnt from the complaint.**
- 3. The following Members were appointed to the Micro Scrutiny Review Panel:
Chair of Audit, Resources and Performance Committee – Cllr A McCloy
Vice Chair of Audit, Resources and Performance Committee – Cllr C Furness
Mrs E Sayer
Chair of Planning Committee – Mr P Ancell
One other Member of the Planning Committee to be identified by the Chair of Planning Committee.**
- 4. That attendance at Micro Scrutiny Review Panel meetings be approved duties for the payment of travel and subsistence allowances.**

John Cornett, the Authority's new representative from KPMG External Auditors, was present at the meeting and introduced himself and the Annual Audit Letter 2014/15.

The recommendation as set out in the report was moved, seconded, voted on and carried.

RESOLVED:

1. That the 2014/15 Annual Audit Letter be considered and acknowledged.

67/15 INTERNAL AUDIT REPORT BLOCK 1 2015/16 (A1362/7/PN)

Ian Morton, the Authority's representative from Veritau Internal Auditors, was present at the meeting and introduced the report on the recommendations for the first block of the 2015/16 audit and the agreed actions for consideration.

Cllr D Greenhalgh and Cllr D Williams both declared personal interests in this report as reference was made to the payroll service provided to the Authority by Derbyshire County Council and they were both members of Derbyshire County Council.

In response to Members' queries it was noted that discussions would be held with Derbyshire County Council regarding the contract for provision of the payroll service.

The recommendations as set out in the report were moved, seconded, voted on and carried.

RESOLVED:

1. That the internal audit reports for three of the four areas covered under Block 1 for 2015/16 be received (in Appendices 1 – 3 of the report) and the agreed actions considered.
2. That the amendments to the Fraud Awareness and Whistleblowing Policy recommended in Appendix 3 of the audit report be approved.

68/15 2015/16 QUARTER 2 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/WA)

An amended copy of Appendix 1.1 had been tabled as the colour of the original version had not printed correctly.

In considering Appendix 1.2 Members expressed concern that in Cornerstone C3, Focus C3a: Excellence in the way we deliver our Planning Service, the RAG status was green and felt that a better reflection of current progress against targets would be amber.

In response to Member queries regarding Directional Shift S2 it was noted that officers were working closely with Natural England and farm and land managers regarding the Countryside Stewardship Scheme and that a report on the Corporate Strategy would be made to the December Authority meeting.

A query was raised on Appendix 2 regarding S1.9 and it was noted that a report on the Capital Strategy would also be made to the December Authority meeting which would be followed by further reports on specific areas.

RESOLVED:

1. That the Quarter 2 Corporate Performance Return, given in Appendix 1 of the report, is reviewed and any remedial action agreed including changing the status of C3a from green to amber .
2. That the Corporate Risk Register, summary given in Appendix 2 of the report be reviewed and status of risks accepted.
3. That the status of complaints and Freedom of Information Requests, given in Appendix 3 of the report, be noted.

69/15 ITEM FOR NO DISCUSSION: RISK MANAGEMENT POLICY (A91941/WA)

This item had been identified by the Chair as not needing discussion.

The recommendation as set out in the report was moved, seconded, voted on and carried.

RESOLVED:

1. That the updated Risk Management Policy in Appendix 1 of the report, and supporting documentation in Appendix 2 of the report, are approved.

70/15 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of Agenda Item No. 12 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 7 "Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime".

71/15 INTERNAL AUDIT REPORT BLOCK 1 2015/16 (A1362/7/PN)

Ian Morton, the Authority's representative from Veritau Internal Auditors, was present at the meeting and introduced the report.

The recommendations as set out in the report were moved, seconded, voted on and carried.

RESOLVED:

1. That the internal audit report for PCIDSS covered under Block 1 for 2015/16 be received (in Appendix 1 of the report) and the agreed actions considered.
2. That the internal audit report for Visitor Centre Security covered under Block 1 for 2015/16 (in Appendix 2 of the report) be noted.

The meeting ended at 11.40 am

6. **MOORS FOR THE FUTURE OPERATIONAL PLAN 2016 - 2017 (SLD/CD)**

1. **Purpose of the report**

This report puts before Committee the fourth Operational Plan from the Moors for the Future Partnership. This plan is for the commitments in the financial year 2016/2017, but includes a look back at achievements in the previous (current) year and a look forward, both at commitments for the following year 2017/2018 and the expectations of business development during and beyond this time frame. The Operational Plan is an appendix to this report.

2. **Key issues**

During the year of this 2016/17 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £3.7m. The value of projects in the pipeline (subject to approval) is an additional £75k. This is supported by £88k contribution from this Authority and a further £129,500 core funding from partners.

The Authority's Resource Management Team and this Committee receive business cases for new projects from Moors for the Future as appropriate within Standing Orders.

The implementation of these business cases bring significant investment into the moorland landscape of the Peak District and South Pennines and all have then been successfully out-turned over the past 13 years. Over £30m has been secured and invested by the Partnership's team over this period.

This plan sets out our programme delivery plan and helps the approvals process better understand how new projects fit into the bigger vision of delivering both the National Park Management Plan and key activities of the 2016-2019 Corporate Strategy - whilst taking into account the requirements of the Moors for the Future Partnership partner organisations.

There are typically around 20 projects being delivered at any one time. The combined value of directly delivered projects in 2015/16 is over £5m.

An integral part of the Programme Management approach is the production of this annual Operational Plan which adds to the transparency of the whole programme and allow the approvals process to scrutinise new proposals more effectively.

The projects within the Operational Plan are funded by, and involve, a number of important partners. This will give the Authority good engagement opportunities with major partners who have significant influence over the management of the moorland landscape.

3. **Recommendations**

That the Audit Resources and Performance Committee supports this Operational Plan and recommends it to the Moors for the Future Partnership's Strategic Management Group.

4. **How does this contribute to our policies and legal obligations?**

The strategic fit of the Operational Plan is relevant to the Peak District National Park Management Plan strategic themes and covers many aspects which will support the delivery of the National Park Management Plan. More specifically:

A Diverse Working and Cherished Landscape

Action DL1.2 – Deliver conservation on a landscape scale through a diverse range of models, in keeping with Landscape Character Assessment and supporting adaptation to climate change

Action DL1.3 – Ensure that the conservation and enhancement of landscape character areas extends beyond the national park boundaries

Action DL3.1 - Conserve and enhance biodiversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan

Action DL 3.3 - Focus on the natural environment, ecosystem services and the part we play in these systems, through integrated action and fostering greater understanding

Action DL 3.4 – Manage river water quality and supply within the national park

Action DL 3.5 - Respond appropriately and adequately to new animal and plant health risks and invasive species

Action DL 4.2.1 - Protect and enhance the storage of carbon through blanket bog stabilisation and restoration.

Action DL4.2.2 – Research and demonstrate the role of peat/soil in water storage and water flow risk management, and carbon storage and management within the national park

5. **Background**

This Operational Plan is a practical manifestation of the current (2014-2020) Business Plan.

At the time that the 2015/16 Operational Plan (presently in delivery) was approved by this committee the team intended to complete the suite of revised management tools, with a new future strategy and an annual reporting process to fully celebrate the work the Partnership is delivering. Due to the amount of resource required for the MoorLIFE 2020 grant application and revisions, the work to produce a new forward strategy and a new reporting process will now be progressed during 2016/17. An application is being made to HLF Transition Fund to support this work.

The Resource Management Team meeting on 9 December 2015 endorsed this Operational Plan - with amendments - which have been made.

6. **Proposals**

The intention (agreed at ARP in January 2013) is to have an on-going Moors for the Future Operational Plan which will be reviewed once a year, bringing the next financial year version to the respective January ARP committee. The annual reporting to committee will follow the programme below with some flexibility to fit around large projects in order for the reporting to encompass work in a meaningful way. Individual reports will continue to be brought to Committee as necessary to gain authority for new initiatives as required to meet Standing Orders.

The reporting structure is:

- **RMT Meeting in December** The draft Operational Plan for the following year will be presented for comments.
- **Audit Resources and Performance Committee in January**
Final version of Operational Plan put to Committee for approval; Committee then to recommend the final version (after changes required by Committee) to Moors for the Future Strategic Management Group.
- **Moors for the Future Partnership Strategic Management Group in March**
Accept the Operational Plan for the upcoming financial year.

7. **Are there any corporate implications members should be concerned about?**

Risks, Issues and Dependencies of the programme of projects are monitored and reviewed quarterly alongside the Programme Progress Log.

The partnership manager will continue to paying close attention to partner advocacy during the 2016/17 delivery year in order to maximise any available resources.

8. **Financial**

The resources available to produce the Operational Plan each year are those of the existing staff team with welcome advice from senior officers. No additional resources are available.

9. **Appendices**

The Moors for the Future Operational Plan 2016/ 2017

Report Author, Job Title and Publication Date

Sharon Davison, Programme Office Manager / Christopher Dean, Partnership Manager, Moors for the Future Partnership, 14 January 2016

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Audit, Resources and Performance Committee Friday 22 January 2016 - Item 6 (Part A)

Moors for the Future Partnership

Operational Plan 2016-2017

Including a review of 2015 –16 and a forward look for delivering legally committed contracts and expected areas of business development.

Authors: S Davison, C Dean, M Buckler, J Walker, D Wilson

Date: 19 November 2015



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I Executive Summary

This is the fourth annual Operational Plan produced by the Moors for the Future Partnership (MFFP). The Plan communicates to our funding partners and staff how we intend to deliver the agreed projects. This year we have changed the format to report by project rather than by objective area.

This strengthening of our business planning reflects the organisational changes made during 2012-13 to transform MFFP from a project delivery vehicle to a programme delivery vehicle. These changes have the support and backing of our accountable body, the Peak District National Park Authority, and of our many partners.

Over the past 13 years the MFFP team has successfully delivered a range of technical solutions that address our mission - **“to restore the quality of the South Pennine Moors, to improve its benefits as a quality water catchment area, a diverse ecological, recreational and agricultural resource which will be managed to ensure the enduring legacy of these benefits.”**

Over the past year, on behalf of 14 partners, we delivered 31 projects with a total project value in excess of £5.3m.

This year, **2016 - 17** we have a committed budget (to date) of £5.5m agreed with partners to deliver 16 projects with an additional project value of £75,000 in the pipeline. In 2017-18 our operational plan covers the deployment of just over £5m (contracted).

In our Business Plan 2013 – 2020 we address the bigger picture of how MFFP will develop the funding streams for further remediation and legacy management. We will produce updated Vision and Strategy documents and will be reviewing our suite of management documents over the next 12 months.

The continuing challenge for MFFP this year will be to ensure that the organisation has the capacity and capability to continue to deliver programmes over this transition phase. We are planning to continue the successful delivery of our programme of projects and our resource planning accounts for this.

2 The Purpose of the Operational Plan

The purpose of the operational plan is to allow members of the Peak District National Park’s Audit Resources and Performance Committee to monitor overall programme progress and how the MFFP outcomes and projects together achieve PDNPA - and our other partners’ - objectives. In particular, it will be the business tool by which MFFP manages its annual activities to achieve our objectives:

- **Objective One – Awareness Raising**

“To raise awareness and promote positive action for the conservation of the moorland landscape”

- **Objective Two – Conservation Management**

“To develop and deliver sustainable land management for these important upland resources, ensuring appropriate consideration of all of their benefits”

- **Objective Three - Science**

“To develop expertise for the sustainable management of moorlands ensuring that the programme is properly resourced with the capacity and capability to achieve this”

3 Look Back at 2015/16 (this is a summary of highlights)

Projects

MoorLIFE

The project was extended until August 2015 to enable the final deliverables to be completed. This year we undertook an innovative localised hand application of lime, seed, fertiliser and Sphagnum on Bleaklow, to areas where previous works had not covered bare ground with the usual success rate. We also completed preparation of the final communications and science deliverables. Reports produced were the AfterLIFE Report, Layman's Report, Final Dissemination Report, Vegetation Monitoring, Hydrological Monitoring and Carbon Audit Reports, and Sphagnum Guide.

We issued 8 press releases and targeted news items in the final months of the project, achieving media coverage at local, national and international level on 26 occasions.

The Project was audited in September (obligatory for a Life Funded Project). The final report and claim form (including the auditor's report) was submitted in November, within budget.

We gave a presentation on how to exit a Life Project in December to the Life Platform meeting in Woking.

Making Space for Water Project

Extended monitoring on impact of bare peat stabilisation and sphagnum recovery on flood risk mitigation

The aim was to continue the current monitoring programme to show the effect of re-vegetation and gully blocking on discharge from the previously bare and degraded micro-catchments on Kinder. This is particularly relevant in the light of the recent (summer 2015) intensive inoculation of the Nogson micro-catchment with *Sphagnum* plugs. Further to maintain consultations with the former phase 1 and 2 project's hydrological experts and collaborators at the University of Manchester, to review and update the present experimental design and to review, purchase and install further equipment to more fully safe-guard the collection of relevant data.

Develop a costed proposal for longer term studies (MSW3)

The aim was to develop a proposal for a third phase of the Making Space for Water project centred around the longer term reduction in peak flows from headwater catchments following re-vegetation and gully-blocking, and also including the effects of Sphagnum colonisation by intensive propagule inoculation. The proposal will also include a further modelling study to predict the potential impact on flood risk in a case study catchment such as Glossop which has experienced flooding in the past. The proposal included the further development of evidence gathering to ascertain the effects of wider catchment clough woodland planting on peak flow reduction.

Additional benefits (or Ecosystem Services) accruing as a result of the re-vegetation works was also included for investigation within the proposal. These will include carbon fluxes, water quality, and diversity (microbes, plants, invertebrates and small mammals).

Investigate further the potential impact of headwater re-vegetation on downstream flood risk using a percentage contribution model

The aim was to show the proportional contribution of peak flow that was made by upstream catchment areas to any point within the downstream Derwent catchment flood risk areas. Although this had already been accomplished for the flood event of winter 2000, the aim is to populate the model with a further set of peak flow (preferably flooding) events to provide more certainty to the prediction.

A further aim of this study was to explore the potential impact of headwater re-vegetation on this contribution and predict an effect on the number of properties at risk in flood risk areas downstream.

Critical appraisal of the three Defra Multi-Objective Demonstration projects

The aim was to provide a summary of headline evidence arising from the three UK multi-objective demonstration projects and also to provide a critical look at the advantages and limitations of the approaches used, the stumbling blocks along the way and useful pointers for future investigations.

Output

A report with different sections outlining the results from each of the above sections was produced at the end of December 2015.

Moscar Science Project

This project aims to evidence the impact of blocking erosion gullies in blanket bog on which the dominant vegetation cover is heather *Calluna vulgaris*. We aim to evidence the impacts of these works on vegetation, water tables, water flows and quality, and additionally on breeding bird abundance, including red grouse *Lagopus lagopus*.

The project manager began work on the Moscar Science Project in June 2015. Since June the following monitoring activities have taken place:

- Surveyed forty 2m x 2m vegetation quadrats,
- Monitored visitor use of the Whinstone Lee Tor footpath before and after restoration,
- Grouse survey,
- Installed four automated water table loggers that continuously measure water table height and performed four-weekly downloads of these loggers,
- Monitored water quality at two sites on a four-weekly basis,
- Carried out a twelve-week (autumn) manual dipwell campaign,
- Monitored particulate organic carbon (POC) loss from blocked and unblocked gullies,
- Installed manual dipwell transects in blocked and unblocked gullies,
- Installed a water flow station and rain gauge.

Kinder Catchment Monitoring Project

This five year monitoring project was completed this year and a final report published. The aim of the project was to evidence the impact of bare peat stabilisation on vegetation recovery, water quality, water flows and water tables in the blanket bog catchment of the Kinder Reservoir on Kinder Scout for data collected up until January 2015. Updated analysis using data collected during 2015 will be carried out in March 2016. Key findings to date:

- Of 83 gully dams surveyed between 2 and 3.5 years after installation, 95% showed signs of peat accumulation/water pooling behind the dams, and 94% had upstream vegetation establishment.
- The extent of bare and eroding peat was reduced by 75% between 2011 and 2014 as a result of the establishment of the nurse grass crop.
- A *Sphagnum* survey along transects of a 48 ha area within the Kinder catchment clearly showed that *Sphagnum* has increased on Kinder Scout. In 2010, *Sphagnum* patches were few and far between, with only 30 patches recorded. Four years later, in 2014, a repeat of this survey recorded 913 patches.
- Water tables were 17 cm higher 14 months after seeding; however, relative to untreated bare peat areas this increase was not significant when compared to a control system where no land management intervention was carried out but where water tables also increased – potentially as a result of higher rainfall in the post works monitoring period. Longer monitoring is required to inform the impact of revegetation and gully blocking on water tables at this site.
- The impact of the stabilisation and gully blocking working on storm water flows in the catchment. Longer-term monitoring would be required to fully assess the impact as post stabilisation and gully blocking data were only available for 13 months.
- Water quality (dissolved organic carbon) temporarily improved upon the application of lime as part of the revegetation work. Data analysed in the final report only included data up until December 2014 whereas lime and fertiliser treatments on Kinder continued until spring 2015.

Further analysis on 2015 water data is required to fully assess the short-term impacts of revegetation works on the Kinder Catchment Project.

Woodhead Gully Blocking Monitoring Project

This project was set up to monitor the impacts of gully blocking and re-vegetation works on blanket bog habitat undertaken through MFFP's EU LIFE funded 'MoorLIFE' project. The project has run for three years with a final report for the current funding produced this year. Five months of data was collected prior to gully blocking, and two years post-gully blocking. A significant constraint to the monitoring was that the baseline period of monitoring, the period against which it was anticipated evidencing change delivered through the conservation works, was during 2012 – the second wettest year on record (Met Office, 2015). To counter this constraint, longer-term monitoring is required to evidence future changes at the treatment and control sites. Key findings in 2015:

- Of 68 stone gully blocks surveyed all (100%) were found to be holding water, and 82% were found to be holding peat when compared to measurements taken prior to gully blocking. Sediment depth behind dams was found to have increased by approximately 14 cm of peat relative to an unblocked control 17 months post installation (as this catchment is vegetated sediment supply is lower than on bare peat as sediment comes just from the gully walls). Dams have not yet fully 'matured' and have capacity to further accumulate sediment.
- The extent of bare peat on Woodhead has been reduced by 83% to approximately 15% between 2011 and 2014; 77% of this vegetation cover was the grass nurse crop, the remainder was 'blanket bog' vegetation (Dwarf shrub species, mosses and some sedges).
- The water table was monitored at two locations adjacent to gully blocks to evidence the direct impact of gully blocking. Because the baseline monitoring period happened to be during a year of record breaking rainfall and additionally because our water table logging equipment was stolen from this site and had to be replaced, our data and analyses to date have proved inconclusive and further monitoring and investigation is required to evidence these impacts.
- The water flow data collected from Woodhead was considerably 'noisy', again due to the record-breaking rainfall in 2012 and the limited number of storm events we were able to monitor in 2012 prior to gully blocking. There were indications of a decrease in peak storm flow for small storms following gully blocking, although this effect appeared to be transient and subtle. A decrease in percent runoff was also observed for a short time, but again appeared to be transient. This suggested that a level of additional storm water 'storage' was created in the catchment (i.e. behind dams) but reduced rapidly with time.
- In Stable Clough, a flow monitoring site at the moorland edge, 54% of the catchment was bare peat and was revegetated. No difference in peak discharge and lag times was found as a result of the revegetation within 17 months after seeding. The vegetation establishment may not have been sufficient to increase roughness enough to affect storm hydrographs. Longer term monitoring is required to better evidence the impacts of the establishing vegetation on storm flows in this catchment.
- Gully blocking in vegetated blanket bog on Woodhead had no observable impact on water colour or DOC concentrations during the 17 month post-works monitoring period, this time frame may be too soon to evidence any changes in water quality.
- Re-vegetation treatments – in particular liming treatments – caused a temporary decrease in water colour and DOC concentration of up to 43% for between four and six months. As maintenance applications of lime were made annually throughout the monitoring period, and so the results to date only demonstrate the short-term impacts of the treatments themselves, rather than the effect of re-vegetation on water quality.

Catchment Restoration Fund (and additional NTHLS work)

The Peatland Restoration Project funded through the Catchment Restoration Fund completed in March 2015. An independent audit of the project was completed in summer 2015. This was then submitted to the Environment Agency to complete the project.

On behalf of the National Trust, Dark Peak Estate, the following works were completed under the HLS scheme:

- Ashop Moor - 167ha treated with lime and maintenance fertiliser
- East Crowden – 40ha treated with lime and maintenance fertiliser
- Kinder – 58ha treated with lime, seed and initial fertiliser & 20ha treated with lime and maintenance fertiliser;
- Park Hall Farm - Heather brashing undertaken in 2014/15 to treat the bare peat on the 11ha site but did not complete the works as anticipated and so an additional 60 bags of heather brash were spread in order to complete this phase of the works. Also within this financial year the site received its first aerial application of lime, seed and initial fertiliser.

South Pennines Commons Project

In the 2015/16 financial year the South Pennines Commons Project completed its assigned outputs across the sites of Walsden, Castleshaw, Butterworth, Blackstone Edge and Langfield Moors. In this last year of this project this work consisted of maintenance aerial applications of lime and fertiliser across all treatment areas in Walsden, Butterworth, Blackstone Edge and Langfield; plus some hand spreading of lime, fertiliser and seed in areas inaccessible for aerial application such as below powerlines and adjacent to water. All claims were made in a timely manner and have been paid.

Maintenance lime and fertiliser treatment for Castleshaw was delivered separately by the National Trust, owing to strong synergies between Castleshaw and current works on the NT's Marsden Moor Estate.

This completes the deliverable objectives of this project. However work on these sites is likely to continue through MoorLIFE 2020, particularly in the form of a second maintenance application of lime and fertiliser.

Evidence to support achieving Favourable Condition Status on blanket bog habitat through land management intervention; and trials of introducing *Sphagnum* into *Molinia caerulea* dominated blanket bog Project

Trajectories

The aim of this project is to assess the impact of moorland restoration activities in the Dark Peak and South Pennines on achieving favourable condition status for blanket bogs. The project used data and information from Yorkshire Water's SSSI recovery programme and MoorLIFE, and expertise from Moors for the Future. The project outputs provided Natural England and its partners with evidence and direction in relation to the implementation of moorland intervention techniques on blanket bog towards the recovery of the South Pennine Moors SAC. It will help direct future targeting of potential limited agri-environment funding and provide a base for calculating milestones to show positive progress. The four land management interventions chosen for this investigation include:

- a. bare peat stabilisation:
The specific aim of this section is to show the effect of stabilisation and re-vegetation of bare peat patches on plant diversity, to predict trajectories for recovery to favourable condition and suggest milestones and management changes to maintain and promote this recovery.
- b. diversification of *Molinia*-dominated vegetation:
The specific aim of this study was to show the effect of traditional diversification interventions (flailing, grazing, burning, herbicide spraying and seeding) on *Molinia*-dominated habitats using one-off quadrat-based surveys and comparing a treatment area with a chosen control area.
- c. grazing

d. gully blocking:

The specific aim for the above two interventions was literature based review of studies to provide recommendations for current best practice and milestones for recovery

Output

A report with trajectories, milestones and management recommendations by March 2014 – subsequently delayed due to uncertainties about restoration implications. Yet to be signed off (Nov 2015)

***Sphagnum-in-Molinia* diversification trials**

The aim of these trials is to show that a simple 'one-off' flailing intervention, accompanied by the application of *Sphagnum* propagules, will lead to significant increases in the cover and numbers of different *Sphagnum* species together with an accompanying reduction in the cover of *Molinia caerulea* and other graminoids. Subsidiary aims include the additional effect on *Sphagnum* establishment of: windrowing the post-flailing mulch, or leaving it lying on the surface; the propagule and species type providing the most effective colonies; the topography of the terrain that is most suitable for propagule development; and the relationship of this development with water table depth.

Outputs

Full set up of trial by March 2015

Presentation to National Trust-hosted *Molinia* conference in Huddersfield (15 Sept 2015)

Preliminary report submitted to National Trust for posting on website (October 2015)

Draft report available for submission to Natural England (March 2016)

Monitoring *Sphagnum* Donor Sites Project

This project supports SSSI favourable condition by monitoring *Sphagnum* donor sites. The aim is to increase knowledge of *Sphagnum* recovery following harvesting. During this year the following has been achieved:

- Site identified for pilot monitoring scheme,
- Quadrats set-up to monitor how hummock forming *Sphagnum* species recover from a 10% harvesting rate,
- Scope of project and detailed methodology agreed with NE.

Natural England Milestones and Trajectories Project

The aim of this project is to estimate trajectories of progress towards favourable condition in relation to the Commons Standards Monitoring approach adopted by Natural England for assessing condition status. The data contributing to this work will involve blanket bogs and other upland dry heath vegetation and originate from MFFP and also other major peatland restoration partnerships (where available) which provide evidence of recovery rates. The trajectories will be used to develop a set of milestones to demonstrate change in condition in different circumstances and under different interventions. A simple monitoring process will be recommended to assess change. The potential for using proxies will be explored to allow rapid and repeatable assessment of changes in key indicators for example biodiversity, carbon and water. Remote sensing / surveillance techniques will be identified that would be suitable for countrywide monitoring of the change in condition of blanket bog and upland dry heath.

Output by February 2016

A report will be produced to show trajectories of progress towards favourable condition and to suggest milestones of progress. Recommendations will be given for the use of simple proxies for recording change and for monitoring change at a landscape scale using specific remote surveillance techniques.

Burbage Brook Monitoring Project

The Burbage Brook Monitoring Project continues to monitor the effects of new native woodland creation and replacement of existing conifer plantation on water flow and water quality. This year the following work has been completed:

- Reinstated flow gauging stations at Burbage Brook upstream and downstream and replaced wooden infrastructure with metal installation,
- Moved Burbage Brook downstream gauging station to a more appropriate location,
- Set-up a control gauging station,
- Installed a rain gauge,
- Began monthly downloads of loggers,
- Began monthly water quality monitoring.

Clough Woodland Project and Natural Flood Risk Management

We completed significant further work on extending this programme of works in line with the project business plan. Additional funding from the Woodland Trust, Environment Agency and National Trust was secured and other opportunities identified with other regions of the Forestry Commission.

We completed the communications activities required for the year, including collation of information about the benefits of clough woodland planting to land managers. Rob Twiggs completed a video about the Wildlife Trust's LEMUR project, which he was trained through, as well as undertaking filming for the Clough Woodland Project separately.

We have worked with different areas of the Environment Agency, using the Woodlands for Water dataset, to identify potential natural flood risk mitigation activities. These included Slowing the Flow in the Dane Valley, Trawden and the Wessenden valley.

We have also investigated further working with the Woodland Trust, at Smithills in Lancashire and by developing a LIFE project for Clough Woodlands.

Countryside Stewardship bids were submitted for land at Moscar in the Upper Derwent.

Private Land Projects

We have developed the scope of our work with private landowners into a distinct portfolio of stand-alone projects that are being delivered in tandem with one another, and any other projects, through our wider programme of works.

Capital works as part of the portfolio of projects have collectively accounted for a large proportion of the physical works activities MFFP have delivered in 2015/16, and has played a significant role in securing staffing continuity for the Partnership.

The following gives an overview of activities by individual HLS Agreement.

Saddleworth HLS

- Applied lime, seed and initial grade fertiliser to 148.2 ha (March 2016).
- 77 hectares of seeding into existing swards (Summer 2015).
- 30,000m of gully blocking using a range of techniques including plastic, stone and heather bale dams (Winter 2015/16).
- Sphagnum harvesting and translocation of 16,000 clumps of sphagnum planted into 80ha (Autumn 2015).
- Application of 413 bags of heather brush to complete the treatment of all bare peat (Winter 2015/16).

Crowden HLS

For administrative reasons, this has been split into two sections, which have been re-named as follows:

Grindsbrook HLS

- Applied lime, seed and initial grade fertiliser to 114.2 ha (Summer 2015).
- Aerial bracken control treatment delivered in 29 ha (Summer 2015).
- Application of 940 bags of heather brash to complete the treatment of all bare peat (Autumn/Winter 2015/16).
- 17,672m of gully blocking using a range of techniques including plastic, stone and heather bale dams (Winter 2015/16).

Crowden West HLS

- Application of 60 bags of heather brash to complete the treatment of all bare peat (Autumn/Winter 2015/16).
- 3,500m of gully blocking using a range of techniques including plastic, stone and heather bale dams (Winter 2015/16).

Moscar HLS

- Completion of 400m of upland path on Derwent Edge and associated bare peat re-vegetation with heather brash and lime, seed & fertiliser on 3.5ha of eroded moorland.
- 24,000m of gully blocking using a range of techniques including peat, stone and heather bale dams (Winter 2015/16).
- 1,800m of gully blocking on land adjacent to Moscar (Bradfield) using a range of techniques including peat, stone and heather bale dams (Winter 2015/16).
- During the year, the Moscar Science Project deliverables were integrated with the Moscar HLS deliverables and will be reported as such in future years.

Deer Hill Moss HLS

- Applied lime, seed and initial grade fertiliser to 136 ha (March 2016).
- Application of 600 bags of heather brash to complete the treatment of all bare peat on the site (Autumn/Winter 2015/16).
- 14,656m of gully blocking using a range of techniques including plastic, stone and heather bale dams (Winter 2015/16).

Peaknaze HLS

- Application of 4,945 bags of heather brash to bare peat on the site (Autumn/Winter 2015/16).
- 2,706m of gully blocking using plastic & peat dams (Winter 2015/16).
- Application of brash to a trial site to inform future top-up treatments on previously restored areas that are affected by abundant cushion mosses.

The Roych HLS and Lee Farm HLS

- 3,400m of upland flagstone path constructed (Winter 2015/16) across these two separate HLS agreements. This is the Brown Knoll path that was originally identified as requiring works through the Moors for the Future HLF project.

Mossy Lea HLS

- Assignment process completed and a re-profiled capital works plan agreed with Natural England and the HLS Agreement Holder. Delivery to commence in 2016/17.

Wessenden Head HLS

- Assignment process completed and a re-profiled capital works plan agreed with Natural England and the HLS Agreement Holder. Delivery to commence in 2016/17.

Stalybridge HLS

- The first of two lime, seed and fertiliser applications to 155.5 ha on Stalybridge was successfully completed.

Morridge Moors HLS

- A capital works costing was produced by MFFP for proposed grip blocking on the site. MFFP has been assigned to deliver these works in 2016/17

Turncliff Common HLS

- A capital works costing was produced by MFFP for proposed grip blocking on the site. This costing has been used by NE to establish a new HLS scheme on the site. MFFP has been assigned to deliver these works in 2016/17

In 2015/16 we communicated the full range of live works to include footpath works, bare peat re-vegetation and hydrological restoration. Communications deliverables were included as integrated parts of the project delivery allowing for synergies between projects to be achieved. The works have been communicated using a range of approaches including the Moors for the Future web site, media and press releases, student walks & talks and direct communications with stakeholders.

Community Science Project

2015 saw the start of the delivery phase of the HLF funded Community Science Project in earnest. Since March this year our Community Science team have engaged, inspired and supported delivery of over a thousand volunteer hours in which volunteers have;

- Attended 1 of 12 bumblebee or Sphagnum moss identification training sessions (target of 10 per year).
- Submitted data along 110 bumblebee transects.
- Submitted 242 Community Science bird and butterfly records.
- Adopted, set-up and started monitoring 4 Environmental Monitoring sites.
- Helped distribute over 10,000 survey postcards to local visitor centres, tourist attractions, businesses and at events.
- Attended, helped organise and staffed over 15 public events.
- Helped us film our very own Environmental Monitoring video.
- Helped us put out press releases and generate over 75 online, radio, TV and print media articles.

Our web presence continues to increase as our webpages continually improve in design and content and our social media audience reach increases, as of September 2015 we have:

- 891 social media followers (cumulative figures at September - not necessarily representing individuals).
- 347 Facebook 'Likes' and audience reach of 4,673.
- Over 500 Twitter followers (Project target for 2018 exceeded).
- 435 volunteers on emailing list.
- Created a Blog which has had 614 Blogger page views to date (September 2015).
- Circulated the first editions of our Newsletter - the Community Scientist.
- Launched our first photography competition which received over 150 entries.
- Celebrated the addition of two new surveys to our Community Science survey calendar.
- Increased the audience reach and functionality of the MoorWILD Smartphone application, developed by the MoorLIFE project to enable more volunteers to engage in recording CSP wildlife sightings.

We have nurtured collaborations with national wildlife recording schemes including the Bumble Bee Conservation Trust and Mammal Society to provide the opportunity for Community Scientists to extend their volunteer journey whilst increasing our audience reach.

We have also been awarded a Highly Commended Certificate from the EUROPARCS Federation for Best Practice Communication work, raising awareness of how vital conserving the internationally important Blanket Bog habitat of the South Pennines Special Area of Conservation Natura2000 site is, through our Community Science Project.

MoorLIFE2020 Project

Following extensive revisions, we received confirmation of funding from the EU LIFE 2014 fund for this project, giving a project budget of €15,996,416. The project bid was one of the highest scoring applications across the EU, which Defra congratulated the team on.

The Project started on 1 October 2015 and since then we have recruited the Project Manager, Project Administrator, Contracts Manager, GIS Officer, Senior Research & Monitoring Officers, Research & Monitoring Officer and will be recruiting Conservation Works Officers and Assistants in spring 2016.

Our first press release announcing the award achieved media coverage on 20 occasions, including an interview on regional television (BBC Look North).

We held a start-up meeting in Edale for partners and stakeholders, attended the EC kick-start meeting in Brussels and have held start-up and continuing meetings with Associated Beneficiaries.

The project established its governance structure, holding its first Project Board in January 2016.

We submitted the first financial update at end November 2015 and delivered a presentation at the Welsh Assembly (JNCC Life bidding) meeting in Cardiff.

The following actions took place:

- Recruitment of project team
- Development of Integrated Project Plan and Objective plans
- Undertaking contracting for all feasible works through the life of the project;
- Planning and developing landowner and agency consents to capital works
- Development of Approved Code of Good Practice for Active Blanket Bog and associated supporting materials with stake-holders started, in association with Natural England and the Upland Management Group's Blanket Bog Restoration Strategy for England;
- Development of project website began
- The landowner and stakeholder engagement plan began development
- Planning and setting up of an extensive programme of monitoring the impacts of capital works on biodiversity and ecosystem services

Impacts of land management interventions

The aim of this preparatory action is to use our existing data holdings (and seek to incorporate appropriate data from our partners and collaborators) to develop trajectories for five desired outcomes of the project, two that evidence the success of concrete conservation actions in the project and three that address three ecosystem services that are of key interest to the three project co-financers:

- Vegetation recovery / changes
- Water tables
- Water quality (Dissolved Organic Carbon (DOC) and Particulate Organic Carbon (POC))
- Water flows (water provision)
- Carbon accumulation

These actions will be delivered with external assistance from experts in ecological and hydrological data analysis. It will be carried out during the first six months of the project in order that it can inform wider monitoring programme planning.

Outputs (March 2016)

- A comprehensive database of MFFP data for the five focus variables.
- Five trajectories, one for each of the focus variables / outcomes. These will be in a format that enables simple communication of what impact project actions will have over time, and also in a format that a site's progress at any given time can be simply assessed.

Monitoring the biodiversity and ecosystem service impacts at demonstration sites and against blanket bog restoration trajectories at other project sites

The aim of this action is to monitor the impacts of the concrete conservation works on biodiversity and key ecosystem services at four demonstration sites including bare peat, heather-dominated, *Molinia*-dominated and cotton grass-dominated. The emphasis of the monitoring will be to capture the effect of *Sphagnum* colonisation from propagules. The data will be used to update existing trajectories and create new ones and to ground-truth Earth Observation data. Monitoring will be specifically aimed at: water quality (fluvial carbon); water flows; water tables; and carbon accumulation behind gully / grip blocks at the four demonstration sites.

Advocacy (meetings / initiatives) and events attended

The team have represented the Moors for the Future Partnership and its interests at a wide range of regional and national meetings and initiatives (as delegates, technical advisors and / or steering committee members) including:

- 'Sphagathon' – four events attended - one organised
- South Pennine Moors (SPM) Sustainable Land Management Group
- Peak District Fire Operations Group
- SOURCE Project (Calderdale)
- SPM *Sphagnum* Technical Advisory Group
- Acting as secretariat for the Upland Management Group's 'Sphagathon'
- STEMnet (Science, Technology, Engineering and Mathematics Network)
- IUCN Peatlands UK
- Upland Hydrology Group
- Upper Mersey Catchment Partnership
- River Don Catchment Partnership
- Aire and Calder Catchment Partnership
- River Derwent Catchment Partnership
- Manchester and Pennine Waters forum – 'soapbox' talk
- STEM Ambassadors – Year 10 enrichment day talk, Longdendale High School

Presentations (oral, posters)

- *Reducing wildfire risk across 650 km² of Pennine Moorland in one project that integrates land management, innovative communications and science.* Wildfire2015, the UK wildfire prevention conference - Wildfires: Prevention Better than Cure, 9-10 November, Glasgow; J Walker.
- *Benefits of landscape scale blanket bog restoration on biodiversity conservation and ecosystem services.* British Ecological Society Climate Change Ecology and Plant, Soils and Ecosystems Groups joint conference - Ecosystems and Climate Change mitigation. Invited presentation; 2-3 November, London; J Walker.
- *Benefits of restoration on deep peat blanket bogs in Northern England: evidence from empirical research and monitoring, and expert stakeholder assessment.* Society for Ecological Restoration 6th

World Conference on Ecological Restoration – *Towards Resilient Ecosystems: Restoring the Urban, the Rural and the Wild, 23-27 August, Manchester UK*; J Walker.

- *Moors for the Future Partnership's positive impact on water quality and flood risk right down the catchment.* Invited presentation to Sir Philip Dille, Chair of the Environment Agency, 8th June, Belper, Derbyshire; J Walker, C Dean.

Articles in preparation this year:

- Coldwell, D. et al. Green-space engagement and urbanisation - impacts on biodiversity knowledge and conservation support.
- Coldwell, D. et al Green-space engagement and urbanisation - impacts on human health and well-being.
- Coldwell, D. et al Impacts of landscape-scale conservation restoration on the visitor experience within the Dark Peak Nature Improvement Area.

Student visits / field trips

- Manchester Metropolitan University geography student visit; presentation to first year students
- National Parks Educators' Conference
- Peak District Conservative Association (Glossop Branch) – Update on MFFP works
- Defra Life funding workshops
- Lunchtime seminar at Manchester Metropolitan University
- Sheffield Hallam University – evening Geography departmental seminar talk on work of MFFP and science programme
- Sheffield Hallam University – afternoon visit of Geography students
- 'Science in the Park' events, Peak District National Park

We continued to participate in the IUCN Peatland Programme UK Steering Group, as well as participating in workshops to develop an EU LIFE funded peatland Integrated Project bid and leading on the working group to identify barriers to action across the UK.

We also presented posters on the MoorLIFE carbon audit and ran sphagnum workshops at the Pennine Prospects Conference 2015 in Halifax including presenting posters on flood mitigation and clough woodland creation.

Contributions to consultations / reviews / research

- Environment Agency's River Basin Management Plans
- Environment Agency's Flood Risk Management Plans
- Natural England's Peak District Long-term Monitoring Network Site
- Monitoring Indicators of Climate Change (Peak District National Park)

Events hosted

We disseminated the outcomes of the Making Space for Water Project at a Symposium in Manchester in April, attended by 122 people representing land managers, academics, private companies and NGOs.

We led a field visit with the Environment Agency Directors Peter Fox and Alison Baptiste, and Amanda Nobbs, (Chair of the Thames Regional Flood & Coastal Committee) to show them our work on Kinder Scout.

A "Spagathon" event was hosted by us in July on Kinder Scout, starting off the series of 5 visits by the Upland Management Group to see a range of techniques used in the reintroduction of Sphagnum.

We hosted a visit by the EU BogsLIFE+ project team to share our knowledge and expertise on running a successful life project.

We led a field trip to Black Hill with 40 delegates from the Society of Ecological Restoration to introduce them to our work and explain demonstrate the results of moorland conservation.

Student Projects supported:

Angus Rosenburgh submitted his PhD in September and passed his viva in November.

Andrew Stimson – gained his doctorate for his MFFP supported research; submitted his PhD thesis and passed his PhD viva.

Chris Harrison is due to complete his doctorate this year

Debbie Coldwell is due to complete her doctorate this year

Dylan Young is due to complete his doctorate this year

Web/online

In addition to supporting project communications the team ensured the Partnership's online presence was maintained with regular updates about our work:

- We produced a quarterly MoorNews e-newsletter for partners and stakeholders, covering Partnership news and project work to an increasing subscriber list of 780 (November 2015).
- We updated the Partnership website with news items, new project information, research news, posters and video pages to refresh content. There was a total of 97,000 page views from 21,000 website users (a 32% increase of website users on the previous year - at 1 November 2015).
- Our continued presence on social media was strengthened with planned campaigns, including promoting our achievements in preventing carbon emissions during the Paris Climate change talks in December.
- Popular campaigns on social media included promotion of smartphone apps delivered by the MoorLIFE project which reached over 56,000 accounts in one week.
- Our messages have been shared and supported by partners including the National Park, Environment Agency and the EU LIFE programme.
- Our Twitter followers increased to 2,776 by 1 November (a 17% increase on the previous year)
- Support on Facebook increased by 76% with a total of 636 likes by 1 November with popular posts reaching over 1,000 people

Media highlights

Our regular planned media release schedule resulted in national and regional coverage of:

- Community Science Project Big Moss Map and Mountain Hare Surveys
- EU LIFE funding for the MoorLIFE 2020 Project
- Smartphone apps
- MoorLIFE Project results

Outputs

Reporting / publications

- Kinder Catchment Monitoring Project - final report
- Woodhead Water Project - final report
- Dark Peak NIA - final report
- Making Space for Water - final report for Phase 2
- MoorLIFE Project final reports
- Moscar Science Project update report

- Trajectory of vegetation change report
- Trajectories of hydrological change - briefing note
- *Peatland conservation at the science-practice interface*. Joseph Holden, Aletta Bonn, Mark Reed, Sarah Buckmaster, Jonathan Walker (MFFP), Martin Evans, Fred Worrall; in 'Peatland Restoration and Ecosystem Services – Science, Policy and Practice'. Cambridge University Press.
- *Evidencing the impact of moorland restoration work on SSSI condition status in the South Pennines*. MFFP report to Yorkshire Water and Natural England.
- Database of scientific data with INSPIRE standard metadata
- Favourable conditions Table Report for NE (Karen Rogers)

Collaborating partner outputs and outputs acknowledging MFFP support

Dixon, S.D., Worrall, F., Rowson, J.G., Evans, M.G. (2015) *Calluna vulgaris* canopy height and blanket peat CO₂ flux: Implications for management. *Ecological Engineering* (75): 497–505.

Edokpa, D.A., Evans, M.G., Rothwell J.J. (2015) *High fluvial export of dissolved organic nitrogen from a peatland catchment with elevated inorganic nitrogen deposition*. *Science of the Total Environment* 532: 711-722.

Boothroyd, I.M., Worrall, F., Allott, T.E.H. (2015) *Variations in dissolved organic carbon concentrations across peatland hillslopes*. *Journal of Hydrology* 530: 372-383.

Carroll, M. J. et al. *Hydrologically driven ecosystem processes determine the distribution and persistence of ecosystem-specialist predators under climate change*. *Nat. Commun.* 6:7851

Articles:

Walker, J.S., Buckler, M. & Turner, L. 2015. Sphagnum restoration – the work of the Moors for the Future Partnership. *Heather Trust Annual Report* 52-53.

Proctor, S. 2015. Moors for the Future; monitoring implications for climate change, water quality and biodiversity. Submitted to *Mammal Society Magazine*

Programme Management – achievements 2015/16

Our staff of 4.6 wte permanent, 19.6 fixed term and 34 casual posts delivered projects with a value >£5.3m.

We negotiated, tendered, contracted, and processed financial transactions with more than 100 contractors and suppliers and drew down funds/made claims amounting to £7.2m. Claims were drawn down from the Heritage Lottery Fund, EU LIFE fund and against Natural England HLS scheme in accordance with agreements. These are set to continue next year.

Quality assurance checks were undertaken on a quarterly basis – ensuring claims and financial data is up to date and reconciled with the National Park financial function. Associated Beneficiaries of the MoorLIFE Project (National Trust, Pennine Prospects, RSPB) also benefit from this procedure.

We trialled monthly time recording to enable recharging of time across projects to be more coherent. An online system is being investigated to further enhance this function.

Our Project Management toolkit continues to be developed. Weekly project updates take place and project management meetings have been increased to take place on a monthly basis. We continue to strive to improve our project and programme management techniques.

Conferences attended: Wildfires 2015, Upland Hydrology 2016,

Training in piloting UAVs, MS Project, Excel and Access, GIS software, NPA Job Evaluation panel, ecological identification and resilience (as well as individual coaching and mentoring) was undertaken.

Four Partnership Strategic Management Group meetings and two workshops on our future vision document took place during the year.

There have been approximately 4,800 hours of work undertaken by our casual teams between March and October 2015. The pool of Administration Assistants was strengthened.

The cross-project system of working continues to enable us to use resources efficiently and gives us resilience in our programme management. Added value is key to our placement in the sector.

Staff visited the West Highland Way path work project to observe path work techniques in a challenging terrain.

We met with staff from Thorne and Hatfield Moors, the Cumbria BogLIFE Project and the South West Peak Project to share knowledge gained.

Staff changes during the year:

Many staff continue to work across multiple projects.

Starting:

Kate Morley acted as Project Manager, MoorLIFE 2020 Project from the start of the project until the manager was appointed

Brendon Wittram - Contracts Manager and Jorge Auñón - GIS Officer/Technician are both working on MoorLIFE2020 and Private Lands Portfolio

Jonathan Moore – MoorLIFE 2020 Project Administrator

Zoe Buswell - Programme Administrator

Moving:

Debra Wilson acted as Communications Programme Manager

Alison Johnston was appointed Programme Administrator

Leaving:

David Hargreaves took up a post as the Project Manager on the Natural England led EU LIFE funded Thorne and Hatfield Moors Project.

Gareth Roberts was appointed Sphagnum Recovery Project Officer for the RSPB at Dovestones.

Laura King left after guiding the MoorLIFE Project to a successful completion, Louise Turner moved to the post of External Funding Officer for the Peak District National Park.

Rachael Maskill left to take the post of Project Manager of the Saltscape Project in Cheshire.

4 This year's Activity – 2016/17

Continuing Projects

Continued monitoring across our programme of monitoring sites

We will keep our monitoring sites ongoing subject to available resources (Kinder Catchment Project, Woodhead Gully Blocking Monitoring Project, MoorLIFE, Catchment Restoration Fund Project sites) to evidence continued recovery of 'restoration' sites on biodiversity and ecosystem services, and their resilience to climate change. Additionally we are seeking resources to continue to monitor the sites we have set up in the Upper Derwent Catchment to evidence the impact of clough woodland establishment on water flows and water quality.

Making Space for Water Project

The aim is to develop a proposal for a third phase of the Making Space for Water project centred around the longer term reduction in peak flows from headwater catchments following re-vegetation and gully-blocking, and also including the effects of *Sphagnum* colonisation by intensive propagule inoculation. The proposal will also include a further modelling study to predict the potential impact on flood risk in a case study catchment such as Glossop which has experienced flooding in the past. The proposal will include the further development of evidence gathering to ascertain the effects of wider catchment clough woodland planting on peak flow reduction.

Additional benefits (or Ecosystem Services) accruing as a result of the re-vegetation works will also be included for investigation within the proposal. These will include carbon fluxes, water quality, and diversity (microbes, plants, invertebrates and small mammals).

Moscar Projects

Next year all of the above monitoring will be continued / repeated. In addition to this the following monitoring will also be carried out:

- Ten week manual dipwell campaign on dipwell transects and collection of gully water samples;
- Breeding bird survey;
- Four weekly downloads of water flow and rainfall loggers and flow gauging.

Moscar HLS

- Repair of Cutthroat track bridleway (>1500m) and associated bare peat restoration.
- *Sphagnum* introduction into 33ha previously the subject of hydrological restoration in 2015/16.

Catchment Restoration Fund (and additional NTHLS work)

Preliminary discussions with the National Trust, Dark Peak Estate have looked at the possibility of MFF delivering the following works in 2016/17:

- Park Hall Farm – 11ha lime and maintenance fertiliser treatment
- East Crowden – 40ha lime and maintenance fertiliser treatment
- Kinder – 20ha lime and maintenance fertiliser

Monitoring Sphagnum Donor Sites Project

- Repeat survey of pilot,
- Set up and monitoring of other harvesting scenarios, eg >10% harvesting rates of flush species,
- Report showing recovery rates at donor sites one year after harvesting,
- 'Best practice' guidelines for harvesting and selection of future donor sites.

Burbage Brook Monitoring Project

- Continue to download loggers on a monthly basis,
- Carry out monthly flow gauging,
- Continue monthly water quality monitoring.

Clough Woodland Project

The Woodlands for Water opportunity mapping and Guiding principles, to address the requirements of the Habitats Directive, will be undertaken for other parts of our core work area, notably the South Pennines and South West Peak. In line with this, further Countryside Stewardship applications will be submitted.

Private Lands Portfolio

Saddleworth HLS

- Application of lime and maintenance fertiliser to 148.2ha
- Treatment of 5.5ha of grassland with glyphosate and over-seeding with dwarf shrubs to increase species diversity.
- Sphagnum introduction: following on from harvesting and translocation efforts in 2015/16 sphagnum plug planting into >140ha will be undertaken maximising the extent of sphagnum across the site

Grindsbrook HLS (formerly Crowden HLS)

- Application of lime, and maintenance grade fertiliser to 88ha Spring/Summer 2016
- Second of 3 annually planned aerial bracken control treatments to be delivered in 29ha (Summer 2016)
- First year of 3 annually planned knapsack (ground application) bracken control treatments to be delivered in 5ha.

Crowden West HLS (formerly part of the now Grindsbrook HLS)

- Application of lime and maintenance fertiliser to 26.2ha

Deer Hill Moss HLS

- Application of lime, and maintenance grade fertiliser to 66ha (March 2017).
- Sphagnum introduction (scope to be agreed with Natural England).

Peaknaze HLS

- Application of lime, seed and initial grade fertiliser to 94ha (Spring/Summer 2016).
- Application of 750 bags of brash to previously restored areas and hand application of lime, seed and initial grade fertiliser.
- 18,858m of gully blocking various techniques to be confirmed. First of two phases of gully blocking with phase 2 for delivery in 2017/18.

The Roych HLS

- Confirm assignment of grip blocking elements of capital works for delivery in winter 2016/17.

Mossy Lea HLS

- Commence year 1 works delivery from re-profiled plan (exact profile to be confirmed with Natural England).

Wessenden Head HLS

- Commence year 1 works delivery from re-profiled plan (exact profile to be confirmed with Natural England).

Stalybridge HLS

- Second of two lime and fertiliser applications to 155.5ha concluding MFFPs remit on this agreement.

Morridge Moors HLS

- 800m of grip blocking in Autumn/Winter 2016/17.

Turncliff Common HLS

- 400m of grip blocking in Autumn/Winter 2016/17.

The 2016/17 communications deliverables for the Private Lands Portfolio will be defined at the start of the financial year. Deliverables will be defined based on the anticipated portfolio of works, and in consideration of the opportunities for synergy across the wider Moors for the Future programme of works. The communications deliverables will cover the full range of works planned for 2016/17 and once defined will be integrated into 16/17 works delivery plans.

Community Science Project

During 2016/17 we will:

- Set up and install two new Environmental Monitoring (EM) sites whilst maintaining and expanding monitoring of existing sites. Recruit and train 15 EM volunteers per site along with one Volunteer Project Assistant
- Launch one new Opportunistic (OM) and Targeted Monitoring (TM) survey.
- Contact 20 new volunteer groups and meet with 10 regarding TM surveys.
- Run 10 TM training sessions and set up 2 new transects for each of the existing surveys.
- Distribute 5,000 OM postcards.
- Reach 10,000 readers through local press.
- Attend 4 OM focussed events.
- Reach a 1 – 10% return rate of OM postcards.
- Deliver a suite of specified volunteer recruitment and retention activities as detailed in the project plan.

Quarterly progress reports will be made (including a funding claim) and Project Steering Group meetings will continue.

MoorLIFE2020 Project

In 2016/17 the project will

- Continue to recruit to resource the project
- Commence capital works on site from August 2016 (delivered by MFF, NT & RSPB) following the establishment of all statutory consents and landowner permissions
- Complete all appropriate assessments
- Undertake UAV pilot training
- Complete a hydrological restoration plan
- Set up of monitoring for sphagnum reintroduction and impact of vegetation diversification
- Produce a baseline survey of Fire Operation Group on current wildfire risk and evidence base.
- Complete a single, up-to-date database of wildfire incidents across the South Pennine Moors SAC
- Develop a communications plan for implementation of all dissemination activities
- Hold a project launch event & set up the website for the project
- Install project information boards at 4 sites and at Moorland Centre in Edale.
- Install demonstration information boards installed at 4 sites
- Procure and set up the Bogtastic van

The annual updates of the five restoration trajectories created in Action A6 using direct terrestrial data measured from the demonstration sites will be carried out. Earth Observation (EO) images of demonstration site data will be plotted alongside this data to show how EO data could be used instead of direct data. Assessments of the progress of sites against our restoration trajectories will be made midway through the project and at the end of the project.

New and Unconfirmed projects

Yorkshire Water Projects

Our current contract to deliver works for Yorkshire Water Services, for the SSSI Recovery Project, ended in March 2015. Much of this work is being carried forward through Asset Management Plan 6 (AMP 6) by the MoorLIFE 2020 Project, while we are in discussion with YWS regarding those sites outside the MoorLIFE 2020 area and we hope to take a full role in assisting YWS to carry out its responsibilities on these sites.

Programme Management - 2016/17

Table 1: Core and Project Funding 2016/17

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	88,000		88,000
Environment Agency	60,000		60,000
Pennine Prospects	2,000		2,000
RSPB	7,500		7,500
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
Sub total	202,500	0	202,500
Project Partners			
EU LIFE		23,750	23,750
HLF		4,500	4,500
Sub total	0	28,250	28,250
Total	202,500	28,250	230,750

Pipeline	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
Derbyshire CC	20,000		20,000
National Trust	15,000		15,000
Sub total	35,000	0	35,000
Project Partners			
Natural England		15,000	15,000
Sub total	0	15,000	15,000
Total	35,000	15,000	50,000

Our establishment costs are c.£275,000 - to support a core team of 4.6 permanent staff with additional technical, research and administration staff assistance (approximately 1wte) where required.

The Core team:

Partnership Manager - Chris Dean

Communication Programme Manager – vacancy (Debra Wilson interim)

Programme Manager – Conservation Land Management - Matt Buckler

Programme Office Manager – Sharon Davison

Science Programme Manager – Jonathan Walker

The core team covers

- Business development and leadership
- Advocacy and opportunity creation

- Providing expert advice, techniques and methodologies on topic areas which Moors for the Future Partnership has developed
- Programme management and logistics
- Communications and website development
- Staff management, recruitment and induction
- Trouble shooting and emergency cover
- Financial monitoring and management
- Setting and monitoring protocols

Reports and claims continue to be made for the Community Science Project and Private Lands Portfolio.

Table 2: Projects 2016/17

Projects contracted/approved	ARP Minute Reference	Anticipated gross expenditure of project work 2016/17 £	Funders
Burbage Brook	RMT 26/15	2,500	EA, NE
Clough Woodland	40/14	42,750	EA, NT, WT
Community Science	39/14	215,900	HLF, EA, NE, NT, STW, UU, YWS
Private Lands	48/13	3,291,278	NE
MoorLIFE 2020	38/15	2,030,600	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
Sub total		5,583,028	
Pipeline – subject to relevant approval			
Transitional Funding		75,000	HLF +
YWSSSI Recovery?	RMT 22/15		
Sub total		75,000	
Total		75,000	

Partners (abbreviations where used):

PDNPA	Peak District National Park
EU LIFE	European Commission - Environment - LIFE Programme
EA	Environment Agency
HLF	Heritage Lottery Fund
NE	Natural England
NT	National Trust
PP	Pennine Prospects
STW	Severn Trent Water
UU	United Utilities
WT	Woodland Trust
YWS	Yorkshire Water Services

Project Teams

In the previous year many staff had their contracts renewed several times on a short term basis which was unavoidable until certainty of funding was in place. Whilst this was undesirable, we did manage to retain the skills and experience that the team has developed over the past few years.

Recruitment will take place as appropriate for project delivery in accordance with programme planning and approval.

Advocacy and events

The team will continue to represent the Moors for the Future Partnership and its interests at a wide range of relevant regional, national and international meetings and initiatives and disseminate our scientific findings generated from our research and monitoring programme to best evidence future land management initiatives and best practice.

Training and Development

The Moors for the Future Partnership is a learning organisation which is pioneering innovation in the science of moorland remediation and management. We will continue to develop the skills and capability of our staff as identified in the annual learning and development plans.

The programme team will review MFFP strategic business documents (including this operational plan) to reflect stakeholder needs and the new vision and strategy.

5 Risk Assessment

Programme Management risks are monitored on a quarterly basis. Any changes in risk will be identified to PDNPA (as lead partner) and significant risks highlighted on the Directorate and/or Corporate Risk Register. Strategic Management Group will be advised. In addition, individual project issues are identified on the Programme Progress Log and reviewed at our monthly project management meetings.

Description of Risk	Impact on Programme	Impact (I)	Probability (P)	Risk Rating	Mitigating Actions
Long term staff sickness	Programme management and delivery affected	2	2	4	Staff trained and appropriate skills base to backfill.
Staff recruitment / retention	Programme management and delivery affected	2	3	6	Adequate project support particularly during final months of projects.
IT – inadequate server back up	Business continuity adversely affected. Loss of historic data	3	2	6	Fit for purpose back up system installed during 2014 – connectivity improvements being investigated (Nov 15)
Insufficient / inadequate accommodation	Loss of time dedicated to programme management / delivery	2	3	6	Monitor workspace management. Action on accommodation is currently underway.
Failure to plan resources for multiple projects	Project(s) fail to meet delivery objectives	3	1	3	Gateway approval process and project management toolkit in place. Monitoring and communication in conjunction with work planning across portfolio. Issues identified, support put in place.
Lack of PDNPA Committee Support	Approval for projects (pre-project set up work time wasted)	3	1	3	Strong lines of communication with Members. Identify Champion(s). RMT 'pre Committee' process adds robustness.
Failure to maintain core income	Programme management affected. Bidding for future work and funding impacted	3	1	3	Funding opportunities with strategic focus identified and followed up as appropriate. Reduce hours/redundancy of core team. Financial contingency in place.
Failure to obtain funding	Programme delivery affected	3	1	3	Adapt projects/programme to deliver within resources.
Failure to engage partners	Current and future projects	2	1	2	Robust Action Plan; active engagement, communication and awareness raising

Formula used for assessing Risk Rating

Impact		Probability	
1	Insignificant / Negligible	1	Very Unlikely / Rare
2	Moderate	2	Possible
3	Critical / Catastrophic	3	Almost Certain

6 Look Forward – 2017/18

Commitments 2017/18

Deliver year 3 of the Community Science Project, MoorLIFE 2020 and the Private Lands Portfolio. The first (of two) mid-term report and financial claim will be made for the MoorLIFE 2020 Project. Reports and claims continue to be made for the Community Science Project and Private Lands Portfolio.

Continue to support our innovative conservation and science programmes through partnership communication vehicles and channels as well as developing campaigns at a regional, national and international level.

Identify and secure communication project and funding streams through new business and programme opportunities. We will seek and harness funds to secure and protect the legacy of the MFFP through further public and landowner engagement.

Seek and aid new partnership ventures to conserve and promote our moorland uplands.

Project Commitments 2017/18

Table 3 Core and Project Funding 2017/18

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	88,000		88,000
Environment Agency	60,000		60,000
Pennine Prospects	2,000		2,000
RSPB	7,500		7,500
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
Sub total	202,500	0	202,500
Project Partners			
HLF		4,500	4,500
Natural England		18,000	18,000
Sub total	0	22,500	22,500
Total	202,500	22,500	225,000

Pipeline	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA			
Derbyshire CC	20,000		20,000
Sub total	20,000	0	20,000
Project Partners			
National Trust	15,000	0	15,000
Sub total	15,000	0	15,000
Total	35,000	0	35,000

Table 4: Projects 2017/18

Projects contracted/ approved	ARP Minute Reference	Anticipated gross expenditure of project work 2017/18 £	Funders
Community Science	39/14	203,707	HLF, EA, NE, NT, STW, UU, YWS
Private Lands	48/13, 38/14	1,276,926	NE
Clough Woodland	40/14	15,000	EA
MoorLIFE 2020	38/15	3,519,663	PDNPA, EU Life, STW, UU, YWS, NT, PP, RSPB
Pipeline – subject to relevant approval			
Clough Woodland	40/14	40,000	NT, WT, EA
Total		5,055,296	

7 Look forward - Business Development (Expectations)

We will continue to develop relationships with new partners and will use the methods agreed in the Partnership's Business Plan to achieve a balanced budget.

Core Funding

We will continue to engage with core funding partners to establish new Statements of Intent and negotiate core funds / membership fees into the future. In addition the methods laid out in the Business Plan will be implemented to ensure all projects are fully cost recovery and contribute at an appropriate level to fund the core support requirements.

Funds will be sought to develop the general infrastructure of the MFFP team, bidding for funds to improve processes and systems of work and infrastructure. This is required to fully expand the capabilities of the team to undertake extensive programmes of work. During 16/17 we will be pursuing a HLF Transition fund bid for this purpose.

Allocating resource to business development is crucial to ensuring we are continually aware of funding opportunities, always have a bidding action in development and always have a pipeline of priorities for funding opportunities within the Operational Plan. Experience has shown that opportunities to develop new projects and bid for new funds arise during the year requiring constant vigilance and a quick response to opportunities which will deliver our vision, aims and objectives.

The team will continue to keep funding opportunities under constant review and will explore all of those which have strong possibilities for funding the Partnership's objectives.

Subsequent Operational Plans agreed by ARP Committee since 2013/14 have proposed bidding to HLF (eg Landscape Partnerships, Heritage Grants). Now having the successful result of the MoorLIFE 2020 bidding, this could provide match funding to set against another large bid and this will be explored during 2016/17. Likely business development work during 2016/17 will be;

- Assisting Defra with an Integrated LIFE Programme bid
- Various catchment based projects in those catchments which are known to be at risk of causing downstream flooding (e.g. Upper Calder, Trawden, Glossop)
- Opportunities for PES (Paying for Ecosystem Services) and using the Peatland Carbon Code to realise new income streams
- Making use of ML2020 as a match fund for further bidding
- Bidding and delivering (if successful) HLF Transition fund project "Moor Business"
- Developing further opportunities for all the projects currently being delivered
- Maintaining capacity to rapidly respond to an emerging business opportunity

The aim of the planning is to identify options and costs and develop proposals / bids or continuing our evidence programme of the impact of restoration and land management activities; this is important as many of the biodiversity and ecosystem service benefits will take many years to realise.

8 Monitoring this Operational Plan

We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with risks identified through a Red/Amber/Green assessment - and includes brief summaries of progress highlights. Income and Expenditure of the programme team are also monitored by the Partnership's Strategic Management Group at its meetings.

We update our funding approval records on a monthly basis to take account of the need of probity of the approvals processes of our accountable body, the Peak District National Park Authority.

Reports on individual projects are presented to those individual project steering groups and an overview of the programme finances is undertaken by the Peak District National Park Authority

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7. **WOODLAND DISPOSALS PROJECT (SMcK)**

1. **Purpose of the report**

To update members on the progress of the woodland disposals project.

2. **Recommendations**

That:

1. **Members note the progress to date on woodland disposals.**
2. **Members continue to agree that the tolerance level on the final price for disposal is agreed by the Head of Finance and Director of Conservation and Planning in consultation with the Chair and Vice Chair of this Committee.**
3. **Members continue to agree that decisions on future disposals of woodlands with similar under values can be delegated to the Head of Finance and Director of Conservation and Planning in consultation with the Chair and Vice Chair of this committee.**

How does this contribute to our policies and legal obligations?

3. Section 123 of the local Government Act 1972 imposes a legal obligation on the Authority not to dispose of land (otherwise than by way of a short tenancy not exceeding 7 years) for consideration less than the best that can reasonably be obtained.

The Authority may dispose at less than best consideration if:-

- (a) the disposal is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of the National Park (having regard to the Authority's strategic outcomes identified in the National Park Management Plan) and;
- (b) the undervalue is less than £2 million

The Guidance and Procedure for Disposal of Assets requires that, where it is proposed that the disposal is expected to be for less than best consideration reasonably obtainable, Committee approval is required.

Background

4. Following the Strategic Review of Property by DTZ consultants in 2013/14 and the subsequent management response, the woodland properties were reviewed for retention or disposal and it was agreed that the number of woodlands in our ownership would be substantially reduced thus reducing the net cost of management and enabling a greater focus on those remaining properties. The woodland portfolio comprised 120 woods, covering about 397 hectares (980 acres). Approval was given for the first two phases of woodland disposals at ARP Committee on 22nd May 2015.

Since the establishment of the project the Authority's woodland portfolio has been assessed and categorised to identify which woodlands might be suitable for disposal. A working group was established, co-ordinated by the rural surveyor, in

order to draw on the knowledge of specialist staff from teams across the Authority. In addition, 19 woodlands are to be retained as part of our Estates at Warslow and North Lees.

The woodlands were placed into 3 categories:

Category 1 – Disposal preferred (29 woodlands including 17 freehold and 12 leasehold) The first 6 were sold in phase 1. The next 6 are due to be sold in phase 2.

Category 2 – Possible disposal (30 woodlands including 21 freehold and 9 leasehold). The first 6 will be sold in phase 3 and subsequent phases.

Category 3 – Not for disposal (41 woodlands including 27 freehold and 14 leasehold)

The project was initially split into two phases which encompassed the category 1 woodlands. Phase 1 comprised the sale of 6 woodlands which commenced in the summer of 2015. These woodlands are listed in the table below. A tender request was issued for the valuation, marketing and support for the disposal of the Phase 1 woodlands with the option for the Authority to use the successful company to take on the sale of further woodland during the Autumn/winter of 2015/2016 (Phase 2). The contract for the sale of the woodlands was awarded to Fisher German.

5. Phase 1 freehold woodland sales

Following a successful marketing period during August and September 2015 for Phase 1 41 tenders were received. Fisher German, received in excess of 160 enquires.

The table below details the first phase of woodlands as follows:

Woodland	Location	Area (Ha)	Guide price	Price received	Completion date
Coronation Plantation	Hathersage, Derbyshire	1.14	£14,000	£16,135	01/12/2015
Nabb's Quarry Wood	Wildboarclough, Cheshire	0.44	£8,000	£12,321	08/12/2015
Newhaven Plantation	Newhaven, Derbyshire	1.80	£15,000	£27,777	18/12/2015
Shay Bends Wood	Calver, Derbyshire	0.90	£3,000	Sold subject to contract	Shortly
Slack Hall	Rushup Edge, Derbyshire	3.10	£13,000	Sold subject to contract in excess of guide price	Shortly
Wetton Wood	Wetton, near Alstonefield, Derbyshire	0.16	£5,000	£8,580	02/12/2015
Total		7.54	£58,000	To be confirmed	

The Phase 1 woodland sales have been bought by a variety of purchasers. A family have acquired Coronation Plantation with a view to camping in the wood and collecting firewood. Slack Hall has been purchased by a gentleman who has recently started training in forest schools and is hoping to start a project for young people. Newhaven

Plantation was purchased by a retired tree surgeon and gardener.

6. Results of Category 1 leasehold woodlands

In addition, 3 leasehold woodlands have been terminated and handed back to the landlords this year due to the natural expiration of the term – High Needham Wood, Home Farm (Stoke Hall) and Great Longstone belt. Notice is about to be given terminating the leasehold interest in Bath Gardens Wood. Derbyshire County Council has been approached about the termination of the S.39 Wildlife and Countryside Act management agreement at Biggin Moor Plantation.

7. The remaining Category 1 woodlands

There are 5 outstanding category 1 woodlands which require further work to see if disposal is possible. Namely – Bretton Tip, Caskin Low, Heathydale, Long Gallery Wood and Scratta Tip. For example, we are in the process of registering the small parcel of woodland known as Heathydale for possessory title. Although the Authority has been managing the land for in excess of 20 years we do not have registered title to the woodland. Long Gallery Wood was sold to the Authority with a pre-emption right which means that the Authority must offer to sell the woodland back to the vendor before it can be sold to anyone else. The northern half of Scratta Tip is freehold and the southern half of the woodland is leasehold so further work is required here.

8. Progress with Category 1 - Phase 2 freehold woodland sales

We are currently in Phase 2 of the project and the following 6 woodlands will be placed on the market by Fisher German in January 2016 for a marketing period of 8 weeks. Tenders are due to be received by the Authority in March 2016.

Woodland	Location	Area (Ha)	Guide price
Blore Pasture Wood	Near Ilam, Staffordshire	0.65	£8,000
Bonsall Lane Wood	South of Winster, Derbyshire	0.12	£7,000
Brockett Booth Plantation	North of Castleton, Derbyshire	11.86	£35,000
Lamb Quarry Wood	South of Hayfield, Glossop, Derbyshire	4.37	£32,000
Rakes Farm Wood	Monyash, Derbyshire	0.37	£8,000
Worm Wood	Bakewell, Derbyshire	6.41	£20,000
Total		23.78	£110,000

The above woodlands will be sold with the two restrictive covenants as per phase 1. These are described below.

The Authority's commitment is to ensure that adequate protection is in place for the woodlands to be managed in the future for the benefit of conservation.

The Phase 1 woodlands were sold subject to restrictive covenants whereby they are to be kept as woodland in perpetuity and managed primarily for biodiversity. Activities which would normally be permitted under the 28 day planning rule are revoked (for example, paint balling, motor sports etc.).

Where appropriate and it is deemed essential for the protection of a particular landscape an additional restrictive covenant will be placed on the sale. For example, the conservation of the heathland will be safeguarded at Lamb Quarry Wood in the Phase 2 woodland sales.

It was agreed at the RMT meeting on 23rd March 2015 not to dedicate the phase 1 or phase 2 woodlands for open access prior to sale. Interestingly, of the 6 woodlands highlighted above 4 are actually already dedicated for open access. These include: Blore Pasture Wood, Brockett Booth Plantation, Lamb Quarry Wood and Worm Wood.

9. Current situation

Phase 3 will encompass the category 2 freehold woodlands. There are approximately 28 woodlands currently in this category. There were 21 in the original list but we have decided to look at the woodlands which were marked as category 2/3 at this stage of the process. As this category is termed 'possible disposal' we are looking very carefully at which woodlands are suitable for freehold disposal. This includes consultation with the working group, legal checks and site visits. This may result in some of the woodlands being moved into category 3 and therefore they will not be disposed of. The woodlands are detailed in the table overleaf. It is anticipated that 6 woodlands will be launched for sale on the market in April/May 2016.

The recommendation in point 4 of the minutes from the ARP committee meeting on 22nd May 2015 for the woodlands disposals project (extract below) was to take the project back to ARP for phase 3.

'Members agree that decisions on future disposals of woodlands with similar under values can be delegated to the Head of Finance and Assistant Director Land Management in consultation with the Chair and Vice Chair of this committee. This refers to the 6 woodlands in Phase 1 of Category 1 and the 11 woodlands in Phase 2 of Category 1.'

Category 2 freehold woodlands

	Wood Name	Location	Size (Ha)	Notes DP – Dark Peak SWP –South West Peak WP – White Peak
1	Bakestone Dale	Pott Shrigley, Macclesfield	0.16	SWP
2	Barmoor North	North of Doveholes	0.27	DP
3	Barmoor South	North of Doveholes	0.24	WP
4	Bradshaw Edge	Bretton	2.12	DP
5	Brierlow Bar	South of Buxton (A515)	0.83	WP Category 2/3
6	Cotesfield	North of Parsley Hay	2.09	WP
7	Crossroads Wood	Blackwell/Taddington	0.05	WP
8	Flagg Moor	Pomeroy	1.93	WP
9	Great Hucklow shelter belt	Great Hucklow	0.11	WP Category 2/3

10	Great Longstone - Willows Wood	Great longstone	0.85	WP
11	Hard Rake Plantation (west block)	Near Sheldon	1.31	WP Category 2/3
12	Hard Rake (east block)	Near Sheldon	1.31	WP Category 2/3
13	Harratt Grange Wood	Sparrowpit, Chapel-en-le-frith	1.92	WP
14	Heathfield Nook	Near Harpur Hill (A515)	1.96	WP
15	Jackson's Plantation	Peak Forest	1.98	WP
16	Middleton Woods	Kenslow	8.10	WP
17	Middleton Woods	Rusden	1.25	WP
18	Rookery Wood	Ashford-in-the -water	2.50	WP Category 2/3
19	Roystone Woods N	Roystone Rocks	0.53	WP
20	Roystone Woods S	Roystone Rocks	0.84	WP
21	Smalldale	SE of Peak Forest	2.66	WP
22	Sparklow N	Hurdlow	2.87	WP
23	Sparklow S	Hurdlow	1.18	WP
24	Steeplow	Alstonefield	1.98	WP
25	Stonepit Plantation	Peak Forest	0.68	WP
26	Stoop Plantation	North of Winster	0.80	WP
27	Whim Wood	Near Hathersage	6.76	DP
28	Yorkshire Bridge	N of Bamford	3.18	DP Category 2/3
		Total	50.46	

It is hoped that the Authority will be able to sell at least 37 woods in the category 1 and 2 lists. This constitutes over half of freehold woodlands (not including Warslow and North Lees estates woodlands). There were approximately 35 leasehold woodlands at the beginning of this year. Three of these have now been terminated. There are at least a further 3 which are due for termination in the next 2 years. A separate review of existing leases in categories 1 and 2 will be carried out to look in more detail how best to approach the landlords about the early termination of these leases.

The sale of the first 6 Phase 1 woodlands should achieve just over £80,000; a figure substantially above the guide price of £58,000 even with restricted covenants. This equates to an average price of £10,930 per hectare.

According to Savills Rural Research (2 April 2015) in their report 'Forest Investment Analysis' in 2014, the average productive value of woodland was £7,600 per hectare.

Expenditure for the phase 1 woodlands was approximately £8,583. This includes agent's sales fees, advertising costs and mileage, maintenance works and signage in the woodlands and legal searches.

This suggests a projected gross figure of approximately £700,000 for overall woodlands disposals income based on the average price per hectare for the phase 1 woodland sales (£10,930). This figure has been estimated based on achieving around £200,000 for phase 1 and 2 woodland sales and around £500,000 for the woodlands in category 2. This is dependent on achieving the average price per hectare. It is hoped that further income could be achieved by selling the outstanding category 1 woodlands which require further work such as Long Gallery Wood.

Are there any corporate implications members should be concerned about?

Risk Management:

Disposal of woodland by public sector bodies can be controversial. A communications plan was established for the launch of the phase 1 woodland sales to minimise the reputational risk and to justify disposal of the woodlands.

Further to the launch of the phase 1 woodland sales on to the market a press release was sent out on 11th August 2015 to the Authority's entire media database and it received coverage in the following:

- BBC Online
- Ashbourne News Telegraph
- Derby Evening Telegraph
- Matlock Mercury
- Derbyshire Times
- Macclesfield Express
- Horticultural Week
- Buxton Advertiser
- Peak Courier
- Leek Post and Times

All coverage seen was fair and balanced and, to the Communications team's knowledge, attracted no public criticism of the decision.

The release also prompted Radio Derby to request an interview and BBC Look North to film a piece on the move, plus an additional interview with Sarah Fowler to examine the wider implications of changes in the way the Authority is funded.

Sustainability:

There are no issues.

Human Rights and Equality

There are no human rights implications.

The requirements of the Equality Act 2010 have been met in consideration of the recommendations and the ongoing requirement to have regard to the duty.

Report Author, Job Title and Publication Date

Sarah McKay, Rural Surveyor, 14 January 2016

8. GROWING AND DEVELOPING THE VISITOR ECONOMY SECTOR WITHIN DERBYSHIRE GRANT ACCEPTANCE (RG/LT)

Purpose of the report and key issues

1. The purpose of this report is to seek approval to accept, in anticipation of, a successful European Regional Development Fund (ERDF); a total project bid expenditure of £450,000. This is in line with the Authority's standing order 7.C-2. Also to seek approval to spend these monies, in line with standing orders.

Approval will ensure that staff can quickly progress into the delivery phase and respond to a potential start date of February 2016. If between now and the committee meeting the ERDF application is unsuccessful we will remove the report from the agenda.

Key issues include:

- This application for ERDF funding responds to the Performance and Business Plan 2015/16, specifically the focus on 'developing products and services to grow the Peak District as the National Park for cycling'. The project will continue to deliver benefits related to the Corporate Strategy 2016-19.
- The funding is part of the European Structural Investment Funds (ESIF). The lead body for the bid is Visit Peak District and Derbyshire and its accountable body Nottingham and Derbyshire Chamber; whom will have a funding contract directly with the Department for Communities and Local Government (DCLG).
- This bid is a partnership proposal led by Visit Peak District and Derbyshire (VPDD), supported by the Peak District National Park Authority (PDNPA) and D2 partners. The project is for 3 years, planned start February 2016 to December 2018.
- The total ERDF grant offer is for £751,289 and the total programme value is £1,502,578. As a delivery partner of the bid, the Peak District National Park Authority will deliver one key strand: 'Pedal Peak Business Initiative', total project value £450,000 (ERDF grant £225K, PDNPA £37,500). PDNPA will support 'The Inspired by the Peak District' strand. Total project value £114,000 (ERDF grant £57K, PDNPA £3,000).
- The project will support the capacity of Small and Medium Enterprises (SMEs) in the visitor economy and its supply chains to grow in regional, national and international markets through strong product and market development based on the high environmental values of the Peak District National Park.

2. Recommendations

1. **Approve receipt of £225K grant from ERDF funding via Derbyshire and Nottinghamshire Chamber of Commerce for the 'Growing and Developing the Visitor Economy Sector within Derbyshire' programme to enable the Authority to deliver the Pedal Peak District Initiative' strand, and to approve spending this funding as outlined in paragraph 4.2.**

How does this contribute to our policies and legal obligations?

3. This application for ERDF funding responds to the Performance and Business Plan 2015/16, specifically the focus on 'developing products and services to grow the Peak District as the National Park for cycling'. This European funding will enable us to develop and deliver a programme of business support that is based on product development around cycling and help businesses to be more competitive and therefore strengthen the visitor economy.

The bid supports our 2016-19 Corporate Strategy and directional shifts through creating and strengthening cycling experiences that are sensitive to the landscape. Through supporting and creating a relationship with the targeted 105 businesses it will help to encourage responsible visiting, appropriate use of routes, promotion of relevant services, and grow National Park supporters (both businesses and cyclists), all based on a strong understanding of the special qualities of the National Park.

The bid is based on the work carried out with Peak District partners in 2013/14 to promote the Peak District economy. This led to an economic growth package called 'Enterprise Peak District' – Peak District Outline Growth Package. This was prepared by Mott McDonald and reported in February 2014. This report was commissioned by Derbyshire Dales District Council on behalf of the wider Peak District Partners to review the Peak District evidence base and consider how best to approach Local Enterprise Partnerships (LEP) to arrive at potential interventions to deliver economic growth to the wider Peak District. Since February 2014 partners have been seeking to deliver this package of projects. Two of the interventions identified are below and are the foundations of our delivery and support in this bid:

- "Pedal Peak Business Initiative – Supporting growth of the visitor economy and its supply chains through the Pedal Peak sustainable cycling initiatives.
- Inspired by the Peak District brand – Extending the reach of the Peak District brand to support business marketing, inward investment and exporting aspirations of the Peak businesses."

The 'Pedal Peak Business Initiative' in the bid also strongly supports the Authority's work on 'The Wider Peak District Cycle Strategy' 2014 – 2019 and supports 'Peak District and Derbyshire Growth Strategy for the Visitor Economy (2014) – through encouraging local SME investment within key destinations and hubs to improve the visitor experience. These in turn contribute to the National Park Management Plan.

Background

4. 1. Through relationships and knowledge of the sector VPDD has developed a package of interventions with partners: 1. Pedal Peak Business Initiative (delivered by PDNPA and supported by Derbyshire Dales District Council) 2. Inspired by the Peak District (led by VPDD and supported by PDNPA). Other interventions delivered by the partnership include 3. Promoting Derbyshire Products 4. Supporting Market Towns 5. Delivery of new and emerging business support needs to boost competitiveness.

2. The **Pedal Peak Business Initiative** strand of the bid will be delivered by the PDNPA and employ a Pedal Peak Business Officer, full time. The Pedal Peak initiative will allow businesses to access funding to become cyclist friendly through a grant scheme and receive business support to increase their competitiveness through working as clusters. The support will include a marketing tool kit and accreditation scheme. Grants are expected to average £5,000 (i.e. £2,500 ERDF and £2,500 from the SME) and will pay for lockable bike racks, wash down areas and bike maintenance equipment. The 4 business clusters relate to the following areas:

- Bakewell, Rowsley, Matlock and Monsal Trail
- Ashbourne, Hartington and the Tissington Trail
- Wirksworth, Carsington and the High Peak Trail
- The Hope Valley

3. The '**Inspired by Peak District**' strand will be led by VPDD and supported by the PDNPA and Derbyshire Dales District Council. The brand was initiated in partnership with Business Peak District (a business driven body; working in partnership with local authorities, to represent the interests of business within the Peak District). The development and expansion of the 'Inspired by the Peak District' branding initiative will provide more visitor economy businesses and their supply chains with the opportunity to develop a marketing edge from their association with the high quality Peak District environment. Since inception, the campaign has seen 240 businesses sign up as 'ambassadors' to use the brand. This demonstrates the potential untapped demand from Derbyshire SMEs. There is significant potential to increase this with support via this project bid.

4. Feedback from businesses who initially signed up shows there is a strong desire to see this campaign continue and introduce ways to develop it further. This bid strand will further develop the 'place inspired' brand to work with a wider range of businesses and create a clearly defined programme of promotional activity and the ability to access business to business (B2B) and business to consumers (B2C) exhibitions.

5. It will work with businesses to adopt 'Inspired by the Peak District' branding, providing a network of businesses who can collectively market their products, whilst at the same time building on the branding ambitions of the region; as identified in the 'Enterprise Peak District' Report, February 2014. Providing a high quality product, attracting higher spending visitors and increasing the economic benefit of the D2 area. To date this project has signed up 240 businesses to use the brand.

5. **Proposals**

It is proposed that the Authority supports the bid and accepts the grant in support of the 'Pedal Peak Business Initiative' and confirms its support for the 'Inspired by the Peak District strand'.

It is a requirement of standing orders part 7.C-2 that approval is given to receive grants over £200,000. Therefore, if approval is not provided, this grant cannot be spent. Likewise, approval is needed to spend funds received that are over £150,000. The Pedal Peak Business Initiative is a significant strand in the overall 'Growing and developing the Visitor Economy in Derbyshire' programme.

6. **Are there any corporate implications members should be concerned about?**

ERDF guidelines need to be followed by the PDNPA officer and the grant scheme set-up according to guidelines to ensure claims are fully paid. VPDD, as lead body, will also recruit a Project Monitoring Officer, with ERDF experience, to establish and agree procedures with partners for recording, storing and evidencing the necessary documentation.

7. **Risk Management:**

The project risks will be identified as part of the project set-up (currently there is an assessment of risk as part of the ERDF application). Project risks will be managed by the Pedal Peak Business Officer and the senior responsible officer in the Authority and risks will be mitigated and reported to the programme board. Risks will be managed in

a way that meets the Authority's approved risk policy.

8. Sustainability:

The project will increase competitiveness of SMEs through a focus on growth of the visitor economy and its supply chains particularly linked to cycling.

In the long-term we foresee the investment in SMEs, regional cycle hubs and 'Inspired by' brand to grow the tourism market in Derbyshire and the Peak District.

The Pedal Peak Business initiative will establish a network of up to 105 businesses of which at least 60 will receive grants; to help realise the ambitions of the area to become a world class cycling destination which will be backed further by the creation of a strong brand. This will attract visitors and increase spend from both national and international markets by encouraging greater spend within Peak District SMEs and overnight stays within tourism sector. By the Authority taking a lead in this project we will be able to ensure that important messages about sustainability and responsible visiting are embedded in the project.

9. Financial

This offer is made to the leading applicant which is the role given to the VPDD within the bid. The total bid offer is for £751,289, total project value £1,502,578. VPDD will manage the financial control of this project and will utilise systems used by DNCC.

As a delivery partner of the bid, the PDNPA will be contracted to deliver one key strand: 'Pedal Peak Business Initiative', total value £450,000. £225K is ERDF and 225K is match (£150,000 SME grant contribution, £75K PDNPA and Derbyshire Dales District Council). See below total Pedal Peak Business Project expenditure and income:

Pedal Peak Business Initiative strand				
PDNPA Cash expenditure	Year 1	Year 2	Year 3	Total
Recruitment	1,000.00	0.00	0.00	1,000.00
Pedal Peak Business Officer Salary	31,185.00	33,866.00	33,866.00	98,917.00
Staff training	500.00	300.00	300.00	1,100.00
Overheads	8,061.00	8,061.00	8,061.00	24,183.00
Laptop/software	800.00	0.00	0.00	800.00
Travel and subsistence	750.00	1,000.00	1,000.00	2,750.00
Route development and marketing	3,500.00	10,500.00	0.00	14,000.00
Business and Community Events	500.00	1,000.00	500.00	2,000.00
Cycle Friendly Toolkit	1,000.00	2,000.00	2,250.00	5,250.00
Grant for SMEs from ERDF (forecast)	35,000.00	67,500.00	47,500.00	150,000.00
Sub Total	82,296.00	124,227.00	93,477.00	300,000.00
Eligible Match from SMEs (50% of grant)	35,000.00	67,500.00	47,500.00	150,000.00
Total Pedal Peak Business strand expenditure				450,000.00
Pedal Peak Initiative Income	Year 1	Year 2	Year 3	Total
ERDF grant	60,000.00	92,500.00	72,500.00	225,000.00
PDNPA Match	12,500.00	12,500.00	12,500.00	37,500.00

DDDC Cash Match	10,000.00	10,000.00	10,000.00	30,000.00
DDDC Officer-time match	2,500.00	2,500.00	2,500.00	7,500.00
Total	85,000.00	117,500.00	97,500.00	300,000.00
Match from SMEs (forecast)	35,000.00	67,500.00	47,500.00	150,000.00
Total including SME match				450,000.00

PDNPA will also support 'The Inspired by the Peak District' strand. Total value £114,000 which includes £3,000 cash match from the PDNPA (£1000 per annum for three years).

10. **Background papers (not previously published) – None**

Appendices - none

Report Author, Job Title and Publication Date

Rachel Gillis, Policy and Partnerships Assistant Director and Louise Turner, External Funding Adviser, Policy and Partnerships, 14 January 2016

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9. **2015/16 QUARTER 3 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/WA)**

1. **Purpose of the report**

This report provides Members with monitoring information at the end of Quarter 3 (Oct - Dec 2015) for review of performance against our 4 Cornerstones and 4 Directional Shifts (our Corporate Objectives) during our transitional year; monitoring of the Corporate Risk Register; monitoring of Freedom of Information Requests and monitoring of complaints.

2. **Key Issues**

- The format of the report provided for this transitional year is a little different from that previously agreed by this committee, reflecting a change in our Corporate Strategy.
- At the end of Quarter 3, following monitoring of Service operational actions and corporate indicators, 3 of our Areas of Focus are amber in their overall status and 13 are green.
- There has been one change in the status of the Corporate risks this quarter, namely the reduction in risk of:
 - 10 Moors for the Future (Moorlife 2020) failure of:
 - a) The Authority providing an increased level of support to MFF
 - b) Partners contributing sufficiently
 - c) Delivering against the project objectives
- There are no risks remaining as high risk (high likelihood and high impact).
- The number of Freedom of Information requests remains at a low level.
- The number of complaints registered remains at a low level.

Recommendations

3. **1. That the Quarter 3 Corporate Performance Return, given in Appendix 1, is reviewed and any remedial action agreed.**
- 2. That the Corporate Risk Register, summary given in Appendix 2 be reviewed and status of risks accepted.**
- 3. That the status of complaints and Freedom of Information Requests, given in Appendix 3, be noted.**

How does this contribute to our policies and legal obligations?

4. Performance and Risk Management contributes to Cornerstone C4: Our organisation – develop our organisation so we have a planned and sustained approach to performance at all levels (people, money, outputs). Monitoring the Corporate Indicators and Service operational actions against our Corporate Strategy is part of our approach to ensuring mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5. The format of performance reporting to this committee follows the format agreed in January 2013 (minute 7/13) with changes agreed to reporting for the transitional year at this Committee in September (minute 58/15).
6. The visual representation of our performance is on a traffic light system (using green for on target, amber for some remedial work required and red where there are some significant issues) and is based on an analysis of:
 - a) the status of activity within service plans contributing to the delivery of that focus and priority actions for 2015-16;
 - b) the outturn against the performance indicator relating to the priority actions for each focus.
7. More detailed performance information is reported by each Corporate Objective (4 Cornerstones and 4 Shifts) as previously agreed by providing: an overview of the activity contributing to each Objective; a commentary on where we are doing well; an understanding of associated risks; specific issues; and remedial action.
8. The Authority's risk management policy and supporting documentation was approved by Authority on 25 March 2011 (minute 21/11) and updated through Audit, Resources and Performance Committee on 6th November 2015 (minute 69/15). It is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements, Appendix 2 shows that one risk has lowered in terms of impact in the Corporate Risk Register this quarter.
9. No risks have been escalated to the Corporate Risk Register during the quarter.
10. Information is given so that Members of Audit, Resources and Performance Committee, in accordance with the scrutiny and performance management brief of the Committee, can review the performance of the Authority and the risks being managed corporately.
11. Reporting is dependent on the accuracy of data provided by the Heads of Service, Assistant Directors and indicator lead officers, as agreed with Directors and Chief Executive.

Proposals

12. Members are asked to review and agree the Quarter 3 Corporate Performance Return as detailed in Appendix 1.
13. Members are further asked to review and agree Corporate Risk Register in Appendix 2.
14. That the status of complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries in Appendix 3 be noted.

Are there any corporate implications members should be concerned about?

16. This report gives Members an overview of the achievement of targets in the past quarter and includes ICT, financial, risk management and sustainability considerations where appropriate. There are no additional implications in, for example, Health and Safety.

17. A number of fixed term officer posts support the work contributing to a number of Objectives and are resourced to the end of 2015/16. Resources beyond this point were determined by Members as part of the Authority's budget planning process, in Autumn 2015.

18. **Background papers** (not previously published) – None

Appendices

1. Quarter 3, 2015-16 Corporate Performance Return
2. Quarter 3, Corporate Risk Register status
3. Quarter 3, Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) Enquiries

Report Author, Job Title and Publication Date

Wendy Amis, Senior Performance Officer, 14 January 2016

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APPENDIX 1 (part 1): Q3 PERFORMANCE SUMMARY 2015-16



Our People

C1a - Supporting leadership at all levels
C1b - Better staff engagement

Our Assets

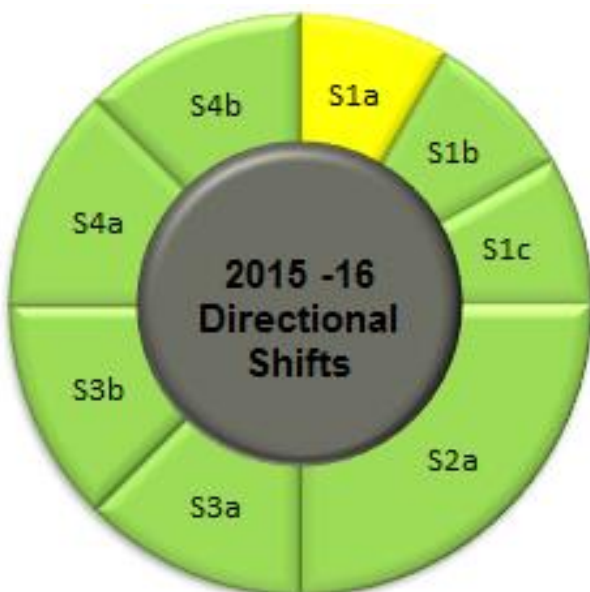
C2a - Excellence in our property
C2b - Our wider visitor infrastructure
C2c - Supporting our brand

Our Services

C3a - Excellence in our Planning Service

Our Organisation

C4a - Solid performance management
C4b - A clear plan for the future



Developing strong commercial & fund raising

S1a - Giving
S1b - Income generation
S1c - Fund raising from external sources

Landscape scale delivery

S2a - Nurture partnerships to help grow the value of & income to our assets in MFTF, SW Peak & Sheffield Moors

Creating visitor experiences that inspire growth

S3a - Develop products & services to grow as the National Park for cycling
S3b - Enhance and maximise the visitor experience

Helping people connect with the park

S4a - Nurture and build our active base of volunteers
S4b - Improve access for less represented audiences

Key

Green	On track to achieve year end target
Amber	Not completely on track to achieve the year end target at this stage
Red	Not on track to achieve the year end target

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APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

	Focus:	2015-16 priority actions:	RAG status
Cornerstone C1: Our People –supported, valued, empowered staff (RMM)	C1a. Supporting leadership at all levels	Support leaders in working towards new focus through programmes including: ‘big conversation’ discussions with Chief Executive, training and development events on internal communication skills; line management competence in people and performance management; competence in change management.	
	C1b. Better staff engagement	Implementation of employee engagement action plan against 4 priorities: <ul style="list-style-type: none"> - Vision, mission and corporate direction - Internal communications strategy - Managing change effectively - Line management competencies in people and communication skills. Implementation of strategic, financial planning and employee engagement Communications Plan.	

Overall Status:

Good progress has been made in Quarter 3 on all key actions including the production and agreement of communications plans for each Directorate/Assistant Directorate as an outstanding action from Quarter 2.

Key Activity towards achieving this objective this quarter:

1. Developing a brief for the basic competency workshops (for delivery in March 2016). Four basic competency areas will be covered: time management; attendance management and welfare; health & safety; performance. Our target is to achieve 90% participation among relevant staff (ie 54 out of 60) at the planned workshops.
2. Started implementation of the plan for communicating to staff and external stakeholders on the mission and corporate direction. Notice boards and the HUB will be updated in Q4.
3. Our commitment to improve internal communications has been progressed through:
 - a) A communication skills pilot event run in December - feedback has been excellent and we are ready to run more events for all managers in January and February;
 - b) Staff are being encouraged to read the regular Chief Executive bulletin as a key source of information;
 - c) 5 Directorate/Assistant Directorate communication plans are now in place.
4. Resilience training to support managing change has started with 15 participants with 3 more events are planned over December- February; evaluation has been positive. The communications skills event includes handling difficult conversations.

Specific issues hindering progress against this objective:

- a) It is confirmed, as foreshadowed in Q2, that some planned HR policy review work (on disciplinary and grievance procedures) will be delayed due to the demands of case work in HR. This will not affect the delivery of the 2015/16 key focus for this cornerstone.

Action being taken to address issues:

- a) Policy review work will be re-scheduled.

Risks associated with this objective:

Corporate Risk 1: no specific issues to highlight

Contextual information/ published information relating to this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

	Focus:	2015-16 priority actions:	RAG status
Cornerstone C2: Our Assets – looking after the places we own and operate (RG)	C2a Excellence in our property	Implementation of Management Plans for 3 key properties and portfolio. Delivery of a programme of review and disposal. Development and implementation of property business plans.	Yellow
	C2b Gaining clarity on the wider visitor infrastructure we will continue to support	Review of non-estate visitor assets	Green
	C2c Supporting our brand by ensuring brand management activities/ processes underpin all our work	Identify and recommend how to measure the 'reach and emotional attachment' of the Peak District National Park brand. Achievement of roll-out of our brand identity through our operations	Green

Overall Status:

Management plans and external funding ideas continue to be developed. Progress continues against the Asset Management Action Plan for the Authority's property portfolio, with development work starting on toilets.

Key Activity towards achieving this objective this quarter:

1. Public consultation on approved draft North Lees Management Plan, took place at an open meeting of Stanage Forum on 31 October, meaning this is now slightly behind schedule;
2. Most actions in the Trails Management Plan are on target;
3. Disposed of 5 out of the 14 targeted properties, including three woodlands, with another three in progress. Planning next phase of woodland sales for January 2016. Two leasehold woodlands have been handed back to the landlord – High Needham Wood and Home Farm (Stoke Hall). Working on the termination of management agreement for Biggin Moor Plantation and sale of Fire Station Field;
4. Meeting with Foolow Parish representatives in early December to consider scenarios to return the caravan site to a touring caravan site;
5. Stanage-North Lees and Warslow Estates are on track to achieve full cost recovery targets and forward planning is underway for 16/17 and 17/18. At Stanage North Lees the camping pods are making a significant improvement in campsite income, and new income from Stanage stickers is in the order of £6,250. Developed a process to let North Lees Hall for initial term of 12 months to cover costs and generate a modest income, whilst long term management options are considered;
6. Continuing development of a strategic business plan for the Trails; activities planned to generate income include a fundraising trails event for 2016 and outsourcing Bridge 75 abseiling, pending legal advice. Bids for Arts Council and HLF Our Heritage are on target for submission. An additional financial allocation has been made to cover high priority works from the recent structural inspection;
7. Review of non-estate car parks and toilets is underway with an initial focus on the three most expensive properties (Crowden, Derbyshire Bridge and White Lodge); Planning for Dovedale toilets refurbishment is underway and expected to be complete in Q4 with introduction of charging;
8. Website page views and social media interactions continue to rise;
9. The 'brand on the ground' project is progressing with the tender proposals for car park signage and interpretation expected in December. Redesign and new welcome signage for Aldern House reception and entrance is scheduled;

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Specific issues hindering progress against this objective:

- a) The progress of the Brosterfield site slowed to enable further discussions with the community to take place.
- b) Some items in the HLS agreement for the Trails Management Plan have proved to not be possible.
- c) There has been a delay in getting the donation web pages live with the 5 videos as a 'soft launch' of the Giving Strategy.

Action being taken to address issues:

- a) Resume the project plan for Brosterfield in Q4.
- b) A review, in liaison with Natural England, may lead to a reduction in grant.
- c) Plans are in place for this to happen in Q4.

Risks associated with this objective:

Corporate Risk 2: no specific issues to highlight

Corporate risk 3: no specific issues to highlight

Contextual information/ published information relating to this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Cornerstone C3: Our Services – delivering our services in a way that helps resident communities deepen their understanding and support for the special qualities of the national park (JS)	Focus:	2015-16 priority actions:	RAG status
	C3a. Excellence in the way we deliver our Planning Service	Providing a high quality planning service by doing the basics well in a transparent and consistent manner. Maintain our high quality support for community planning. Agree and deliver an action plan for Monitoring and Enforcement.	

Overall Status:

Work on Development Management policies has progressed as planned, with draft policies agreed by the Authority on 2 October 2015. Influencing role has included ongoing dialogue with Constituent Authorities and input to the national fracking debate.

Key Activity towards achieving this objective this quarter:

1. Performance on planning application determination has been maintained. To date, 77% of the 179 Planning Applications decided were within the statutory period. A further 39 applications for listed building consent, prior approval and discharges were determined this quarter;
2. Performance on major applications is 100% (two out of two);
3. Of the 103 Planning Enquiries completed year to date, 78% were completed within 15 working days;
4. 30 enforcement cases were resolved in the quarter, on target for the quarter;
5. The Monitoring & Enforcement Action Plan has been agreed and significant progress has been made on delivery of the six action points;
6. Planning appeals: Of 2 Appeals determined; both were dismissed (Dyson House, Bradfield and Swallow Cottage, Pilhough);
7. The number of formal complaints relating to the Planning Service remains low. However, an Ombudsman decision on a case found the Authority at fault (reported to ARP in November 2015) and a micro-scrutiny panel is being set up to look at lessons learned;
8. Positive feedback on the performance of the Planning Service collected at Parishes Day (3 October);
9. The focus on Community Planning has continued, with Bradwell Neighbourhood Plan approved at a referendum in October and “made” in December. Initial work on the Leekfrith NP has progressed, with officers engaging with the community. Work has also progressed on the Bakewell NP;
10. Work on Development Management policies has progressed as planned, with draft policies being agreed by the Authority on 2 October;
11. On-going positive work with the Housing Enabler in Derbyshire Dales and High Peak.

Specific issues hindering progress against this objective:

- a) Only 79 enforcement cases resolved year to date against year-end target of 120.

Action being taken to address issues:

- a) Efforts will be made to get back on track over the winter when the amount of new casework is likely to reduce; however unlikely to reach year end target.

Risks associated with this objective:

Corporate Risk 4: no specific issues to highlight

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Contextual information/ published information relating to this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Cornerstone C4: Our Organisation – develop our organisation so we have a planned and sustained approach to performance at all levels (people, money, outputs) (RMM)	Focus:	2015-16 priority actions:	RAG status
	C4a. A solid performance management approach	2015/16 performance management monitoring in place. Quarterly exception reporting to achieve 2015/16 focus.	
	C4b. A clear plan for the future to give ourselves strategic certainty for 2016/17 and beyond	Develop strategic framework answering 4 questions: Why we do – special qualities What we do – role and funding How we do it – organisation design Way we do it – culture. Develop medium term financial plan 2016-2019 and detailed proposals for 2016-17. Develop new 2016-2019 Corporate Plan.	

Overall Status:

Good progress continues to be made in Quarter 3 with key actions on target including the corporate strategy being approved by the Authority in December. All indicators for this cornerstone have now been achieved.

Key Activity towards achieving this objective this quarter:

1. The 2016-2019 corporate strategy and success factors were approved by the Authority in December. Discussions have started on how service plans will now be developed to achieve the new strategy.
2. Our medium term strategic and financial planning has continued with:
 - Implementation of the agreed 2016/17 budget proposals including appointments to the new customer and business support team and two out of three appointments to the new leadership team;
 - The capital strategy supporting our corporate direction was approved by the Authority in December.
3. Stakeholders and partners have been advised of the new corporate direction and the implications of our medium term financial plan as part of our normal pattern of regular meetings. A communication to all stakeholders with a poster explaining the new corporate strategy has been sent to stakeholders and partners.

Specific issues hindering progress against this objective: No issues to highlight

Action being taken to address issues: n/a

Risks associated with this objective:

Corporate Risk 6: No specific issues to highlight.

Corporate Risk 7: No specific issues to highlight.

Contextual information/ published information relating to this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Directional Shift	Focus:	2015-16 priority actions:	RAG status
S1: Develop strong commercial and fund raising programme of activities (SF)	S1a. Giving	Review giving opportunities and develop a strategy of quick win opportunities	
	S1b. Income generation	Develop Commercial Programme to increase income generation and giving opportunities. Achieve 61% full cost recovery at Visitor Centres. Achieve 87% full cost recovery for cycle hire. Develop a brand fit for commercial use adding value to services and products	
	S1c. Fundraising from external sources	Agree a strategy for external funding and funding bids consistent with this strategy	

Overall Status:

The external funding strategy has clear direction and being implemented; the commercial programme is in place with stretching targets, but requires good programme management and development of supporting platforms to assure delivery; the Giving Strategy development is still in progress.

Key Activity towards achieving this objective this quarter:

1. Giving Strategy due to ARP in Q4. A quick win campaign for the trails in 2016/17, Walk in the Park, being developed for August 2016. Soft launch of four giving videos now available on our website;
2. £321k income target agreed for the commercial programme for 2016/17. Enterprise + Programme Board owns the programme, and is developing a framework for delivery;
3. £13,729 has been raised in giving this quarter, taking the figure to £34,416 for the year to date;
4. The strategy for external funding is agreed and expressions of interest submitted to HLF for North Lees and the Trails have been favourably received. Drafting submissions to HLF as development bids for North Lees and the Trails, with North Lees the first to be submitted in early 2016/17;
5. This quarter Visitor centres are at 71% full cost recovery, cycle hire is at 107%;
6. Commercial product development for sale at a non-National Park Authority retail outlet is close to completion, we expect the products to be on sale in Q4;
7. Appointment process in train for Director of Commercial Development and Outreach.

Specific issues hindering progress against this objective:

- a) This is a deliberate shift towards a more commercial way of operating, which requires a re-engineering of our processes, ways of working and commercial skills to be developed and a stronger focus on brand management.

Action being taken to address issues:

- a) The 2016-19 Strategic Framework approved by the Authority articulates this clear shift, training and development in progress, organisational re-design and change in train, brand on the ground work being rolled out.

Risks associated with this objective:

Corporate Risk 8: risk being managed down

Corporate Risk 9: risk being managed down

Contextual information/ published information relating to this objective:

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Strategic Framework 2016-19 agreed by the Authority on 18 September 2015.

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Directional Shift S2: Landscape scale delivery (JC)	Focus:	2015-16 priority actions:	RAG status
	S2a. Nurture partnerships that help grow the value of, and income to, our assets within: Moors for the Future, SW Peak, Sheffield Moors	<p>Ensure strategic certainty for the MFF partnership either through a successful Moorlife 2020 bid or alternative funding mechanisms.</p> <p>Ensure that part of the SW Peak delivery phase includes actions to benefit the Warslow Estate.</p> <p>Ensure North Lees Management Plan dovetails with the Sheffield Moors Masterplan</p>	

Overall Status:

Good progress including early discussions on new major landscape proposals for Longdendale and White Peak; and an HLF bid for Stanage/North Lees. South West Peak Stage 2 development is progressing and the Private Lands Partnership continues to grow. Implementation has begun for MoorLIFE 2020.

Key Activity towards achieving this objective this quarter:

1. The South West Peak HLF funded Landscape Partnership Development Phase 2 is on target. The round 2 bid submission deadline has been extended to 22 July 2016. First drafts/summaries of projects have been submitted and scrutinised. Future Farmscapes consultancy work completed. Landscape Opportunity and Ecosystem Services mapping contract is underway;
2. The successful MoorLIFE 2020 EU LIFE bid is now beginning the preparatory year with recruitment of personnel and working up implementation of schemes with partners;
3. The Moorlife project has been successfully audited by Europe;
4. The Private Lands Partnership committed projects have extended to 10 including Mossy Lea, bringing a total running value of works of £5.7m . A further £3.5m is still in negotiation;
5. The Making Space for Water report is now complete and the team have been asked to review all 3 national catchment projects by the EA;
6. The Community Science project launched new surveys for mountain hare and sphagnum;
7. The new partnership agreement with the Woodland Trust has generated interest from farmers and landowners and we are on target to deliver 8.6ha of new woodland this planting season;
8. Discussions are in progress with HLF Yorks/Humber on a Stanage/North Lees heritage grant;
9. Produced Longnor Conservation Area Appraisal; the Historic Landscape Characterisation publication for Historic England is underway for completion in 2016/17; continued the Farmstead Characterisation project;
10. The Clough Woodland Project has been awarded a contract for assessing natural flood risk management in Wessenden area and Trawden. Discussions are in progress with EA on flood risk in other catchments, particularly Glossop;
11. Assisted farmers and landowners with applications for the new Countryside Stewardship scheme including 4 mid-tier applications, 1 higher tier expression of interest and 17 provisions of detailed advice; and further advice and support has been given at Bakewell market drop in centre;
12. Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan and are looking to appoint a co-ordinator to facilitate extending the partnership to user groups;
13. Stanage/North Lees is at the core of a suite of initiatives funded by Natural England to deliver conservation benefits for ring ouzels including data collection/analysis and awareness raising;
14. The Local Nature Partnership is considering support for geopark status for the Peak District and continuing to focus on connectivity to address fragmentation of habitats in the White Peak;
15. Initial internal discussions have been held on a landscape scale vision for the Longdendale Valley including consideration of the A628 trunk road proposals and the high voltage electricity line.
16. National Grid secured funding to underground a key section of high voltage electricity line and remove pylons at Dunford Bridge. Partnership work with Friends of the Peak District and the Utility Companies continues on undergrounding low voltage wires;

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

17. The Authority responded to the Transport and Works Act Order for the Hope Valley Capacity Improvement Scheme. Meetings are arranged with Network Rail to discuss our response. The Department for Transport published the Interim report of the Trans-Pennine Tunnel Strategic Study on 30th November.

Specific issues hindering progress against this objective:

- a) The new national agri-environment scheme, Countryside Stewardship, has completed the first round of applications which were significantly fewer nationally than anticipated.
- b) There is ongoing debate about the sustainability some aspects of grouse moor management including burning on deep peat, birds of prey and moorland tracks.
- c) Targets for key Bird of Prey populations agreed by the Bird of Prey Initiative in 2011 have not been met and a press statement was released.

Action being taken to address issues:

- a) Agri-environment scheme delivery - We are proactively approaching agreement expirees to encourage their continued engagement with conservation. Support and one to one advice to farmers and land managers has continued during this difficult transitional period.
- b) Discussions continue with key stakeholders on moorland issues.
- c) A revised action plan is being produced with a more robust approach.

Risks associated with this objective:

none

Contextual information/ published information relating to this objective:

www.moorsforthefuture.org.uk

www.southwestpeak.co.uk

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Directional Shift S3: Create visitor experiences that inspire and grow our income and supporters (RG)	Focus:	2015-16 priority actions:	RAG status
	S3a. Develop products and services to grow the Peak district as a national park for cycling.	Agree preferred option for the development of the Trails. Identify and pursue proposals for the development of a sustainable travel product for the Peak District. Provide a national park cycle experience.	Green
	S3b. Enhance and maximise the visitor experience at our assets.	Provide and continue to enhance visitor experience at our visitor centres. Manage and enhance the visitor experience on our trails network and estates. Maintain a strategic influence in visitor experiences in the Peak District, develop new policy recreation hubs and research visitor patterns. Enhance the visitor experience through partnerships with all users including opportunities for involvement across the open Access land, Public Rights of Way and Green Lanes. Maintain visitor management through rangers, litter control and other interventions.	

Overall Status:

A range of developments to enhance visitor experiences are being progressed, especially on assets we own, with a number of external funding bids for investment under development. However, some of the developments are taking longer than initially expected (for example Castleton refurbishments).

Key Activity towards achieving this objective this quarter:

- 1 Working on the Trails Business Plan for Committee approval in March. Agreed a masterplan approach for the Trails development by seeking HLF and other funding. Made a small 'Our Heritage' bid to trial new interpretation technology on the Monsal Trail and a Heritage Fund bid to develop/interpret Millers Dale Station. Business case for investment in Millers Dale is delayed to May '16 in line with the HLF funding submission. Planning trial of in-house running of the Parsley Hay concession for 2017/18;
- 2 Agreed to explore the market for a seasonal leisure bus service to encourage sustainable visitor travel;
- 3 Completed our contribution to Pedal Peak II; work is underway on several new routes;
- 4 Visitor centres recorded 76,230 visitors over Q3, a 2% reduction compared with the same period last year and till reports show a £4.21 average transaction spend on 25,631 transactions. 107 % of gross income vs profiled budget was achieved (exceeding the target of 100%). Public consultation took place in December on the proposals for Castleton Visitor Centre refurbishment;
- 5 Planning advice is currently being sought on the proposals for improved signage and external refurbishment at Bakewell Visitor Centre;
- 6 Camping pods are proving to be very successful at North Lees Campsite. Alterations to the campsite building are planned for the New Year;
- 7 Resurfacing work has been done on the Trails; access and bridleway improvements have been made at North Lees; car parks and toilets have been kept up to standard, including litter collection;
- 8 Trails activity include development of Walk in the Park event for summer 2016 linked with weekend camping and activities at Bakewell Showground;
- 9 Work continues in the wider park to improve access and rights of way whilst delivering day to day visitor management, particularly in partnership with water companies.

Specific issues hindering progress against this objective:

- a) The refurbishment of Castleton Visitor Centre will not be ready for the 2016 summer season

Action being taken to address issues:

- a) Shortfall of income will be offset by reserve with any surplus in 2017/18 will go back into reserves.

Risks associated with this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Contextual information/ published information relating to this objective: None

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Directional	Focus:	2015-16 priority actions:	RAG status
Shift S4: Help people connect with the park (MB)	S4a. Nurture and build our already active supporter base of volunteers	Review the volunteer strategy and produce an action plan to grow our volunteers throughout the organisation and from less represented groups. Develop an 'Ambassador Programme' for visitor centres.	
	S4b. Improve access to the NP for less represented audiences	The three agreed priorities: Green Lanes Action Plan Provide increasing opportunities for young people to understand and enjoy the national park. Develop opportunities to promote the understanding of the park through the provision of health and wellbeing activities.	

Overall Status:

All projects are on track with their delivery timetable. The Peak Park Conservation Volunteers project 'Fit for Work' has won the UK National Parks project volunteer award.

Key Activity towards achieving this objective this quarter:

1. Review of Volunteer roles at Visitor Centres across national parks has been completed;
2. Comparative volunteer role identified at Sutton Bank, North Yorkshire Moors National Park as a basis for developing the Ambassador Programme linking with building our active supporter base;
3. Completed the Volunteer Business Support Review;
4. A series of workshops with Public Health England and National Parks England has led to a commitment to a national accord between both parties, a commitment to share data and work collaboratively on a delivery project;
5. Health walks, Next Step Walks and Pedals have supported 275 participants with a range of medical problems to enjoy the park and gain wellbeing;
6. We are developing a corporate approach to expanding our existing range of services to promote good mental wellbeing through: analysis of current service provision, research into potential funders and the implementation of a system that better captures data around mental wellbeing.
7. Developing a programme for delivery of the "Better Outside" project early next year. One taster event has been held with young people at Marsh Farm.
8. The Ranger and Learning and Discovery Teams are working together to develop an innovative, consistent and clear offer to local schools;
9. Consulted on the possibility of a traffic regulation order at Derby Lane in November;
10. Supported the Local Access Forum in their inspection of the next 3 green lane priority routes in the Cheshire part of the National Park.

Specific issues hindering progress against this objective: None

Action being taken to address issues: None

Risks associated with this objective:

- a) External funding is not successful particularly for the health agenda. We are awaiting confirmation from Public Health funding for the 2016/17 transport for the Health, Next Steps and Pedals walks and rides.
- b) Green lanes work: reputational risk and the potential for legal challenges.

APPENDIX 1 (part 2): 2015-16 Quarter 3 Summary of Corporate Performance

Contextual information/ published information relating to this objective: None

Appendix 2: Corporate Risk Register 2015/16, Q3 (Summary)

IMPACT	High	3. Lack of robust financial analysis in capital investment proposals	1. Loss of performance/ Staff not engaged/ motivated 2. Insufficient plans for financial sustainability of properties 8. Commercial skills not available to diversify income streams 9. Commercial programme not in place	
	Medium	7. Ineffective communication of corporate direction externally	↓ 10. MFF (MoorLIFE 2020) bid 4. Delivery fails to increase ownership and understanding in communities	
	Low	6. Medium term financial plan not in place		
		Low	Medium	High
LIKELIHOOD				

Appendix 2: Corporate Risk Register 2015/16, Q3 (Summary)

Corporate Risk Register: list of risks

1. Loss of performance/ delivery in a time of uncertainty as a result of staff not being engaged and motivated
2. Insufficient plans in place to realise financial sustainability of our properties in future years (updated risk from 2014/15)
3. Failure to ensure robust financial analysis and financial objectives in the assessment of significant capital investment proposals (carried over from 2014/15)
4. Failure to deliver in a way that we increase ownership and understanding of our policies among communities
5. *Failure to commit, and plan, to replace our ICT infrastructure in 2015/16 to underpin our corporate strategy (updated risk from 2014/15):*
Q1 REMOVE FROM REGISTER
6. Failure to have a medium term financial plan in place 2015-19 (updated risk for 2014/15)
7. Failure to effectively communicate our corporate direction to external audiences
8. Failure to have the appropriate commercial skills to help us diversify income streams (updated risk from 2014/15)
9. Failure to have a clear, effective and well planned commercial programme in place (updated from 2014/15 register)
10. Moors for the Future (Moorlife 2020) failure of:
 - a) the Authority providing an increased level of support to MFF
 - b) partners contributing sufficiently
 - c) delivering against the project objectives.

Appendix 2: Corporate Risk Register 2015/16, Q3 (Summary)

Corp. Obj	Risk Description	Existing controls	Risk before mitigation	Additional mitigating action	Risk rating with mitigating action LxI (expressed as Green, Amber or Red)						Timeframe of action	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S2	10. Moors for the Future (Moorlife 2020) failure of: a) the Authority providing an increased level of support to MFF b) partners contributing sufficiently c) delivering against the project objectives.	MFF business plan in place. RMT risk assessment.	Likelihood: High Impact: High	Programme and project planning of activity for timely decision making	Impact	High	High	High	Medium		a) Dec '15 b) ongoing c) ongoing	JC	RMT/ SMT Strategic Management Group (MFF) Quarterly monitoring	Successful EU Life bid. a) Corporate planning in place to support delivery. b) Continuing to develop partnership agreements to confirm contributions from partners. c) Project planning underway.
					Likelihood	High	High	Medium	Medium					
					Rating	RED	RED	AMBER	AMBER					

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APPENDIX 3: STATUS OF COMPLAINTS AND FREEDOM OF INFORMATION REQUESTS

Quarter 3 Report on Complaints and Freedom of Information (FOI) and Environmental Information Regulations (EIR) Enquiries (1 October to 31 December 2015)

Total Number of Complaints Received in Quarter 3 was 3.

Total Number of Complaints Received April 2015 – December 2015: 8

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C.408 05/11/15 Stage One	Land Management Complaint regarding timing and tone of a phone call from an officer 5 years ago and the difference in officer actions regarding removal of trees on the Complainant's land and on a neighbour's land.	17/11/15 Within 15 working day deadline	No evidence of any unreasonable actions by an officer, and no complaint made at the time. Refuted allegations of difference in approach on neighbour's land.	None required
C.409 30/11/15 Stage One	Planning Service Complaint regarding a report to the Planning Committee and condition agreed "that no development shall commence until full details of proposed finished floor levels and external ground levels have been submitted to and approved in writing by the National Park Authority". Complainant had objected regarding lack of headroom in the proposals and was still concerned. Complainant feels that a decision notice should not be issued until the Authority are satisfied that the proposal is practicable.	22/12/15 One day over 15 working day deadline	Complaint not justified. Issues raised were previously made by Complainant as a representation regarding the planning application and were responded to in the report to the Planning Committee. Acknowledged the concern but the Committee resolution adopted the recommended conditions which will tightly control the development and prevent the scenario the Complainant was concerned about.	None required

APPENDIX 3: STATUS OF COMPLAINTS AND FREEDOM OF INFORMATION REQUESTS

C.410 04/12/15 Stage One	Planning Service Complaint about the way the Complainant's concerns regarding vehicles parking overnight on a neighbouring pub car park have been ignored or dismissed by an Officer.	17/12/15 Within 15 working day deadline	This complaint was justified, the Complainant's correspondence had not received a response and an apology has been proffered with a further explanation about why Enforcement action cannot be taken under the current circumstances.	Officers reminded of need to respond to correspondence in accordance with the Authority's Customer Service Charter ie within 15 working days.
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Update on Complaints Reported in Previous Quarters

Complaint Ref, Date Made and Stage	Service and Reason for Complaint	Date Response Sent	Outcome	Any Change in Processes/Practices as a Result of Complaint Investigation
C.355 19/07/13 Local Government Ombudsman (LGO) – originally reported in Quarter 1 of 2014–15, Quarter 4 of 2014-15 and in separate reports to Audit, Resources & Performance Committee on 06/11/15 and Planning Committee on 11/12/15 (Stage One complaint and response reported)	Planning Complaint regarding lack of consultation for a planning application on a neighbouring property and impact on Complainant's property.	13/06/14 One day over 31 day deadline	Following a report by an independent planner (as recommended by the LGO Investigator) the LGO recommended that the Authority commission a report from the District Valuer to assess the diminution in value of the property, assessing the difference in value between a scheme that would have been acceptable and the scheme as approved and now substantially built. This report found that the difference was £35,000. The LGO then concluded the investigation with the decision that The Authority should: <ul style="list-style-type: none"> apologise to the Complainant for granting planning permission for a neighbouring extension 	Following the decision and the report to the Audit, Resources and Performance Committee on 06/11/15 a Micro Scrutiny Review Panel has been agreed to consider the lessons learnt from this complaint and the following issues in particular: <ul style="list-style-type: none"> Practicalities and process of consulting Judging impact of developments on neighbours. A date for the meeting of the Micro Scrutiny Review Panel has been

APPENDIX 3: STATUS OF COMPLAINTS AND FREEDOM OF INFORMATION REQUESTS

<p>in Quarter 2 and Stage Two response reported in Quarter 4 of 2013 - 14)</p>			<p>without applying its own planning policies and without giving them an opportunity to raise concerns;</p> <ul style="list-style-type: none"> • pay the Complainant £35,000; • ensure staff responsible for approving planning applications check whether adjacent properties are likely to be affected and apply planning policies consistently. 	<p>set for 08/01/16.</p>
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Quarter 3 Report on Freedom of Information (FOI) and Environment Information Regulation Enquiries (EIR).

Quarter	No. of FOI Enquiries dealt with	No. of EIR Enquiries dealt with	No. of Enquiries dealt with in time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1(April June 2015)	17	9	22	4	4	0
Q2 (July- Sept 2015)	8	8	14	2	3	0
Q3 (Oct – Dec 2015)	7	4	11	0	0	0

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10. **GIVING STRATEGY REPORT (MB)**

Purpose of the report

1. This report recommends to members that the Authority adopts a Giving Strategy to grow our supporters and giving opportunities and to maximise our brand as the first National Park in Britain.

2. **Key issues**

Our Corporate Plan describes our three main roles, as a regulator, influencer and deliverer, as key to our work going forward. We will support our influencing and delivery roles through the Defra grant, but to a lesser extent than previously, and we will have a programme to secure funding from income generation, external funding, and donations to resource these roles effectively. This will ensure the investment of government funding will lever at least an equal investment from other sources. One of the potential areas of diversification and growth is from donations or giving. The development of a Giving Strategy is intended to guide the Authority's actions in this area. The Authority's strategic financial framework includes developing a fund raising programme of activities.

The long-term sustainability of the National Park depends on fostering strong relationships with a range of supporters - individuals, communities and organisations. This relationship is the basis for support and may take the form of offering valuable intellectual support, giving time and/or money for the conservation or enjoyment and understanding of the National Park.

The implementation of a Giving Strategy will require a significant investment of time and money, and the cumulative nature of giving means it may take a number of years to achieve the return on this investment although the return could be considerable in the long-term. This report provides information to inform our decision making around the investment and action required, and the return on this investment.

Our agreed performance and business plan focus for 2015/16 is to have a clear plan for the future to give ourselves strategic certainty and beyond. This report shows how we can ensure we have some key foundations in place to create a thriving organisation and support the Corporate Strategy going forward.

The Giving Strategy in this report draws on the external evidence provided by Peter Stone (see the Appendix 1) and sets out where we are starting from, what we want to achieve and our approach to getting there.

3. **Recommendations:**

3.1 The Authority adopts the Giving Strategy Programme for years 1, 2 and 3 (2016-2019).

3.2 On the basis of an expected protected Defra settlement RMT recommends an additional £58k is allocated in 2016/17 to support the strategy -making a total of £100k in the baseline subject to the Authority agreeing the full budget in February. Further costs will be considered alongside other investment needs and a review of our current three year financial plan during March- June.

3.3 The Authority agrees that the focus for our first major campaign should be

the Trails, with smaller campaigns based around our other properties and corporate plan.

3.4 The Giving Strategy progress will be monitored and reviewed by the Enterprise+ Programme Board and, on a quarterly basis, by the authority's performance and financial monitoring meetings.

3.5 A report on progress with the strategy is brought back to Members to review Year 1 and to report on how Years 2 and 3 should be taken forward in Spring 2017.

4. How does this contribute to our policies and legal obligations?

The Giving work is key to our mission 'By inspiring millions of people, together we will protect and care for the national park for the enjoyment of all' and particularly the corporate objectives below:-

Shift 2. Connect people to the Place, the Park. Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park

2.1 Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support

Shift 4. Grow our income and our supporters. Diversifying and growing our funding, building on our valued government grant

4.1 Increase our income from giving

Increasing giving and fundraising will support the delivery of projects and programmes across the organisation which drives the delivery of all corporate objectives and management plan outcomes.

5. Background

We commissioned consultant Peter Stone to develop a Giving Strategy for the Authority. Peter's work has reported into a core team in the Authority and the Enterprise+ Programme Board. The consultant's brief was to 'help guide, shape and facilitate the Giving Strategy for the Peak District National Park Authority'. The aim of the strategy was to maximise financial giving to the PDNPA to fulfil our statutory purposes and align with the National Park Management Plan, Mission and Corporate Strategy.

We aimed to:

- Have strategic certainty about what needs to be put in place to maximise giving for the Authority.
- Know what the likely amount of giving is from each source.
- Transform the Authority's modest first steps to achieve a reliable, sustainable and growing 'giving' proportion of its income generation.
- Know what platform the Authority needs to put in place in terms of mechanisms, culture and structure to achieve this.
- Have a resourced action plan to put this in place.

This report uses the information from Peter Stone's report (see Appendix 1) and offers the Senior Management Team's steer on the focus and phasing for the development of giving opportunities for the Peak District National Park Authority.

6. **Proposals: Giving Strategy Summary:**

6.1 **Where are we now in relation to giving?**

The Authority has a long history of seeking and securing support from various sources both individuals and organisations. It has taken various approaches, with differing levels of success over the years. Currently there are mechanisms through which individuals can make donations to the Authority. These only yield relatively small amounts compared to our overall income, although it has increased over the last three years. Please see Appendix 2 Existing Giving to the Authority. Other National Park Authorities also receive small percentages of their overall budget as sponsorship and giving, the highest percentage received is c. 2% of their total budget, with most receiving 1% or less of their total budget from giving. As can be seen in Appendix 2 our existing giving has been increasing year on year and particularly through the start of small projects supported through existing resources.

We know that there is a great amount of support in the form of willingness to donate time to the National Park as we can evidence this by the number of volunteers that we currently have (400+ generating 8000+ days' a year).

The level of uncertainty in the amount of giving the authority will receive is currently high because the authority has not got a track record of investing in, or planning for, giving/fundraising.

Where do we want to be in relation to giving?

6.2 This report details the first three years of a longer term strategy which will include the baseline support needed to enable us:

To have financial certainty from our Giving Portfolio.

The Authority will establish when it will be able to give certainty to sources and values of income from giving to inform its financial planning and to carry out projects, for example conservation or outreach projects (that otherwise might not be possible), and to support corporate and external funding priorities around our assets. Certainty for financial planning purposes is not anticipated until Year 3 of this Giving Strategy.

To enable people, communities and organisations to give to the authority and to build our relationships with the supporters.

The Authority will be clear on the 'causes' for giving i.e. why people wish to give money, in what way and for what purpose and to enable the Giver to have confidence in their actions, and during the first years of the strategy the Giver will know that all their giving will be reinvested into these causes.

The National Park Authority has a huge task being responsible for conserving and enhancing and promoting enjoyment and understanding of the special qualities of 555 sq. miles of diverse upland landscapes at the heart of England. The special qualities and their upkeep, enjoyment, understanding and promotion are the basis for good causes and where people may wish to donate.

The Giving Strategy will help the Authority to understand the greatest needs in the interests of the National Park and shape creative opportunities/mechanisms for people to help support the National Park. This strategy starts to identify initial priority cases as well as suggesting how this element of the strategy could evolve. The early years approach will be ensure that all the financial giving will go directly back into the projects and the causes they are supporting.

How do we intend to get there?

- 6.3 Our approach aims to incrementally create certainty through phasing development and building in a strong monitoring and review approach. Following Year 1 of the strategy there will be a review and a report back to ARP in Spring 2017 to inform the next 2 years' programme. During Year 3 of the strategy we propose a more comprehensive review, given the greater understanding we will have gained, to consider our giving income for the future and predict more confidently our potential return on investment.

In order to focus our efforts, direct our resources and maximise the return we will need to have a dedicated staff resource for the full three year period to take this work forward.

The strategy makes a series of recommendations about the best way for the Authority to develop its giving activity. It is based on evidence from Peter Stone's report (in Appendix 1) of a wide range of possible giving approaches and recommends that the Authority should seek to develop a basket of interconnected giving areas simultaneously. There are some clear reasons for piloting a number of areas at once:

- The basic work of developing giving takes a number of years so it is critical that the Authority starts basic work now if it is to optimise giving returns as quickly as possible.
- Like many organisations with little history of promoting giving, the Authority cannot be certain, at this stage, which areas will perform best and it needs to gain this knowledge quickly in order to maximise on specific high achieving mechanisms.
- A number of the Giving activities are interlinked in terms of requiring the same resources e.g. recruitment of staff and the implementation of a new supporter process. Doing them simultaneously will give efficiencies and also ensure the authority is maximising the available opportunities.
- Developing our supporter base will be the bedrock for our strategy and these supporters may wish to support us in a variety of ways. The way we grow and nurture this will be crucial to our longer term success.

The proposals set out below recommend we concentrate our efforts on developing:

- A high profile fundraising campaign on the trails that will attract a large number of supporters and donations. Along with 3 or 4 smaller campaigns that will be focussed more tactically on other special quality and property led causes.
- Event fundraising, with a pilot event on the trails
- A supporter programme with spontaneous donations and giving
- A Visitor Pay Back Scheme

This approach supports our external funding strategy and demonstrates our commitment to new ways of securing match funding and creating a sustainable funding future for our programmes.

The Giving Strategy in more detail:

Our ‘causes’.

6.4 We will be guided by the Corporate Strategy. We will review the areas as part of our corporate planning cycle so that we can ensure that resources are directed at the most needed areas and we learn from our actions. However, in the first instance the long list of causes that are being identified to receive funds from giving activity are as follows:

- Multi-user trails and heritage structures
- Stanage North Lees
- Warslow Estate
- Access work
- South West Peak Programme
- Moors for the Future Programme
- Landscape, cultural heritage restoration, habitat and species work especially linked to properties and landscape scale approaches
- Outreach programmes especially linked to properties and programmes
- Upkeep of visitor infrastructure to enable people to enjoy the National Park’s special qualities

The above broad causes include a mixture of natural and built heritage as well as places where the special qualities need to be looked after and can be experienced; connecting people to the park. Our key focus in the first 3 years will be the Trails.

Giving activities.

6.5 A number of areas of potential giving activity are described in the report (Appendix 1) from Peter Stone. The activity is outlined along with a description of the actions required and the potential cost and income. These are helpfully brought together into a tabular analysis on page 3 of the report. The table shows the overall cost, and return on investment (ROI). In addition the recommended ‘stretch targets’ that would be set for the recruited personnel are shown to demonstrate the potential of each area. Three columns then show speed of delivery (S), relative scale of return (R) and relative cost of return (C) using RAG ratings. Finally priority (P) shows the author’s recommended priority order of development where 1 is highest priority.

The Management Team has considered the table referred to above and have given thought to the activities described in more detail and used this to make choices on the details of the proposed strategy for the Authority. In recognition of the amount of resources needed to robustly underpin the development of the new capability and activity and the significance of building in monitoring, evaluation and review into the strategy a phased approach is proposed. As a result the strategy will focus around a 3 year approach.

Three Year Approach:

6.6 We are proposing a three year programme to allow us to develop, invest and learn. Further consideration of each of the main activities is considered below:

Explore the opportunities to develop committed giving through a Supporter Programme

6.7 We will explore the opportunities and options to develop a supporter programme, the early stages of this will include what this might look like, how we might do it and whether we do this in partnership. This will help us with the development of a 'relationship management' approach with potential and actual supporters. The term 'supporter' is a short-hand for a somebody who has a positive relationship with the National Park which can be achieved by enabling more people to enjoy the National Park, to understand the National Park, and seek opportunities to become involved and so become a supporter of the National Park.

The benefit of a supporter programme is that supporters might start with an initial one-off donation and then be willing to move to more regular donations. Resources will need to be organised around this progression activity to establish the basis of a life-long relationship with the National Park.

To enable this the development of a database of supporters and a clear programme of engagement with offers of donation opportunities through targeted campaigns needs to be included as an early activity in the Giving Strategy. The development of a database of supporters will allow the Authority to maintain a regular dialogue with all of those individuals, convert them to committed giving and encourage the deepening of their relationship with the National Park. Supporters could give one off donations, regular donations and/or back one of our specific campaigns. It will be an effective way to reach out to communities and individuals and enhance our relationships and brand. A spin off from this work should also come with some people wanting to give time rather than money for the National Park. This database will be developed in conjunction with the Moors for the Future Partnership to maximise opportunity and efficiencies.

It is expected that careful use of branding and marketing will enable the Authority to create a distinct identity for the Peak District National Park, to create a vehicle which members of the public will choose to support. Face to face contact would take place through Visitor Centres and cycle hire initially. Years 1 and 2 will include the development of marketing materials, social and other media, online through our website and staff training. In time it may be possible to have on the ground supporter recruiters through volunteers. Relationships with other projects will be developed, for example in future 'supporter volunteers' could be connected with our proposed Ambassador Project and will be a key priority for the Visitor Service Manager and part of the medium term financial plan.

In order to develop a supporter programme and database it will be necessary to ensure that the Authority has the staffing to proactively develop a relationship with supporters and the software and staff capable of managing the associated data and promotional materials (i.e. resources for promotional activity). This will involve the Authority acquiring CRM (Customer Relationship Management) software or Campaign Management System to manage such a project.

The recently launched Stand Up for Stanage sticker scheme is our nearest experience of developing a supporter scheme. This experience has shown that there is a body of natural supporters for the Peak District National Park and they are willing to contribute financially where they know their contribution is going direct to a cause.

Campaigns

6.8 The use of campaigns is proposed as key part of the strategy and the focus in the first

instance will be on the Trails and the Trails Structures.

A key activity in the first phase will be to develop a clear marketing programme for our campaign approach. In the first instance, this is likely to encompass a series of planned activities about a particular cause. Different campaigns may use different mediums (formal promotional techniques or less formal, such as social media, web based, demonstrations, talks, and interactive techniques or even word of mouth). What is important here is that they are planned and executed to have effect rather than being a haphazard series of communications and can work in tandem with the development of a supporter programme.

To focus effort and resources it's recommended to have one high profile long term campaign (albeit this could be soft-launched in the first instance to build support). The Trails Structures seem to be the most relevant for this due to high visitor numbers, iconic structure - Millers Dale, Viaduct etc, corporate/external funding priority and the need to develop a sustainable funding future for the trails. The recent structural survey and maintenance costs provide a sound basis for costing out the financial needs of the trails structures in order to produce a campaign financial target. Others will be short term and more tactical and based around our ambitions for our landscape scale partnerships and properties South West Peak Partnership, Warslow, Moors for the Future Partnership and Stanage/North Lees.

Spontaneous/Oppportunistic Donations

6.9 The Authority currently offers several mechanisms for ad hoc donations such as collecting tins and online mechanisms etc. These do not currently generate large and the proposal is to increase in the level of donations through a variety of approaches, including the following:

- A strong initial social media approach will be adopted to complement traditional collection, this will include 'impulse buttons' on the web.
- Staff in Visitor Services and Cycle Hire Services will initially be trained in suggesting a donation.
- Visitor Centres and Cycle Hire Centres will also need higher profile donation facilities and the ability to communicate campaigns
- Higher profile donation boxes will be developed wherever it is considered safe and cost effective to do so.
- Donations will be sought on-line as part of the development of the events system where the ability to seek donations is to be incorporated (these have been budgeted under the 'Events' heading).
- Donations button on the website and Facebook page; QR codes on trails etc. Interpretation and marketing materials to provide links to giving opportunities.

Event Fundraising

6.10 Events that are organised and delivered by the Authority are an important opportunity to develop and build a relationship with potential and actual supporters. Consideration of how to do this should be built into all planning for any event the organisation is running. The Authority's focus for a new event in 2016/17 will be on the Trails, with the Trails event that will take place as a pilot in August 2016.

Attending other events can be used to assist this overall strategy. The proposal is for a team to attend events relevant to the National Park and where we can reach our potential supporters, e.g. Sheffield City Council's "Cliffhanger" event, Agricultural Shows and L'Eroica and we will develop an event marketing package to use for such events. This includes the use of existing staff and volunteers, providing training and support for existing staff and volunteers as well as marketing materials and a budget for engagement at events (eg using a focal attractor and 'give away' initiatives).

We have also developed an event notification approach in partnership with others to encourage responsible event management for large scale events that are run by other parties in the National Park. As well as encouraging notification of an event and responsible event management there is a visitor payback element (i.e. a financial contribution/donation from either the event organiser or directly from event participants). This would give them the ability to indicate that they were supporting the Peak District National Park.

Develop a visitor payback scheme.

- 6.11 Visitor payback schemes are voluntary payments made by visitors towards conservation or the management of the places they visit. In theory there is huge potential to generate revenue from visitor pay back but in practice this is not always realised. Consideration of administrative costs, compelling focused cause based projects; competition and the propensity of holidaying visitors to make a payment are factors to be considered. Nevertheless, visitor payback can be an important tool in a destination's approach to responsible tourism. Nurture Lakeland is the most established and best known UK example. There are different ways that contributions can be collected from visitors but they often rely on intermediary businesses who become the collection point through another visitor cash transaction such as accommodation, food, travel or an attraction, through either opt in or opt out schemes.

There are links between a visitor pay back scheme and other giving activities but a visitor pay back scheme could also operate independently through a local business network. There is scope for a trial (once a prototype scheme and brand material is developed) through a soft launch with a membership body such as Visit Peak District. The main items of cost relate to marketing materials and the staffing costs of building and continually maintaining relationships with the business distribution network.

Longer term opportunities

- 7 As we develop and learn from the above earlier stages, we will look to start to give a greater focus on developing schemes for High Net Worth Giving; Legacies/In Memoriam; and exploration of gift aid and charitable status.

Please note that this Giving Strategy does not encompass the potential for Corporate Giving. The Authority will seek to develop its existing relationships with corporate supporters and will seek to establish a number of new relationships. This is a separate activity from this Giving Strategy and will be done in line with the Corporate Sponsorship Policy and Due Diligence arrangements already agreed.

High Net Worth Giving

- 7.1 This is a potentially significant area for development but one that will take several years to yield results and takes the Authority into some very new territory and is therefore not being prioritised for action in the early phases. It is envisaged that the learning from the earlier stages will significantly inform this approach.

Legacies and In Memoriam Donations

- 7.2 The very nature of legacies and their promotion requires a long term fundraising approach but with profile of visitors who are enjoying the area it is an important area of giving to grow.

Potential Charitable Trust

- 7.3 Further development work is required to scope this potential option. This development work will include a report to members on progress and options in Year 3. Such a charitable trust could enable the Authority to undertake a number of things that it cannot currently undertake, such as apply to a wider range of charitable trusts and foundations; apply to be registered for Gift Aid to enhance the value of a range of donations into the charity; register for other giving schemes e.g. Give as you Live.

Costs

- 8 Costs (one-off and recurring) please see Appendix 5

Database – development and management

- 8.1 An Options Appraisal for a business case for the organisation to acquire and operate a full customer relationship management system or a campaign management system, that will meet the needs of a supporter programme and campaign management as well as those of the Moors for the Future Partnership, will need to be developed in the context of our Corporate Strategy and Information Management Strategy. This will need an options appraisal in Year 1 so all alternatives can be assessed.

Purchase cost for a CRM, or equivalent, application - £25k to £30k. A campaign management system will be a cheaper option and will be evaluated.

This is an estimate and the cost could vary once the system has been specified to meet the organisations' needs and the decision to purchase this will be under delegated authority following a business case in Stage 2).

Annual Support cost of application - £5k to £6k

This is vendor level support for the application and includes regular updates and maintenance of the software. Again similar to our existing applications we rely on the vendor for third line support for 'off the shelf' products.

Marketing and Communications

- 8.2 All the activities rely on well thought out and creatively designed marketing content. Investment in the core materials that can be used in a range of activities should provide both value for money and inspirational messages that can be used consistently over time. The Giving message will be an integral part of the 3 year marketing plan focused on the Corporate Strategy.

In the first instance social media represents a critical entry level approach, which has a potentially high reach with low costs. Funding may be needed to cover booster campaigns and carrying out analytical and design work but this is more affordable than other promotional activity.

Once campaigns are agreed they should become a feature in the relevant supporter activity, any event push and any normal marketing and communication activity like ParkLife – an integrated approach.

Face to face (F2F) can be a key aspect of giving strategy and because we are place based organisation with several sites, there is merit in this approach and the approach can be extended to our event attendance. We would need to invest in appropriate kit for example, trailer/shelter, portable materials etc. There is scope though to combine such investment with a commercial trading approach. If the trails are selected as our first major campaign this also provides us with the opportunity of large F2F contact opportunities, with over 100,000 visitors to the Monsal trail and 390,000 visitors per annum at our visitor centres. An estimated investment of £15,000 for the mobile event kit to grow our supporters through direct contact in Phase 2 will help to build our supporter base and get our brand out in an appropriate manner.

Staff

- 8.3
1. A **Co-ordinator post** for this Giving Strategy will be required as a first step to get this work developed and programme managed. (£53,600 including on costs). However, in addition to a dedicated post(s) other staff could take on giving responsibilities within the scope of their jobs as part of a wider organisational development activity.
 2. Staff will be needed to support the data management associated with developing a campaign approach and a supporter programme. These would be:
 - a) A **fixed term business analyst post** – 1FTE – circa 18 months (£30-£35K + on costs)
This post would:
 - i. Determine and map out existing customer data related activities and data stores
 - ii. Determine the required processes to allow compliant use of customer data for direct marketing (including appropriate changes to any current activity within the organisation to provide a unified approach to management of customer data and the activities that use that data)
 - iii. Liaise with the wider information management service (at the appropriate time) to investigate where technology can be used to support the desired process
 - iv. Be required shortly after the recruitment of the giving coordinator post
 - b) A **'Customer data steward'** post – 0.5FTE (Approx. £15K)
This post would:
 - i. Manage the interaction of customer data between operational systems and any marketing/campaign/CRM system defined as part of 2 above.
 - ii. Be technical in that it uses database technology to match customer records from multiple sources and feed information between marketing systems and operational systems.
 - iii. Perform the data matching during data cleansing exercises (such as deceased lists, TPS/MPS cleansing etc. that would be required as part of management of marketable customer data)
 - iv. Not be required until a suitable point in the business analysis work carried out by 2 above.
 - c) Extend current Social Media and Digital Marketing Officer Post to full time from 1 April 2016 £15,000.
 - i. Currently all giving campaign and digital marketing work has been completed in extra hours funded from various budgets

- ii. A recent decision (after 8 months of extra hours illustrating the demand) was to extend the current contract temporarily until March 31 2016.
 - iii. Without the additional hours there would be very little support from marketing and communications to delivery on campaigns (small or large).
- d) A **campaign officer** post – size of post to be determined by complexity of processes defined from above and number of campaigns desired
This post would not be required until the process, technology and customer data is in a fit state that it could be used for marketing purposes in a compliant way and will be reviewed when this is in place.

In addition to the above the process would need to be supported by the existing information and records manager post to provide a framework and set of policies to control how customer data is to be used, stored, managed and disposed of to remain compliant with the data protection act (particularly as a new version of this legislation is likely to come into force next year with significant alterations that must be adhered too).

There may be wider implications if other staff are to be allocated roles in our giving activity for example training and development implications, attendance at shows and events etc. and these will be key considerations as part of the wider organisational development.

8.4 Costs across the first three phases can be seen in Appendix 5. and the estimated return in investment detailed in Appendix 6.

9 **Performance indicators to measure the results of the strategy**

It is proposed that the following indicators are used to measure performance of the strategy and help inform changes and updates.

- Number of new donors recruited
- Number of recruited donors converted to regular giving pattern
- Total number and value of regular donors
- Total net value of donations (from all sources and from each of the main activities)
- Value of donations per campaign (against target)
- Cost of acquisition and maintenance of donations
- ROI

10 **Risk Management:**

Actively following a strategy of pursuing personal donations does carry some risks for an organisation such as a National Park Authority. The main risks are as follows:

- The long term nature of any potentially significant returns means that several years of investment will be needed before costs are recovered
- Data quality requirements will be stringent and critical to reputation as well as avoiding any penalties, rigorous processes will be needed and this will need resourcing
- The success of the approach could have unintended consequences for the partner relationships
- The success of the approach could have unintended consequences for other grant funding sources that the Authority receives now.

10 **Sustainability:**

This giving strategy is based on the three strands of sustainability i.e. looking after the special qualities of the national park, as well as how they are enjoyed by people and generating a new source of income to help secure the financial sustainability of this important work.

11 **Consultations:**

Management Team, Heads of Service for Finance, Legal, IT and Marketing & Communications.

12 **Background papers** (not previously published)

Peter Stone's report in Giving.

13 **Appendices**

Appendix 1. Peter Stone's Reports on Giving.

Appendix 2. Existing Giving to the Authority

Appendix 3. Details of the 3 Year Giving Programme

Appendix 4. Campaign and marketing cost break down

Appendix 5. Years 1, 2 and 3 Giving Programme Costs.

Appendix 6. Income forecast.

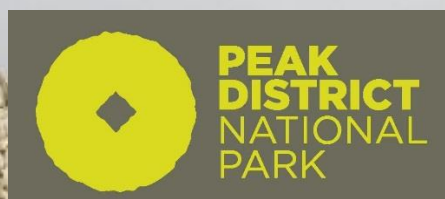
14 **Report Author, Job Title and Publication Date**

Mary Bagley Assistant Director, 14 January 2015

“Appendix 1: report to the Peak District
National Park Authority outlining a
potential Giving Strategy for the Authority”

Peak District National Park A Strategy for Giving 2015

V1.9



PEAK DISTRICT NATIONAL PARK – A STRATEGY FOR GIVING

1. Scope of Strategy

Aim: To maximise financial giving to the PDNPA to fulfil our statutory purposes and align with the National Park Management Plan, Mission and Corporate Strategy.

The Park is seeking to:

- *Have strategic certainty about what it needs to put in place to maximise giving for the Authority.*
- *Know what the likely amount of giving is from each source.*
- *Transform the Authority's modest first steps to achieve a reliable, sustainable and growing 'giving' proportion of its income generation.*
- *Know what platform the Authority needs to put in place in terms of mechanisms, culture and structure to achieve this.*
- *Have a resourced action plan to put this in place.*

2. Background

The PDNPA has a long history of seeking, and securing, support from external partners and both individuals and organisations. A number of projects to increase the level of giving from such sources have been undertaken over recent years with varying degrees of success. The Authority started the process of testing out a number of pilot projects in 2014/15 with respect to looking at new ways of increasing giving. These have included seeking donations at Ranger events, larger events giving and the Access Fund. The results of these projects are detailed in the companion document to this Strategy.¹

3. New Directions

With its core grant being reduced the PDNPA has produced a bold strategic response to developing its business over a transitional year.² This Plan lists four key Directional Shifts including S1: '*Develop strong commercial and fundraising programme of activities.*' This, in turn has three areas of delivery namely the development of Giving, Income Generation and Fundraising from external sources. This Strategy delivers the first of those areas of development.

¹ PDNPA Giving Strategy Research & information Report, *Peter Stone Consulting Limited*, 2015

² PDNPA Performance & Business Plan 2015/16, *PDNPA*, 2015

4. Peak District National Park – A Giving Strategy

4.1 Summary

This strategy makes a series of recommendations about the best way for the Authority to develop its giving activity. It reviews a wide range of possible giving areas and recommends that the Authority should seek to develop a basket of giving areas simultaneously. There are two clear reasons for piloting a number of areas at once. Firstly, like many organisations with little history of promoting giving, the Authority cannot be certain, at this stage, which areas will perform best and it needs to gain this knowledge quickly. Secondly the basic work of developing giving takes a number of years so it is critical that the Authority starts basic work now if it is to optimise giving returns as quickly as possible.

A number of areas of giving activity are described in detail in this Strategy; the following table indicates the potential of each. The overall cost, return and return on investment (ROI) are shown. In addition the sort of recommended 'stretch targets' that would be set for the recruited personnel are also shown to demonstrate the potential of each area. Three columns then show speed of delivery (S), relative scale of return (R) and relative cost of return (C) using RAG ratings. Finally, priority (P) shows the author's recommended priority order of development where 1 is highest priority.

Area	Cost	Return	ROI	Stretch	ROI	S	R	C	P
Supporters	49 ³	297	6.1:1	400	8.2:1				1
Campaigns	27	98	3.6:1	200	7.4:1				2
Visitor Payback	21	70	2.6:1	100	4.8:1				7
Donations	8	75	9.4:1	75	9.4:1				3
Legacies/In Mem ⁴	4	10	2.5:1	25	8.3:1				4
Events	15	63	4.2:1	75	5:1				6
Corporate	3	51	17:1	60	20:1				8
High Net Worth giving	12	100	8.3:1	100	8.3:1				9
Gift Aid/Charity	5	80	16:1	109	18.2:1				5
Staffing	389	0	-	0	-				
Total	516	844	1.6:1	1,319	2.6:1				

It is important to note that the costs of delivery exclude staffing costs; these are critical to all areas of delivery and the costs will be relevant to all of the above areas. At this stage it is assumed that the costs are spread evenly across all areas of delivery and can therefore be excluded.

4.2 Areas of Giving

4.2.1 Supporters

The development of a supporter scheme is pivotal to the development of the Giving Strategy. The development of a database of supporters will allow the Park to maintain a regular dialogue with all of those individuals to seek their ongoing support and to encourage the deepening of their relationship with the National Park. The exact rates to be charged will require further discussion but it is likely that

³ Includes data base costs

⁴ No income included for legacies

the Authority could charge similar (or slightly lower until awareness develops) rates to those used by Friends of the Peak District, the Wildlife Trusts and others. These will be something along the lines of:

- Individual: £25 per annum
- Joint: £30 per annum
- Family: £35 per annum

It is expected that careful use of branding and marketing will be able to create a distinct identity for the Peak District National Park (as opposed to the Authority) to create a vehicle which members of the public will choose to support. Recruitment would take place through Visitor Centres (utilising both high profile literature and the training of staff) and online (through the website). In time it may be possible to have on site recruitment using volunteer recruiters (as the National Trust does at Longshaw, for example).

In order to develop a supporter database it will be necessary to ensure that the Park has the staffing and the software capable of handling subscriptions as they are generated. This will involve the Authority acquiring CRM (Customer Relationship Management) software to manage such a project. The costs of such software can vary significantly depending on the complexity of the tasks it will need to undertake and the number of users it will need to support but a budget of £20,000 is suggested as being required. Such software will enable the Park to record its customer history with every supporter and will allow e-mailings and postal mailings to be tailored to the giving history of each individual. There will also be a requirement for a recruitment drive to generate supporters and this will involve the production of publicity and marketing materials and the training of relevant staff in selling the benefits of being a Park supporter. Finally there will be a need to ensure that the PDNPA has sufficient staff time to undertake all of the tasks around recruitment and development of supporters.

Year	Description	Income	Cost
2015/16	Activity: Scheme establishment Resources: Scheme design, Staff training, Literature	£0	£5,000
2016/17	Activity: 400 supporters recruited; primarily through CST personnel Resources: Staff training, Literature	£12,000	£8,000
2017/18	Activity: 1,500 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£45,000	£4,000
2018/19	Activity: 3,000 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£90,000	£4,000
2019/20	Activity: 5,000 supporters recruited through wider marketing campaign and CST/OST personnel Resources: Press activity, web presence, staff training, literature	£150,000	£4,000

Key dependencies: Acquisition of database, technical support for the CRM, staff in post and trained in its use, CST/OST staff promoting the campaigns

Key risks: Delays in specifying and acquiring the database delay the development of supporter recruitment and other areas, potential competition with other organisations, need to ensure tax efficient system of membership is arranged

4.2.2 Campaigns

In tandem with the development of a supporter database the Authority would launch campaigns for specific projects/causes and appeal to its supporters (as well as the public in general) for their donations to those campaigns. The Park will look carefully at its strategic priorities as well as the areas of work which it intends to undertake and will determine which of these is most urgent and/or would be most likely to be supported by supporters and the general public. There are many causes and areas of activity for which such appeals might be made – whether these are location based, such as the trails (and their structures), moors or edges, or theme based such as birds, education or walking. A strong appeal subject will be developed along with detailed creative treatments and these will then be launched to both the general public and to the growing supporter database. Donations would be logged on line, email feedback to supporters would be issued and further, follow up, requests for support might be made if the target was close to being achieved. There would need to be a clear process for the determination of the campaign subjects linked to the Park’s 3 year business plan (current examples might be the Trails infrastructure, North Lees Estate and Access in general). Close integration with general marketing and PR support would also be essential.

Year	Description	Income	Cost
2015/16	Activity: Initial appeal subject determined. Agency briefed to design appeal/campaign Resources: Staff time	£0	£3,000
2016/17	Activity: Launch of appeal to supporters and the public, responding to appeal Resources: Staff time, appeal costs	£3,000	£600
2017/18	Activity: Residual donations to first appeal. Second appeal developed and launched to the public; responding to appeal support Resources: Staff time, marketing materials	£13,500	£4,650
2018/19	Activity: Continued activity on second appeal including mailing to supporters; responding to appeal support Resources: Staff time, marketing materials	£20,000	£8,500
2019/20	Activity: Third appeal developed and launched; responding to appeal support Resources: Staff time, marketing materials	£40,000	£10,500

Key dependencies: Supporter recruitment programme starting on time, staff in post, relevant staff being trained, CST/OST staff promoting the campaigns

Key risks: Campaigns cannot be effectively launched until database acquired and supporters recruited, initial campaigns will therefore generate a poorer rate of return

4.2.3 Visitor Payback

The Authority has already made some real progress in developing an events coordination system which encourages a contribution from event organisers and thus develops 'visitor payback'. Models elsewhere in the country show what can be done with such payback schemes – in the Lake District the 'Nurture Lakeland' project raised £111,674 in 2013/14. The intention is that there would need to be initial discussions with both Nurture Lakeland and Love the Broads to determine if there could be a possibility of using the materials that they have already produced or, alternatively, if either organisation could run the PDNPA's scheme under a license agreement. In addition it will be necessary to ensure that any other interested parties in the area are also consulted about the launch of a scheme to ensure that only one such scheme is developed.

Working on the basis that the PDNPA would develop a standalone scheme it is envisaged that it would operate on a similar basis to the Nurture Lakeland one – that local businesses would be recruited to promote the scheme and to seek donations from their visitors. A combination of accommodation owners, visitor attractions and local producers would be recruited to the scheme. Evidence is that when asked, the number of visitors willing to make such donations can be very high indeed (95% in the case of accommodation providers in Cumbria). At this stage all the financial forecasts are based on accommodation providers alone since it is envisaged this would be launched first.

Year	Description	Income	Cost
2015/16	Activity: Discussions with other potential scheme providers, design and development of scheme and literature Resources: Staff time	£0	£5,000
2016/17	Activity: Launch of scheme, recruitment of businesses Resources: Staff time, publicity and marketing	£2,500	£3,000
2017/18	Activity: Continued marketing of scheme, widening out to different types of payback Resources: Staff time, publicity and marketing	£7,500	£3,000
2018/19	Activity: Continued marketing of scheme Resources: Staff time, publicity and marketing	£20,000	£7,000
2019/20	Activity: Continued marketing of scheme Resources: Staff time, publicity and marketing	£40,000	£3,000

Key dependencies: Staff in post, marketing

Key risks: Competing VP schemes discussed/launched

4.2.4 Donations

The Park will seek an increase in the level of donations it receives through a variety of approaches:

- Visitor Services CST and OST staff will be trained in requesting that people consider making a donation whenever they seek advice or guidance at Visitor Centres (as well as asking people to consider becoming supporters)

- Visitor Centres will also need higher profile donation facilities to advise of the ongoing need for donations from visitors
- Higher profile donation boxes will be developed wherever it is consider safe and cost effective to do so
- Donations will be sought on-line as part of the development of the events system where the ability to seek donations is to be incorporated (these have been budgeted under the 'Events' heading)

Year	Description	Income	Cost
2015/16	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, donation facilities, marketing	£11,500	£1,500
2016/17	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£13,500	£1,500
2017/18	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£15,000	£1,500
2018/19	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£17,000	£1,500
2019/20	Activity: Continued promotion of donations generally, staff training, development of donation facilities Resources: Staff time, marketing	£18,000	£1,500

Key dependencies: Relevant personnel trained, promotion of donation facilities around the Park

Key risks: Need to ensure that cash security and other financial procedures are up to date

4.2.5 Legacies and In Memoriam Donations

This area has great potential for the Authority. The very nature of legacies and their promotion requires a long term fundraising approach but with so many older people enjoying the area it is an important area of giving to start to develop. A legacy and In Memoriam donations campaign will be developed to promote the benefit of leaving a legacy to the Park. The general benefits of leaving a legacy for the future will be stressed in such a campaign as will the more tangible benefits of In Memoriam donations.

The Authority will define how far it is willing, and able, to develop a range of opportunities with which people could associate their In Memoriam donations. This may take the form of donating a set level of funds to pay for a specific item such as a bench, a gate or plaque or a length of footpath or trail. It will be critical that such a level of fees covers the costs of the item, the staff time to erect it and makes a surplus for the Authority. In addition, a set fee to allow the scattering of ashes and the planting of a memorial tree will be developed and included within the campaign's marketing. In future years work around developing a specific project such as a 'buy a brick'/plaque schemes for sites such as Millers Dale and other properties will be assessed.

Because of the inherent difficulty in predicting when legacies will be received no income has been assumed from this source. Once the Authority has a track record of, it is suggested, at least five years' active promotion of legacies then it will become possible to rely on some fairly small recurrent amount of legacy income. In terms of In Memoriam donations it is assumed that around £500 p.a. will come in place of funeral flowers. The remainder has been estimated as being a number of different attribution opportunities (such as plaques associated with tree plantings or gates, etc.) at an average income of £250 per opportunity (and cost of £50).

Year	Description	Income	Cost
2015/16	Activity: Continued receipt of legacy and in mem donations. Development of future legacy/in mem materials Resources: Staff time, printed/web materials	£1,000	£2,100
2016/17	Activity: Promotion of legacies and in mem donations. Administration of pledges. Installation of plaques. Resources: Staff time	£2,000	£300
2017/18	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£2,000	£300
2018/19	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£2,000	£300
2019/20	Activity: Promotion of legacies and in mem donations. Administration of pledges/donations. Installation of plaques. Resources: Staff time, printed and web materials	£3,000	£500

Key dependencies: Staff in post, agreement on permitted types of attribution, staff time to erect plaques, etc.

Key risks: Care required to ensure that National Park character is maintained by careful decision-making on objects/projects to be sponsored

4.2.6 Events

Through its events booking system the Park will work with all event organisers and attendees to seek donations. A clear price list is being established to ensure that all attendees are given the opportunity to donate a set amount on top of any attendance/booking fee. In addition event organisers need to be encouraged to make a donation in proportion with the scale and vision of their event – this would give

them the ability to indicate that they were supporting the Peak District National Park and would allow them to associate themselves via the use of the PDNPA logo and an agreed form of wording.

The Park will also work with the organisers of future events to help make these events successful and to create new and original events. Such events might include Trails marathons or cycle rides and may come from the potential organisers of such events – or from the Park’s staff developing the concept of such events and then tendering for potential partners. There will be considerable potential to generate fees both from working with the organisers of such events in return for a fee and from the participants in terms of a payback donation.

Year	Description	Income	Cost
2015/16	Activity: Holding of events for partners, development of donations facility Resources: Staff time	£3,500	£0
2016/17	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£4,500	£0
2017/18	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£7,000	£0
2018/19	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£18,000	£5,000
2019/20	Activity: Continued holding of events for partners, receipt of donations, promotion of PDNPA engagement in events generally Resources: Staff time, publicity	£30,000	£10,000

Key dependencies: System rolling out on time, system being as successful in ‘asking’ for donations, continued interest from third parties in Peak based events

Key risks: Events organisers choose not to support the Park, relatively high workload for return

4.2.7 Corporate Support

The Authority will seek to develop its existing relationships with corporate supporters and will seek to establish a number of new relationships. Where the Authority has existing relationships it will continue to ensure that it maintains the best relationships with the relevant corporate personnel. Care will be taken to maintain relationships between the Authority and the companies at all levels to ensure that they recognise the value of their support to the Authority.

In terms of new corporate supporters a ‘hit list’ of potential companies with an appropriate synergy with the Authority and its work which could support the organisation will be developed. In tandem with this work a range of opportunities where corporate support is required will also be developed for discussion with these organisations. These opportunities may include areas where gifts in kind would be useful (for example labour and/or materials) and those where a donation would allow the authority to undertake the work required. Once this work has been undertaken contact would need to be made with the companies and visits made to ‘sell’ the projects to them. Close liaison would be needed

throughout the project to ensure that companies got good communication, value for money and payback – to ensure future support.

Year	Description	Income	Cost
2015/16	Activity: Management of existing relationships Resources: Staff time	£0	£1,000
2016/17	Activity: Production of hit list of potential partners and opportunities for support, start to contact potential partners Resources: Staff time	£5,000	£0
2017/18	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£12,000	£1,000
2018/19	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£17,000	£0
2019/20	Activity: Continued recruitment of potential partners, delivery of relevant programmes Resources: Staff time	£17,000	£1,000

Key dependencies: No significant dependencies but reference to the UK National Parks work, sponsorship policy and the Due Diligence panel

Key risks: Companies continue to have restricted sponsorship/support budgets

4.2.8 High Net Worth Giving

It is likely that PDNPA staff or members already have links with a number of ‘high net worth individuals’. These are individuals with access to significant disposable income which could, if conditions were satisfactory, be turned into significant donations for the Authority. A significant amount of work will be required to determine the relationships which already exist and to develop those relationships to the point where it might be possible to seek funding. The steps that will be followed are:

- *Gathering of information from members, staff and others about who they know of who might have a love of the Peak District (based in the Peak District or elsewhere) who might fall into the HNW category and the depth of any relationship they may have with them*
- *Desk research into the background of these individuals, their interests and possible routes to get in touch with them*
- *The development of occasions for the Chair and/or Chief Executive to meet some of these key individuals*
- *The gradual building up of relationships with these individuals so that they are more fully aware of the work of the Authority*
- *Eventually, the seeking of donations for specific causes close to the hearts of these potential donors*

At this early stage of development it is suggested that a relatively minor amount of funding from this source should be anticipated. With a long development period and an unproven population of HNWs it is suggested that a small target of, say, £100,000 should be set for this area over the life of this

strategy. Because of that long development period this income has all been budgeted in the final two years of the Strategy.

Year	Description	Income	Cost
2015/16	Activity: Information gathering starts Resources: Staff time	£0	£1,000
2016/17	Activity: Information gathering, desk research, development of initial approaches Resources: Staff time	£0	£1,000
2017/18	Activity: Continued approaches, start of events/tours Resources: Staff time, costs of events	£0	£3,000
2018/19	Activity: Continued approaches and events/tours, start of asking process Resources: Staff time, cost of events	£50,000	£4,000
2019/20	Activity: Continued approaches, events/tours and asking Resources: Staff time, cost of events	£50,000	£3,000

Key dependencies: Adequate flow of information about likely HNWs, willingness of personnel to engage with HNWs in this manner, Due Diligence panel

Key risks: Failure to attract support of relevant parties, failure to make the case for large donations adequately, possible perception of compromising Park purposes and duty if not handled transparently and with sensitivity

5. Establishment of a Separate Charitable Entity

A key way to optimise the funds the Authority receives could revolve around the establishment of a charitable 'arm'. Such an arm could enable the Authority to undertake a number of things that it cannot currently undertake:

- *Apply to a much wider range of charitable trusts and foundations than it can at present and thus generate a significant level of funds from this source*
- *Apply to be registered for Gift Aid to enhance the value of a range of donations into the charity*
- *Ensure that the charity is a separate entity and that donations are not 'funding Government activity' and thus, potentially, generate additional support*
- *Register for other giving schemes e.g. Give as you Live*

There are two main models which might be adopted. The first would be a simple charitable organisation established to facilitate the first two of the above points in particular. The most desirable situation would be for the Authority to be the sole corporate trustee (as many local authorities are with properties under their control). It is not currently clear whether a National Park has the powers to fulfil such a role and this will need to be clarified. Under the second model the Park would establish a charitable structure which would have a larger number of trustees and which would be substantially independent of the Park – similar to that operated in Cumbria under the 'Nurture Lakeland' brand.

A key issue would be that an independent charity would be able to fund any relevant work in its area meaning a potential loss of control over the funding received. The Charity Commission are likely to favour an arrangement whereby the majority of trustees are not taken from the Authority. No income has been ascribed to this area other than an estimate of the Gift Aid which might be secured (see 6 - Income and Expenditure) although the creation of such an entity would facilitate additional grant applications.

The issue has also been raised around whether the PDNPA might consider a trading subsidiary instead of/as well as a charitable entity. The decision to create such a body would not benefit the organisation's giving *per se* – it would merely create a vehicle through which all relevant trading could be routed and might well have tax benefits. This would require separate consideration.

Year	Description	Income	Cost
2015/16	Activity: Discussions with Charity Commission, registering of new entity Resources: Staff time, establishment costs	£0	£5,000
2016/17	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2017/18	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2018/19	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0
2019/20	Activity: To be determined depending on vehicle Resources: To be determined	£0	£0

Key dependencies: No significant dependencies

Key risks: Charity Commission response uncertain, potential time and cost involved in multiple applications, potential lack of desired control over trustee/Board composition

6. Resources Required

6.1 Staffing

As well as the direct expenditure required to facilitate the development of all of the areas of giving there will be a need for additional personnel. The posts envisaged at this stage are as follows:

- *Post One – Giving Manager (f/t, suggested salary £45k gross, w.e.f. 01/01/2016) - A senior post which would be responsible for undertaking a lot of the detailed implementation and planning in 2015/16 and beyond. This work would include specifying the database, developing events/campaigns and liaison with other teams*
- *Post Two – Giving Coordinator (p/t, suggested salary £20k gross pro rata, w.e.f. 01/01/2016 moving to f/t 01/07/2016) - This post would be responsible for research and administration across all areas of giving*

- *Post Three – Support Manager (f/t, suggested salary £32k gross, w.e.f. 01/04/2017) - a dedicated post designed to develop the Visitor Payback and Corporate Support areas in particular*

In addition to the above paid posts, further consideration of the use of volunteers – and in fundraising in particular – will be needed. Their effective use would minimise staffing costs and would optimise delivery. Although it is understood that any new posts will need to go through the job evaluation process it is important to note that a premium may well have to be paid in the area of fundraising/giving posts.

6.2 Training

It will be important to consider training and development opportunities for existing staff through this process. It has been assumed that any new post will be filled with someone with the right blend of skills for the role. Existing staff (including CST and OST personnel) will also need training but, again, this will depend on which staff are asked to handle which roles. Obvious areas where staff may require training will include:

- *Visitor Centre staff – training in handling donations, subscriptions and promotion*
- *Rangers – training in how best to ask for support and donations*
- *I.T. staff – integration of CRM and other Park software*

7. Finance

7.1 Income and Expenditure

The Authority has little track record in generating funds through giving and estimating the level of funds which might be secured from any source is not straightforward. There are a number of factors which could affect the success of any activity including: the degree to which the Park is seen as separate from Government; competition; quality of activity; delivery of services and so on. It is the author's judgement that the targets in this giving strategy should be viewed as very achievable and able to be exceeded – hence the inclusion of 'stretch targets' at the beginning of this document. Industry norms for this sort of activity suggest that, when mature, such activities might be expected to generate a 3: 1 or 4:1 return on investment. The average across all areas in this document (if the stretch targets are achieved) would be 2.6:1 which could be considered a good return on investment. In future years' experience would suggest that the return on investment would get better still as the giving areas 'mature'. The income and costs are described in detail at Appendix One. A summary is as follows:

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	0	12,000	45,000	90,000	150,000
Campaigns	0	7,000	20,500	25,000	45,000
Visitor Payback	0	2,500	7,500	20,000	40,000
Donations	11,500	13,500	15,000	17,000	18,000
Leg/In Mem	1,000	2,000	2,000	2,000	3,000
Events	3,500	4,500	7,000	18,000	30,000
Corporate	0	5,000	12,000	17,000	17,000
High Net Worth Giving	0	0	0	50,000	50,000
Gift Aid	1,438	4,375	11,000	25,250	37,875
TOTAL	17,438	50,875	120,000	264,250	390,875

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	5,000	8,000	4,000	4,000	4,000
Campaigns	3,000	600	4,650	8,500	10,500
Visitor Payback	5,000	3,000	3,000	7,000	3,000
Donations	1,500	1,500	1,500	1,500	1,500
Leg/In Mem	2,100	300	300	300	500
Events	0	0	0	5,000	10,000
Corporate	1,000	0	1,000	0	1,000
High Net Worth Giving	1,000	1,000	3,000	4,000	3,000
Separate charitable entity	5,000	0	0	0	0
Other (includes staffing)	41,250	69,000	101,000	101,000	101,000
TOTAL	64,850	83,400	118,450	131,300	134,500

Surplus/Deficit	(47,412)	(32,525)	1,550	132,950	256,375
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7.2 Strategic Certainty

The Authority is seeking to understand the strategic financial certainty that could be anticipated from a giving portfolio and the timescales for the delivery of this certainty. With little track record to go on – and a very crowded marketplace in terms of the number of calls on people’s funds – it is difficult to be definite about the level of return that will be generated until the activities have been tested. It may be considered prudent to assume a lower level of giving even though somewhat pessimistic forecasts have been made of income generation. At present the estimate of certainty of any income source coming in has been assumed to be in the region of 66% (based on previous experience of this type of approach). This gives the following figures:

	2015/16	2016/17	2017/18	2018/19	2019/20
Forecast Income	17,438	50,875	120,000	264,250	390,875
Forecast Expenditure	64,850	83,400	118,450	131,300	134,500
Certainty	11,509	33,578	79,200	174,405	257,978
Surplus/(Deficit) over Certainty	(53,341)	(49,822)	(39,250)	43,105	123,478

It is important to note that it is expected that the Forecast Income figures these figures are, as has been said, fairly pessimistic and it should be very possible to exceed them – hence the suggestion of ‘stretch’ targets on Page 3.

7.3 Key Performance Indicators

Once the strategy has been adopted it will be necessary to refine and expand the implementation plan in order to reflect the decisions which will have been made around investment, timescales and priorities. For each of the key areas of activity it would be desirable to create a series of Key Performance Indicators which will allow the Authority to measure the success of each major area of development. Such indicators are likely to include:

- *Return on Investment (£s raised per £ spent)*
- *Deadline (date achieved vs. date planned)*
- *Percentage growth (% increase over time)*
- *Numerical growth (actual increase in £/activity over time)*

- *Satisfaction levels of donors*
- *Brand awareness levels*
- *Numbers of supporters recruited*

APPENDIX ONE – Income and Cost Forecasts

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	0	12,000	45,000	90,000	150,000
Number	0	400	1,500	3,000	5,000
Fee	0	30	30	30	30
Campaigns	0	7,000	20,500	25,000	45,000
Campaign One – public donations	0	5,000	5,000	0	0
Campaign One - supporter donations (20% response @ £25)	0	2,000	5,500	0	0
Campaign Two – public donations	0	0	10,000	10,000	0
Campaign Two - supporter donations (20% response @ £25)	0	0	0	15,000	10,000
Campaign Three – public donations	0	0	0	0	10,000
Campaign Three- supporter donations (20% response @ £25)	0	0	0	0	25,000
Visitor Payback	0	2,500	7,500	20,000	40,000
Number of Businesses	0	25	50	100	200
Average number of nights/donations p.a.	0	50	75	100	100
Donations per night	-	2	2	2	2
Donations	11,500	13,500	15,000	17,000	18,000
Donations to Volunteers Service	5,000	5,000	5,000	5,000	5,000
Car Parks	500	500	1,000	1,000	1,000
Visitor Centres/Trails Donations	2,000	3,000	4,000	5,000	6,000
Ranger-led Events/Guided Walks	4,000	5,000	5,000	6,000	6,000
Leg/In Mem	1,000	2,000	2,000	2,000	3,000
Legacies	0	0	0	0	0
In Memoriam	1,000	2,000	2,000	2,000	3,000

INCOME	2015/16	2016/17	2017/18	2018/19	2019/20
Events	3,500	4,500	7,000	18,000	30,000
Events for Partner Organisations	3,000	3,000	4,000	4,000	5,000
Event Participants' Payback	500	500	1,000	1,000	2,000
Organisers' Donations/Fees	0	1,000	2,000	3,000	3,000
PDNPA Events	0	0	0	10,000	20,000
Corporate	0	5,000	12,000	17,000	17,000
Sponsorship	0	3,000	5,000	10,000	10,000
Gifts in Kind	0	1,000	5,000	5,000	5,000
Donations	0	1,000	2,000	2,000	2,000
High Net Worth Giving	0	0	0	50,000	50,000
Donations	0	0	0	50,000	50,000
Gift Aid (assume average of 50% of Supporters, Campaigns, VP, Donations income attract GA at 25%)	1,438	4,375	11,000	25,250	37,875
TOTAL	17,438	50,875	120,000	264,250	390,875

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Supporters	5,000	8,000	4,000	4,000	4,000
Recruitment Campaign Design	2,000	0	0	0	0
Recruitment Literature	2,000	2,000	2,000	2,000	2,000
Staff Training (2 days @£500)	1,000	1,000	1,000	1,000	1,000
Press/Social Media Activity	0	0	1,000	1,000	1,000
Development of Online Supporter Recruitment	0	5,000	0	0	0
Campaigns	3,000	600	4,650	8,500	10,500
Campaign Design	2,000	0	2,000	2,000	0
Campaign Literature and Banners	1,000	0	1,000	2,000	0
Appeal Packs (@£1.50)	0	600	1,650	4,500	10,500
Press/Social Media Activity	0	0	0	0	0
Development of Online Presence	0	0	0	0	0
Visitor Payback	5,000	3,000	3,000	7,000	3,000
Literature Design and Production	5,000	1,000	1,000	5,000	1,000
Press/Social Media Activity	0	2,000	2,000	2,000	2,000
Donations	1,500	1,500	1,500	1,500	1,500
Donation Boxes/Facilities	1,000	1,000	1,000	1,000	1,000
Literature	500	500	500	500	500
Leg/In Mem	2,100	300	300	300	500
Literature	2,000	0	0	0	0
Plaques, etc.	100	300	300	300	500
Events	0	0	0	5,000	10,000
PDNPA Events	0	0	0	5,000	10,000

EXPENDITURE	2015/16	2016/17	2017/18	2018/19	2019/20
Corporate	1,000	0	1,000	0	1,000
Literature and Materials	1,000	0	1,000	0	1,000
High Net Worth Giving	1,000	1,000	3,000	4,000	3,000
Materials, Research, etc.	1,000	1,000	0	1,000	0
Events and Tours	0	0	3,000	3,000	3,000
Establishment of a separate charitable entity	5,000	0	0	0	0
Legal Advice	5,000	0	0	0	0
Costs of Registration	0	0	0	0	0
Other Costs	41,250	69,000	101,000	101,000	101,000
Giving Manager	11,250	45,000	45,000	45,000	45,000
Giving Coordinator	5,000	20,000	20,000	20,000	20,000
Support Manager	0	0	32,000	32,000	32,000
Database Purchase and Associated Costs	20,000	1,000	1,000	1,000	1,000
General Training	5,000	3,000	3,000	3,000	3,000
TOTAL	64,850	83,400	118,450	131,300	134,500
SURPLUS/(DEFICIT)	2015/16	2016/17	2017/18	2018/19	2019/20
	(47,412)	(32,525)	1,550	132,950	256,375

APPENDIX TWO: Implementation Plan

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Supporters	Detailed supporter offer, rates and management approaches finalised																								
	Recruitment campaign developed and launched																								
	Supporters start to be recruited																								
	Ongoing supporter management commences																								
Appeals & Campaigns	Initial appeal subject agreed																								
	Creative agency briefed to design appeal/campaign																								
	Campaign promoted to public																								
	Appeal promoted to supporters																								
	Second major appeal/campaign determined																								
	Creative agency briefed to design appeal/campaign																								
	Campaign promoted to public																								
	Appeal promoted to supporters																								
Donations	Agreement over location of additional donation facilities reached																								
	Development of new donation boxes/facilities																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Installation of new donation boxes/facilities																								
Visitor Payback	Detailed discussion held with Nurture Lakeland and Love the Broads about using their models of Payback																								
	Detailed discussions with other PD based organisations interested in Payback schemes to ensure that only one scheme is launched in the area																								
	Development of all materials for a PD Payback Scheme																								
	Launch promotion of PD Visitor Payback Scheme																								
Events	Launch of booking system																								
	Generation of increased donations from event organisers/attendees starts																								
	Development of new raft of potential PD events which could be tendered out																								
	Tendering of new events																								
	Possible launch of new events																								
Legacies/In Mem.	Internal discussion around what can be offered (in attribution terms) under an In-Mem campaign																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Development of joint Legacy/In-Mem campaign																								
	Development of marketing materials																								
	Launch/maintenance of campaign																								
Corporate support	Ongoing management of existing relationships																								
	Development of hit list																								
	Development of corporate support opportunities																								
	Corporate visits																								
	Increased corporate support received																								
HNW donors	Information gathering on potential HNWs																								
	Desk research into HNWs																								
	Development of HNW events/programme																								
	Development of relationships																								
Separate Trust	Detailed research into the ramifications of a separate charitable trust undertaken																								
	Proposal prepared and considered within the PDNPA																								
	Development of separate entity																								
	Launch of separate entity																								
	Development of Gift Aid claims																								
Database	Specified and purchased																								

		2015/16				2016/17				2017/18				2018/19				2019/20				2020/21			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Trialled and installed																								
Staffing	Recruitment of Admin post																								
	Recruitment of Giving Manager																								
	Recruitment of Supporter and Appeals Manager																								
Training	Database training for staff undertaken																								
	Supporter recruitment/management training for relevant staff undertaken																								
	Training of relevant staff in seeking donations																								

Appendix 2. Existing Giving to the Authority

Nature of giving	2012/13 £	2013/14 £	2014/15 £	2015/16 £ Q3
Memorial Bequests	979	8,421	1,931	1620
Next Steps Walks	46	45	32	51
Donations to Volunteers Service	2,075	3,865	5,226	3,760
Donations to Footpaths team	470	75		0
Donations for car park usage	313	247	154	0
Donations, North Lees			365	961
Donations, Trails			1,992	55
Donations, Learning Team	40		204	144
Donations, Access fund			60	1,137
Donations to Guided walks	50	84	9,679	2,482
Guided walks - charges			1,921	2,634
Bequests			30,000	5,942
Miscellaneous donations	195	608	927	9,996
Events			330	5,334
Sponsorship	450	3,000	0	0
Total	4,618	16,345	52,821	34,116

Note: 2015/16 is the data from Quarter 3.

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Appendix 3. Headline Activities for the 3 Year Giving Programme.

Year 1 (2016/17). Set up stage – shaping the foundation stones of the work on which future growth will be dependent.

- Recruit staff to lead the programme of work:
 - Appoint full time giving co-ordinator - job description development, grade confirmation, recruitment. It will be imperative to get the right person in post with the skills and competencies to lead and deliver this new activity
 - Appoint fixed term business analyst post (following the fundraising coordinator's recruitment) circa 18 months
 - Extend social media post
- Giving co-ordinator to develop detailed project plan for delivery of priorities.
- Commission campaign and giving messages/design material. Plan and design first campaign on the trails to soft launch our giving approach
- Development and initiation of the staff and volunteers, technology and marketing dimensions of the new activity. Key will be the development of customer relationship management, marketing and programme management systems.
- Developing our expertise in Event Fundraising with an event pilot on the Trails August 2016 "A Walk in the Park"
- Implement easy enhancements to spontaneous donation using social media e.g. including 'Impulse buttons' and video clips on our website
- Business plan a customer relationship management process including information management and database procurement (Campaign Management System or full Customer Relationship Management System – tbc) - specification and business case for investment developed (taking advantage of any organisation-wide opportunities), with delegated approval secured. Data policy implications scoped
- Explore and develop a Peak District Visitor Payback Scheme.
- Continue existing programmes of giving supported e.g. the Access Fund, guided walk programme, volunteers and visitor centres.
- Establish programme management system and performance reporting
- Review of first year programme.
- Report to ARP Spring 2017 on performance, lessons learned and the suggested next two years' programme.

Year 2. (2017/18) Continued development and delivery

- Design and launch a Year 2 Campaign for the trails and structures built on the lessons learned from Year 1
- Develop and deliver our event and face to face resource package including the volunteer events team.
- Developing a Supporter Programme through which committed giving will be established with customer relationship management process in place
- Enhancing opportunities for ad hoc Spontaneous Donations (especially using social media)
- Appoint to a 'Customer data steward' post – 0.5FTE
- Appoint to a campaign officer post
- Implement customer relationship management process including configuration and data upload

- Further consideration of the use of volunteers – and in recruiting donors in particular – will be needed. Their effective use would minimise staffing costs and would optimise delivery.
- Design on-going fundraising events programme building on the lessons learned from the “Walk in the Park” event

Year 3. (2018/19) Review of Years 1 and 2 and exploration/development of new initiatives.

- Develop an enhanced approach to Legacies/In Memoriam and giving from High Net Worth individuals.
- Continuing to expand our campaign and supporter programmes and potentially launch a major campaign.
- Further development work to be considered on gift aid/charity.
- Review and lessons learned with next three year programme taken to ARP.

Appendix 4 Campaign and marketing cost break down (2016/17 – 2019/20)

Campaign size	Campaign activity	Activity cost	Total	Total for 3 years
Campaign small £10,000 (used Boma Bike as model)	Banner	£100		
	Pull ups	£200		
	Postcard / bike tags	£150		
	Launch and thank you event	£100		
	Social media (1 staff day)	£150		
	Press (1 staff day)	£150		
			£850 (x3 a year)	£2,550
Campaign medium £100,000	Creative agency	£5,000		
	Marketing materials	£2,000		
	Social media (5 staff days)	£750		
	Press (5 staff days)	£750		
	Advertising	£2,500		
			£11,000 (1 per year)	£33,000
Campaign large £1 million +	Creative agency	£20,000 -1 off		£20,000
	Marketing/ creative feature	£15,000		
	Social media and digital marketing (2 days a week for a year)	£15,000 (staff cost)		
	Press (2 days month for a year)	£3,600		
	Advertising	£5,000		
				£58,600 x 3 (1 over 3 years)
Campaign marketing total for 3 years				£171,350
Supporter costs based on ParkLife (this is likely to be introduced 2017/18 phase two)	Supporter magazine (20,000 print and distribution)	£4,000 for print £7,500 distribution Design £1,100	£12,600 x 2	£25,200

Assumptions: 1. Customer relationship management process costs are separate and would be available for any direct mail campaigns

2. Supporter programme is separate apart from annual report / magazine and would help with giving campaigns

3. Giving coordinator, business analyst and full time social media a digital marketing officer are in place and supporting campaigns with fundraising and a calendar programme of activities that feeds social media and press

4. Events held to support campaigns

5. Ability to group agency cost for a combined purchasing – value of total contract would allow a better agency and better creative support (3 year value contract).

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Appendix 5 Years 1-3 Costs with on costs.

Baseline				
	Activity	Year 1	Year 2	Year 3
	Fundraising co-ordinator post	£53.600	£53.600	£53.600
	Medium campaign	£11.000	£11.000	£11.000
	Comms. and design support	£0.850	£0.850	£0.850
	Social media post	£15.000	£15.000	£15.000
	Application Support IT		£5.000	£5.000
	Customer database post		£15.000	£15.000
	Supporter magazine			£12.000
	Campaign officer		£31.000	£31.000
	Sub total	£80.450	£131.450	£143.450
One off				
	Business analyst	£42,400	£21,200	£0.000
	Event kit		£15.000	£0.000
	CRM		£30.000	
	Large campaign			£100.000
	Sub total	£42,400	£66.200	£100.000
Total		£122.850	£197.650	£243.450

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Appendix 6 Annex – Income Forecast from Peter Stone + our observations

INCOME	2016/17	2017/18	2018/19	2019/20
Supporter Programme	12,000	45,000	90,000	150,000
Number of supporters	400	1,500	3,000	5,000
Amount	30	30	30	30
Campaigns	7,000	20,500	25,000	45,000
Campaign Round One – public donations	5,000	5,000	0	0
Campaign Round One - supporter donations (20% response @ £25)	2,000	5,500	0	0
Campaign Round Two – public donations	0	10,000	10,000	0
Campaign Round Two - supporter donations (20% response @ £25)	0	0	15,000	10,000
Campaign Round Three – public donations	0	0	0	10,000
Campaign Round Three- supporter donations (20% response @ £25)	0	0	0	25,000
Spontaneous Donations	13,500	15,000	17,000	18,000
Donations to Volunteers Service	5,000	5,000	5,000	5,000
Car Parks	500	1,000	1,000	1,000
Visitor Centres/Trails Donations	3,000	4,000	5,000	6,000
Ranger-led Events/Guided Walks	5,000	5,000	6,000	6,000
Visitor Payback	2,500	7,500	20,000	40,000
Number of Businesses	25	50	100	200
Average number of nights/donations p.a.	50	75	100	100
Donations per night	2	2	2	2
Event Fundraising	4,500	7,000	18,000	30,000
Events for Partner Organisations	3,000	4,000	4,000	5,000
Event Participants' Payback	500	1,000	1,000	2,000
Organisers' Donations/Fees	1,000	2,000	3,000	3,000
PDNPA Events	0	0	10,000	20,000
Subtotal	39,500	95,000	170,000	283,000

Leg/In Mem	2,000	2,000	2,000	3,000
Legacies	0	0	0	0
In Memoriam	2,000	2,000	2,000	3,000
Corporate	5,000	12,000	17,000	17,000
Sponsorship	3,000	5,000	10,000	10,000
Gifts in Kind	1,000	5,000	5,000	5,000
Donations	1,000	2,000	2,000	2,000
High Net Worth Giving	0	0	50,000	50,000
Donations	0	0	50,000	50,000
Gift Aid (assume average of 50% of Supporters, Campaigns, VP, Donations income attract GA at 25%) will depend on Charitable Status	0	0	0	(37,875)
TOTAL	46,500	119,000	239,000	390,875

Observations on the income for phases 1 and 2 (primarily for 216/17 and 2016/18): **Income**

Major campaigns – the 20% response rate from supporters is predicated on recruiting 400 supporters – it is unlikely that these will be recruited early enough in the year to achieve this target.

Spontaneous donations – the donations to the North Lees boxes have risen since new branding has been applied so the link to the brand on the ground project will probably be critical here. The use of ‘impulse buttons’ on line will assist the target.

Visitor payback – the recent offer of a donation from Derbyshire Country Cottages is an example of visitor giving that indicates that the 2016/17 target could be realistic if resources can be found to explore and develop a scheme.

Event Fundraising –Eroica 2015 generated c. £3,000 donations from event participants which makes the estimates look realistic (possibly under playing the potential) Our own Trails event “A Walk in the Park” will be the pilot for 2016/17 and will inform future predictions.

Supporter programme – the learning from the recruitment target of 400 supporters in 2016/17 will provide the basis for adjusting the forecasted income when the process of recruitment is properly understood and costed. The donation of £30 is used as the basis for calculations but in practice there is likely to be a range of donations, however, £30 will be taken as the average.