

Public Document Pack

Peak District National Park Authority

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



Our Ref: A.1142/1569

Date: 12 January 2017



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**

Date: **Friday 20 January 2017**

Time: **10.00 am**

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

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
 2. **Urgent Business**
 3. **Minutes of the previous meeting of 4 November 2016** (*Pages 1 - 4*)
 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. **Internal Audit Report Block 1 2016/17 (A1362/7/PN)** (*Pages 5 - 28*) 20 mins
- Appendix 1
- Appendix 2

7. **Undertaking Projects for Moorlife 2020 Partners (MB)** (*Pages 29 - 106*) 40 mins
- Appendix 1
- Appendix 2
- Appendix 3
8. **2016/17 Quarter 3 Corporate Performance and Risk Management Report (A91941/EF)** (*Pages 107 - 140*) 40 mins
- Appendix 1
- Appendix 2
- Appendix 3

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 <http://democracy.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The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports.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 the Democratic and Legal Support Team on 01629 816200, ext 362/382. E-mail address: democraticandlegalsupport@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 Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk

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 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 F J Walton

Mrs P Anderson	Mrs F Beatty
Cllr A R Favell	Cllr C Furness
Cllr N Gibson	Cllr D Greenhalgh
Mr Z Hamid	Cllr Mrs G Heath
Ms S Leckie	Cllr S Marshall-Clarke
Cllr C McLaren	Cllr Mrs N Turner

Other invited Members: (May speak but not vote)

Mr P Ancell	Cllr D Chapman
Cllr D Birkinshaw	Cllr Mrs L C Roberts

Constituent Authorities
Secretary of State for the Environment
Natural England

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MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 4 November 2016 at 10.00 am

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

Chair: Cllr A McCloy

Present: Mrs P Anderson, Cllr F J Walton, Mrs F Beatty, Mr Z Hamid,
Cllr C Furness, Cllr C McLaren and Cllr Mrs N Turner

Cllr Mrs L C Roberts and Cllr D Chapman attended to observe and speak but not vote.

Apologies for absence: Cllr A R Favell, Cllr D Greenhalgh, Cllr Mrs G Heath, Cllr N Gibson,
Ms S Leckie, Cllr S Marshall-Clarke, Mrs E Sayer and Mr P Ancell.

54/16 MINUTES OF PREVIOUS MEETING 16 SEPTEMBER 2016

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 16 September 2016 were approved as a correct record.

55/16 PUBLIC PARTICIPATION

One member of the public was present to make representation to the Committee.

56/16 MEMBERS DECLARATIONS OF INTEREST

Items 6

Cllr A McCloy declared a personal interest as he is a member of the Ramblers Association

Item 7

Mrs P Anderson declared a personal interest as a board member of the South West Peak Heritage Lottery Fund Local Partnership.

57/16 PROPOSED TRAFFIC REGULATION ORDER AT DERBY LANE (A76227/SAS)

The Rights of Way Officer introduce the report and reminded Members of the need to have regard to paragraphs 2, 42, 44 and 45 of the report whilst considering and making a decision.

Members of the committee had visited the site on the 3 November 2016 and the Access and Rights of Way Officer tabled notes of the visit. Maps and photographs were displayed at the committee meeting.

The following spoke under the Public Participation at Meetings Scheme:

- Mr Christopher Woods, Secretary of Peak District Green Lanes Association in Support, (also speaking on behalf of Friends of the Peak District and Peak Horsepower)

Cllr C Furness proposed a motion to defer a decision until Derbyshire County Council had ruled regarding the status of the lane. Officers explained that deliberation regarding the implementation of a Traffic Regulation Order (TRO) by this Authority would not impact on the determination of the legal status by the Highways Authority.

Members had noted at the site visit that there was evidence that motorised vehicles are and had been using the location and there were tracks over a large area of the field.

The Rights of Way Officer confirmed that access for cavers and others requiring to use the lane would be on application which would allow reasonable access. Access could be allowed up to the barriers. Registration of the vehicles details would be recorded to ensure monitoring of the use under this scheme.

The motion to defer a decision was not seconded. The Legal Officer referred to Paragraph 11 of the report which confirmed that the Authority was within its powers to implement a TRO on a route even though the legal status had not yet been determined.

The Rights of Way Officer reported that guidance from Defra confirmed that TROs can be used to prevent problems from happening and not just to stop the damage once it had already occurred. Evidence from the consultation indicated a preventative measure is required.

Following discussion on the reasons for a TRO the motion to defer was withdrawn.

A motion for option (i) as set out in paragraph 44 of the report was moved, seconded, put to the vote and carried.

RESOLVED

Members decided the appropriate option having regard to the option analysis in the report was Option (i) of paragraph 44 of the report.

(i) Permanent TRO (permanent prohibition of all mpvs at all times)

Resolution: the Authority proceeds to make a Permanent Traffic Regulation Order under Section 22 BB(2)(a) Road Traffic Regulation Act 1984 that will have the effect of prohibiting use by mechanically propelled vehicles at all times on Derby Lane (subject to specified exceptions).

The meeting was adjourned from 10.35 until 10.40

58/16

SOUTH WEST PEAK LANDSCAPE PARTNERSHIP – ACCEPTANCE OF HLF STAGE TWO DELIVERY FUNDING (A55711/KSJ)

The Landscape Partnership Development Officer introduced the report which gave details of the project so far and the details of the proposal should the bid for Heritage Lottery Funding (HLF) be successful. Details of the partners who had been part of the project for the last three years and would continue to work with the Authority were outlined. The Authority is the project lead and work on match funding and setting up a

team to manage the project was ongoing. Members considered the risk to the Authority if one of the partners failed as the Authority is the accountable body. The diversity and number of partners provided strength and reduced impact of failure of a single partner.

The HLF does not fund business support costs of the project but this would be discussed at a meeting to be held with the HLF Chief Executive for future projects. Funding from the Authority's investment resources had been allocated to cover the business support costs for this project.

Members thanked the Landscape Partnership Development Officer for the huge amount of work on the project so far which had been well managed and governed. A request was made to include Staffordshire Moorlands District Council in the partnership.

The office recommendations were moved, seconded, put to the vote and carried.

RESOLVED:

- 1. The Committee approved the proposal from the South West Peak Landscape Partnership to accept, on confirmation of approval from HLF, stage two funding for the delivery phase from the Heritage Lottery Fund Landscape Partnership Grants Programme and;**
- 2. That acceptance of the grant up to £2,409,300 and entry into a grant agreement with HLF is delegated to the Director of Conservation & Planning in consultation with Heads of Law and Finance.**
- 3. That entry into arrangements with partners is delegated to the Director of Conservation & Planning and Heads of Law and Finance in consultation with the Landscape Partnership Development Officer.**
- 4. That the recruitment of a fixed term Scheme Manager, Programme Support Officer, Communication & Interpretation Officer, Volunteer & Vocational Training Officer, Youth Engagement Officer, Farm Link Workers, Grasslands Officer and Cultural Heritage Officer is delegated to the Director of Conservation & Planning in consultation with the Head of Human Resources.**
- 5. That the Authority may, subject to compliance with procurement standing orders, enter into contracts for the delivery of the Scheme.**

59/16 2016/17 QUARTER 2 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/RMM)

Cllr David Chapman left the meeting prior to discussion of this item.

Members considered the figure for complaints, the percentage figure was high because of the low number of complaints. The information in the report gave the background information to the figures.

Members considered the high number of Enforcement Cases which were outstanding and that the number dealt with each month is less than the number of new cases

received. The ambition was to increase the target and this would be considered under the new organisational structure.

The number of amber indicators reflected the priority focus on putting the new organisational structure into place. The new structure will be in place for quarter 4.

The Head of Finance confirmed there was a low level risk regarding the impact of EU referendum results on the funding for the Moorlife 2020 project as the contract had been signed and the Government, at Treasury level, had made a commitment to cover funding if there was any change in the assurances from the EU.

The recommendation as set out in the report was moved, seconded, put to the vote and carried.

RESOLVED:

1. **That the Quarter 2 Corporate Performance Return, given in Appendix 1, is reviewed and any actions to address issues 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/ Environmental Information Regulations requests, given in Appendix 3, be noted.**

60/16 ANNUAL REPORT OF THE DUE DILIGENCE PANEL (RC/AGM)

Members considered the report setting out the details of the five meetings of the panel to look at suitability of proposed partnerships.

RESOLVED:

The committee noted the items as set out in the report that had been considered and decided on by the Due Diligence Panel over the previous 12 months.

61/16 EXTERNAL AUDIT (KPMG): 2015/16 ANNUAL AUDIT LETTER (A1362/ RMM)

The recommendation as set out in the report was moved, seconded, put to the vote and carried.

RESOLVED:

To note the 2015/16 Annual Audit Letter

The meeting ended at 12.08 pm

6. INTERNAL AUDIT REPORT BLOCK 1, 2016/17 (A1362/7/PN)

Purpose of the report and key issues

1. This report presents to Members the internal auditors' recommendations for the first block of the 2016/17 audit and the agreed actions for consideration. The Internal Auditors will be available at the meeting to answer any questions relating to the audit report or process as usual.

Key issues include:

- The auditors give an opinion based on five grades of assurance (High / Substantial / Reasonable / Limited / No) The two areas audited, Woodlands Management and Fleet Management and Equipment, have been given a Substantial and Reasonable level of assurance respectively.
- The priority of agreed actions is determined based on a scale of 1 – 3, with 1 representing a fundamental system weakness which needs urgent attention, 2 a significant weakness which needs attention, and 3 no significant weakness but merits attention. Managers have responded to 9 Priority 3 actions and 3 Priority 2 actions.

2. **Recommendations**

1. **That the internal audit reports for the two areas covered under Block 1 for 2016/17 be received (in Appendices 1 and 2) and the agreed actions considered.**

How does this contribute to our policies and legal obligations?

3. As identified in the Annual Governance Statement, the Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority and recommendations are addressed by the Authority's managers in the management response to the audit report.

Background

4. The Accounts and Audit Regulations 2015 require that the Authority maintains an adequate and effective system of internal audit of its accounting records and its system of internal control in accordance with proper practices in relation to internal control. The contract for the internal audit service is let to Veritau Ltd. Officers in consultation with the Chair and Vice Chair of this committee approved a two year extension of the current contract up to 31st March 2019 (the original contract was a three year contract starting April 2014, with an option to extend for two years). The Internal Audit Plan for 2016/17 was approved by this committee in July 2016.

Proposals

5. Managers have carefully considered the internal auditors' recommendations and the agreed actions are set out in the audit reports in Appendices 1 and 2 for members' consideration. The original audit plan for Block 1 included a short follow up of the Procurement Card Industry Data Security Standard (PCIDSS) audit and also a Health & Safety Audit, but these were deferred as the auditors were asked to look at a specific matter arising from an external complaint.

Are there any corporate implications members should be concerned about?

Financial:

6. There are resource implications of implementing recommendations and this is why prioritisation of action is important as this has to be managed within existing budgets and staffing levels, taking account of the level of risk agreed by management. The cost of the Internal Audit Service Level Agreement is found from within the overall Finance budget.

Risk Management:

7. The Internal Audit process is regarded as an important part of the overall internal controls operated by the Authority.

Sustainability:

8. There are no implications to identify.
9. **Background papers** (not previously published) – None

Appendices -

Appendix 1: Woodlands Management
Appendix 2: Fleet Management & Equipment

Report Author and Job Title

Philip Naylor, Head of Finance, 12 January 2017

Audit, Resources and Performance Committee 20 January 2017 - Item 6 Appendix 1

Woodlands Management Peak District National Park Authority Internal Audit Report 2016/17

Responsible Officer: Director of Commercial Development and Outreach
 Service Manager: Estates Manager – Property Services
 Date Issued: 6 January 2017
 Status: Final
 Reference: 69167/001

	P1	P2	P3
Actions	0	1	5
Overall Audit Opinion	Substantial Assurance		

Introduction

The National Park Authority (NPA) operates a system of acquisitions and disposals, introduced to ensure that available resources are directed to those woodlands most in need of the level of management and conservation that the NPA can provide. However, following a recent consultation, the decision was taken to reduce the number of woodlands under the authority's ownership such that a greater focus can be placed on its remaining woodland portfolio.

At an operation level, woodland management involves activities such as the thinning of young trees to create attractive and productive woodland, maintaining biodiversity, developing and improving public access and the maintenance and rebuilding of walls to exclude livestock.

The routine management of the authority's woodlands has been outsourced to contractors for the last ten years. This allows for the retention of a skilled woodland workforce which can also be flexible to meet changing demands.

A modest income is generated from the NPA's woodland resource through the small-scale sale of timber.

Objectives and Scope of the Audit

The purpose of this audit is to provide assurance to management that procedures and controls within the system will ensure that:

- Woodland management is performed in accordance with relevant standards and best practice
- Procurement is undertaken in line with the authority's Standing Orders
- Adequate safeguards are in place in respect of income-generating activities and woodland disposals are carried out in accordance with the authority's Standing Orders
- Available resources are managed effectively

Key Findings

The woodland management planning documentation in the form of the three Woodland Management Plans and Woodland Asset Management Plan are extremely comprehensive and compliant with the UK Woodland Assurance Standard (UKWAS) – the nationally recognised certification standard. The Woodland Asset Management Plan is, however, outdated. It is clear that the Woodlands Manager possesses extensive knowledge of the authority's woodlands but the practical approach adopted, while ensuring sensitive and appropriate management on the ground, has

meant that management information at the operational level has largely been neglected (management information at the strategic level is, however, more structured). This same practical approach has resulted in effective management of contractors such that there is little likelihood of inappropriate operational activity. That said, the regular yet informal nature of supervision of the Woodlands Manager by Estates Manager – Property Services means that monitoring of progress towards operational and strategic objectives could be improved.

Repeated use of the same contractors combined with a lack of spend analysis was found to have resulted in cumulative expenditure in excess of procurement thresholds set out in the current Standing Orders. Also, a lack of segregation of duties in the ordering, goods receipting and authorisation of invoices was observed.

A major current focus of management effort is the woodlands disposal project. This appears to be very well governed and controlled, with evidence available to support the fact that there is sufficient challenge prior to disposal of woodland assets and a high degree of transparency in the process.

At the time of the audit, an improved system for the sale of timber was being decided upon which will require all timber from planned felling to be sold from standing rather than after extraction and any subsequent processing. As this system had not yet been formally adopted, no testing was carried out in this area.

Overall Conclusions

The arrangements for managing risk were good with few weaknesses identified. An effective control environment is in operation, but there is scope for further improvement in the areas identified. Our overall opinion of the controls within the system at the time of the audit was that they provided Substantial Assurance.

1 Management information

Issue/Control Weakness

Lack of management information at the operational level.

Risk

Objectives of the Woodland Management Plans are not achieved.

Findings

It is apparent that the Woodlands Manager possesses a comprehensive understanding of the authority's woodlands. This understanding has come about as a result of the officer's experience and practical approach to woodland management but has had the effect of reducing time available to update compartment records with management information such that they are now outdated. Compartment records are monitoring documents which should record the management activity that has been undertaken in each woodland compartment (e.g. felling, access works, boundary maintenance). As a result of these documents not being completed, it is not possible to verify that the management activity has in fact been undertaken and, therefore, the extent of progress made against the Woodland Asset Management Plans.

The time available to complete the compartment records has been further reduced by the additional work generated by the Countryside Stewardship Grant and the fact that the officer is only contracted for part time hours.

Agreed Action 1.1

A new Estate Maintenance Ranger post has been created and advertised internally, with candidates having been interviewed in December 2016. The ranger will be responsible for assisting the Woodlands Manager with some of the practical tasks such as wall and fence repairs, supervision and inspection of minor contract works and reporting of any issues. The position is being trialled for a fixed term of two years and will be shared across the trails and car parks, Warslow Moors Estate and the woodlands. The woodlands budget will contribute 30% to the cost of the post.

Priority

2

Responsible Officer

Estates Manager –
Property Services

Timescale

February 2017

2 Woodland Asset Management Plan

Issue/Control Weakness

Lack of a review schedule.

Risk

The approach to woodland management is not aligned with the authority's asset management strategy and thus corporate objectives are not met.

Findings

The authority has in place a Woodland Asset Management Plan (WAMP) which serves as an overarching woodland management approach. In accordance with the UKWAS standard, management objectives have been set which are used to guide, at the broadest level, management activity. However, the document was prepared by the former Woodland Asset Manager in 2010 and, as such, several sections are now outdated. While the overall management principles remain relevant, information in respect of performance, woodland ownership, the rolling programme of acquisition and disposal, direct labour and funding opportunities is less so.

Consultants DTZ and Smiths Gore completed a Strategic Property Review (SPR) for the authority in December 2013. Members agreed that the SPR be adopted as the asset management plan and this runs until at least 2017. The SPR is in some respects more detailed than the WAMP and, as would be expected, better reflects the current situation with the woodland portfolio. It is not, however, a like-for-like replacement for the WAMP and management has yet to decide whether or not an updated version is required.

Agreed Action 2.1

The Woodland Asset Management Plan will be updated.

Priority

3

Responsible Officer

Estates Manager –
Property Services

Timescale

December 2017

3 Supervisory structure

Issue/Control Weakness

Lack of a formal supervisory structure.

Risk

Strategic woodland management objectives are not met.

Findings

The Estates Manager – Property Services is responsible for the management of the Warslow Moors Estate, three other smaller properties and the woodland portfolio. The officer is also responsible for the rural disposals programme. Management of the woodlands is delegated to the Woodlands Manager under the structure of the Rural Management and Consultancy Team which Estates Manager – Property Services leads.

Discussions held with Estates Manager – Property Services established that, whilst there is a formal supervisory structure in place through the JPAR process from which to monitor and provide support to the Woodlands Manager, there could be more regular planned meetings between these officers. The Estates Manager – Property Services and Woodlands Manager share an office and do regularly contact each other via mobile telephone but the nature of the Woodland Manager role (where the officer can be out of the office for extended periods) means that a more formal structure would be beneficial. While the existing arrangements are appropriate for becoming aware of and resolving immediate issues, they do not allow for longer-term strategic management, for example monitoring against the objectives of the Woodland Management Plans.

Agreed Action 3.1

The Estates Manager – Property Services and Woodlands Manager will hold a formal meeting on a weekly basis in which progress towards the longer term strategic management objectives of the authority's woodlands will be discussed.

Priority

3

Responsible Officer

Estates Manager –
Property Services

Timescale

Implemented

4 Procurement practice

Issue/Control Weakness

Overuse of the same contractors.

Risk

Procurements practices are not compliant with The Public Contracts Regulations 2015.

Findings

During 2015/16, cumulative spend with three suppliers on the Authority Managed Woodlands cost centre exceeded £5,000. This has meant that, over a 12 month period, suppliers have been contracted to carry out a value of work for the authority that would ordinarily require three written quotations. As a result of this disaggregation, rule 2.6.1 of the Contract Procedure Rules would have been breached had the new Contract Procedure Rules been in force. Brief review of spend during the current financial year showed that the same suppliers are still undertaking the majority of woodland maintenance work, although expenditure was not yet at a level in excess of the limit at which three written quotations are required for 2016/17.

The amount of work of this type is not necessarily straightforward to predict on an annual basis, although there will clearly be a requirement to do some work of this nature. The current process for selection of contractors is poorly controlled and very informal. Given that there will always be a requirement to undertake work of this type, a more formalised approach is likely to bring clarity to the process and could potentially bring financial savings.

Agreed Action 4.1

The Woodlands Manager is complying with the new Contract Procedure Rules.

Priority

3

Responsible Officer

Woodlands Manager

Timescale

Implemented

Agreed Action 4.2

The Estates Manager – Property Services will work with Head of Finance, Legal Services and the Property Support Team managers to introduce approved provider lists with suitable contractors across the authority's properties, including woodlands.

Priority

3

Responsible Officer

Estates Manager –
Property Services

Timescale

April 2017

5 Segregation of duties

Issue/Control Weakness

Lack of segregation of duties.

Risk

Fraud.

Material misstatement.

Findings

In several instances, the Woodlands Manager was found to have both raised a purchase order for works against the Authority Managed Woodlands cost centre and then subsequently authorised the corresponding invoice for payment. Goods receipting had been undertaken by officers who are not likely, due to the nature of the works undertaken, to have directly verified their completion. While it is appreciated that this approach does provide for expediency, it does not allow for sufficient segregation of duties.

Agreed Action 5.1

The Financial Procedure Rules require that, of the three authorisation processes involved (purchase order approval, confirmation of goods and services received and approval of invoices) an officer with the appropriate delegated authority can only perform two of the three actions to maintain appropriate segregation of duties.

The officer signing that goods and services have been received should only do this if they are in a position to have directly verified that the work has been undertaken. In some circumstances the invoice approval will be required to be at a higher level to maintain this segregation.

In some circumstances invoice approval will be required to be at a higher level to maintain segregations and the employment of the Estate Maintenance Ranger will also help address this matter.

Priority

3

Responsible Officer

Woodlands Manager

Timescale

Implemented

Audit Opinions and Priorities for Actions

Audit Opinions	
<p>Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.</p> <p>Our overall audit opinion is based on 5 grades of opinion, as set out below.</p>	
Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions	
Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

Vehicles and Equipment 2016-17

Peak District National Park Authority

Internal Audit Report

Responsible Officer: Head of Finance (Philip Naylor)
 Service Manager: Area Manager (Andy Farmer)
 Date Issued: 11.01.17.
 Status: Final
 Reference: 69187/001

	P1	P2	P3
Actions	0	2	4
Overall Audit Opinion	Reasonable Assurance		

Introduction

The Peak District National Park Authority (PDNPA) maintains a fleet of twenty seven operational vehicles assigned to dedicated drivers and a special fleet of eleven agricultural and heavy duty vehicles for the maintenance of the park. Operational equipment, including trailers, chainsaws and angle grinders, is also stored at fourteen sites for the specific use of authority staff members. The authority also operates six pool cars for staff members travelling on PDNPA business. The fleet management strategy specifies that the authority purchases all required vehicles, with no leases in operation. No additions were made in 2015-16 and the authority reduced the fleet by selling vehicles and associated equipment which had become surplus to operational requirements, effectively reducing the value of assets held from approximately £1,100,000 to £950,000.

In order to ensure uninterrupted service, the availability of vehicles and equipment must be effectively monitored by the use of vehicle and inventory management systems whilst regular, planned maintenance ensures that they are fit for purpose and safe for staff use. Appropriate security arrangements for assets are required to prevent theft or misappropriation and monitoring of fuel and maintenance expenses ensures that the organisation can judge whether it is more cost effective to retain or dispose of a vehicle or piece of equipment.

Objectives and Scope of the Audit

The purpose of this audit was to provide assurance to management that procedures and controls within the system will ensure that:

- Operational vehicles, pool cars and equipment are subject to appropriate security and storage, are maintained to acceptable standards and their associated fuel and servicing costs are effectively managed and monitored.

The audit did not cover vehicle related tax or the insurance of vehicles and equipment.

Key Findings

Appropriate physical security arrangements are in place to protect authority owned vehicles and equipment. Derbyshire County Council provides maintenance and break down services for PDNPA operational vehicles and pool cars. The authority minimises fuel costs by prioritising use of public transport and pool cars. In order to enforce this policy, travel claims are rejected if a pool car was available at the time of the journey. To further control these costs, All Star fuel cards are assigned to each road vehicle and employees are required to complete mileage log sheets. Fuel card invoices are then checked for reasonableness before authorisation and payment. Fuel and maintenance costs are monitored per vehicle and the authority did not exceed the 15/16 fleet budget provision. Miles per gallon statistics are reviewed for road vehicles in order to ensure that the authority is not operating inefficient vehicles and the finance team question staff when vehicle performance is lower than expected. Policy documents regarding the use of pool cars are comprehensive and cover the expected topics: acceptable methods of travel, insurance, driving licenses, eligible mileage, etc. The 'Travel and Subsistence Policy' successfully specifies that employees are responsible for

any fines or penalties incurred while using pool cars, however, there are no consequences for employees if there is suspected misuse of authority assets. Reviews of equipment inventories take place for all sites known to the finance team on an annual basis and procedures are in place to ensure that inventory records can be updated after acquisition or disposal of equipment.

Maintenance arrangements for the special fleet are inconsistent, with six out of eleven vehicles failing to be serviced in the previous three and a half financial years. Whilst mileage log sheets are submitted for review by line managers, no authorising signatures are in evidence to show that managers are satisfied with the record. Pool car keys are stored in an unlocked drawer in the Finance Office. This office is only accessible to staff members with electronic passes, however, a key safe could be considered. The maintenance of equipment isn't undertaken consistently, with servicing either not taking place at the correct interval or not being subsequently recorded. Findings also suggest that not all equipment holding sites have been identified for inventory checks by the finance team. Lists of key holders are not retained for sites where vehicles and equipment are stored.

Overall Conclusions

The arrangements for managing risk were satisfactory with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made. Our overall opinion of the controls within the system at the time of the audit was that they provided Reasonable Assurance.

1 Maintenance of the special fleet

Issue/Control Weakness

Maintenance arrangements for the special fleet are inconsistent. Maintenance schedules and records of servicing are not always retained.

Risk

Operations are disrupted or staff are harmed due to malfunctioning vehicles. Legislative action could potentially be taken against the authority for failing to meet their duty of care.

Findings

The maintenance of the special fleet is not corporately controlled. Staff members assigned with the responsibility of maintaining a vehicle in the special fleet are expected to make their own vehicle servicing arrangements. A sample of five employees with responsibilities for a special fleet vehicle was asked to provide details of these arrangements. In two out of five cases, a maintenance schedule had been devised for the vehicle based on hours of use or calendar months since the previous servicing and a log sheet was provided showing evidence of the last occasion that the vehicle had been serviced. In three out of five cases, a schedule had not been arranged and no evidence of servicing could be provided.

Financial data for the entire special fleet was then scrutinised. The Health and Safety Executive's website (HSE) recommends that agricultural vehicles are serviced according to the manufacturer's guidance, usually occurring at intervals determined by the hours of use or the period elapsed since the previous servicing. The data indicates that half of the special fleet have not received any servicing in the previous three and a half financial years (13/14 to present).

Agreed Action 1.1

Specialist vehicles are operated within services and their safe operation is the responsibility of operational managers. We agree to improve evidence of maintenance records.

Priority

2

Responsible Officer

SM /JS with JW

Timescale

April 2017

2 Maintenance of operational equipment

Issue/Control Weakness

Equipment maintenance arrangements are inconsistent. Maintenance schedules and records of servicing are not always retained.

Risk

Operations are disrupted or staff are harmed due to malfunctioning equipment. Legislative action could potentially be taken against the authority for failing to meet their duty of care.

Findings

Various types of operational equipment are used by authority employees including chainsaws, angle grinders, drills, brush cutters and fire pumps. The maintenance of this equipment is not corporately controlled and it is the responsibility of operational managers in charge of authority sites to ensure that it is serviced. The Provision and Use of Work Equipment Regulations 1998 (PUWER) require that "all work equipment be maintained in an efficient state, in efficient order and in good repair." The regulations recommend that equipment is serviced according to the manufacturer's guidance, usually occurring at intervals determined by the hours or intensity of use or the period elapsed since the previous servicing.

A sample of five operational managers was requested to provide maintenance schedules for the equipment in their care. No schedules could be provided, although two managers stated that they serviced the equipment according to the manufacturer's instructions and retained records of this. However, in all cases, documentary evidence could not be provided from the last occasion when equipment had been serviced.

Agreed Action 2.1

Specialist equipment is operated within services and their safe operation is the responsibility of operational managers. we agree to improve evidence of maintenance records for equipment across all sites and managers.

Priority

2

Responsible Officer

SM /JS with JW

Timescale

April 2017

3 Employee misuse of vehicles

Issue/Control Weakness

There are no consequences for employee misuse of vehicles.

Risk

Increased costs of vehicle repair.

Findings

PDNPA policy specifies that employees are responsible for any fines or penalties incurred while using authority vehicles, however, there are no consequences for employees if there is suspected misuse of authority assets. Whilst it is acknowledged that not all cases of misuse are easily attributable, inclusion of a policy clause should be considered. This could facilitate recovery of reparation costs or promote desired behaviours via disciplinary action.

Agreed Action 3.1

We will include a policy clause to this effect where misuse can be proved.

Priority

3

Responsible Officer

PN

Timescale

April 2017

4 Authorisation of mileage log sheets

Issue/Control Weakness

Mileage log sheets are not authorised by line managers.

Risk

Employees may use operational vehicles for personal use, increasing the authority's fuel costs.

Findings

Mileage log sheets are completed by employees assigned to operational vehicles. Samples of these log sheets are reviewed by line managers so that any unusual activity can be identified and challenged. However, the managers do not sign these sheets to confirm that they are satisfied with the record and it is therefore not possible to identify which sheets have been checked, or if an appropriate level of checking has taken place. The template log sheet does not currently have a field for an authorising signature.

Agreed Action 4.1

The log sheet template will be redesigned to incorporate a statement on vehicle use from the driver and the sheets will be countersigned by the line manager.

Priority

3

Responsible Officer

PN with operational managers

Timescale

February 2017

5 Site key holders

Issue/Control Weakness

Lists of key holders are not in place for sites where authority assets are stored.

Risk

The authority are unaware of individuals with access to sites where assets are stored, leading to potential misappropriation.

Findings

Authority vehicles and equipment are stored at around fourteen geographically dispersed sites. Some of these sites are owned and operated by PDNPA partners 'Severn Trent' and 'United Utilities', therefore, some reliance must be placed on their security arrangements. However, there are no lists of employees with key holding responsibilities for PDNPA owned sites. Not all of these sites are fitted with CCTV cameras and the physical security of assets is reliant upon gate and barrier locks.

Agreed Action 5.1

A list of key holders will be produced for PDNPA owned sites.

Priority

3

Responsible Officer

Property Support Mgr
with Heads of Service

Timescale

April 2017

6 Inventory checks

Issue/Control Weakness

Inventory checks are not completed for all sites where equipment is stored.

Risk

Historical equipment is unknown to authority management and potentially subject to inappropriate storage or theft.

Findings

The finance team undertake an annual inventory review of every known site where authority equipment is stored. This process ensures that assets are properly controlled and that their value is accurately represented in the accounts.

The inventory checks for the 2016 calendar year were compared to a list of sites where equipment is based, provided by the Area Manager. It was found that one of these sites had never received an inventory check, although operational staff confirmed that several pieces of fire safety equipment were stored there. In order to ensure the comprehensive coverage of these checks, the authority need to establish the full extent of storage sites and equipment owned. This can likely be achieved by consulting the Property Team and Area Rangers.

Agreed Action 6.1

The Finance officer responsible for inventory will consult the Property Team and Area Rangers to ensure the inventory list of sites is comprehensive

Priority

3

Responsible Officer

JBSA

Timescale

April 2017

Audit Opinions and Priorities for Actions

Audit Opinions

Audit work is based on sampling transactions to test the operation of systems. It cannot guarantee the elimination of fraud or error. Our opinion is based on the risks we identify at the time of the audit.

Our overall audit opinion is based on 5 grades of opinion, as set out below.

Opinion	Assessment of internal control
High Assurance	Overall, very good management of risk. An effective control environment appears to be in operation.
Substantial Assurance	Overall, good management of risk with few weaknesses identified. An effective control environment is in operation but there is scope for further improvement in the areas identified.
Reasonable Assurance	Overall, satisfactory management of risk with a number of weaknesses identified. An acceptable control environment is in operation but there are a number of improvements that could be made.
Limited Assurance	Overall, poor management of risk with significant control weaknesses in key areas and major improvements required before an effective control environment will be in operation.
No Assurance	Overall, there is a fundamental failure in control and risks are not being effectively managed. A number of key areas require substantial improvement to protect the system from error and abuse.

Priorities for Actions

Priority 1	A fundamental system weakness, which presents unacceptable risk to the system objectives and requires urgent attention by management.
Priority 2	A significant system weakness, whose impact or frequency presents risks to the system objectives, which needs to be addressed by management.
Priority 3	The system objectives are not exposed to significant risk, but the issue merits attention by management.

Where information resulting from audit work is made public or is provided to a third party by the client or by Veritau then this must be done on the understanding that any third party will rely on the information at its own risk. Veritau will not owe a duty of care or assume any responsibility towards anyone other than the client in relation to the information supplied. Equally, no third party may assert any rights or bring any claims against Veritau in connection with the information. Where information is provided to a named third party, the third party will keep the information confidential.

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7. UNDERTAKING PROJECTS FOR MOORLIFE 2020 PARTNERS (MB)

Purpose of the report

The purpose of this report is to ask this committee to approve the continuation of the Authority's work with the MoorLIFE 2020 project partners to deliver projects outside the scope of that project for the duration of it; where this Authority, through the Moors for the Future staff team, will provide a project management role to continue to improve SSSI conditions across the South Pennine Moors SAC.

Key issues

1.
 - The large scale works being undertaken by the Authority through the Moors for the Future Partnership's MoorLIFE 2020 and Private Land projects offer significant opportunities to use existing tenders and contracting arrangements to deliver works in addition to these projects and make use of economies of scale.
 - This is in line with the Business Model, in the Moors for the Future Partnership Business Plan, approved by this Committee.

Recommendations

2.
 1. **That ARP Committee approve in principle working with the MoorLIFE 2020 project partners until the end of the project (29 February 2021) to deliver additional projects outside the EU funded project.**
 2. **That ARP Committee delegates specific projects approval (including signatures of related agreements with partners), to a maximum combined value of £1.5 million in any financial year, to the Director of Conservation and Planning, in consultation with the Head of Law and in agreement with the Chief Finance Officer.**
 3. **That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of an approved project.**

How does this contribute to our policies and legal obligations?

3. This project will directly benefit the strategic outcomes of this Authority contributing to National Park Management Plan 2012-17 Objectives: DL1/ DL3.1 / DL 3.4 / DL 3.5 / DL 4.2.1 / WI 4.3 / WI 4.5 / ES1

These arrangements will also build upon the Authority's good engagement with several major partners (Severn Trent, United Utilities, Yorkshire Water, RSPB, National Trust, Environment Agency and Natural England) who have significant influence over the management of the moorland landscape. Within this partnership, significant positive changes to the nature of the South Pennine Moors Special Area of Conservation have been delivered and will continue to be delivered.

Background

4. The MoorLIFE 2020 project, funded by the EU and water companies, has secured €15,996,416 to undertake capital works, science and communications actions across the South Pennine Moors Special Area of Conservation (Technical Summary attached – Appendix 3). This work is being co-funded by the three water companies within our area of work (Severn Trent, United Utilities and Yorkshire Water Services) and being delivered by the Authority, RSPB, National Trust and Pennine Prospects, with support and advice from the Environment Agency and Natural England.

During the PR14 water company programming period, the water companies also sought funds to deliver the catchment based benefits to their Drinking Water Protection Zones that MoorLIFE 2020 will deliver. This happened at the same time as the MoorLIFE 2020 application was being assessed and meant that, following their price determination, further funds for works were available as the MoorLIFE 2020 project funded 75% of these works. In total, during the bid development, works of approximately £25 million were identified as being required across the SAC, which the water companies have many of the funds secured to deliver. This means that there are significant additional funds available to deliver works that are of importance to the conservation status of the National Park.

5. Since 2004 Yorkshire Water has been delivering vital moorland restoration in the Dark Peak and South Pennines using the Authority, (via the Moors for the Future Partnership), as the project management and delivery agent. From 2010 until 31 March 2015 there was a Service Agreement in place between the PDNPA and Yorkshire Water with committee authority, (Minute Ref 9/11).

YWS has already approached the Authority, through Moors for the Future, and expressed a desire to procure the Authority's services. Moors for the Future would like to be in a position to accept this work on behalf of the Authority, most of which is repetition of works already carried out very successfully in recent years. In addition, works have been already been identified on behalf of both Severn Trent and United Utilities, although they have not yet asked us to undertake additional work for them.

The work requested by YWS impacts on land immediately adjacent to other existing Authority project areas, (e.g. South Pennines Commons Project, Private Lands Project, and most significantly, MoorLIFE 2020), and so there is a clear benefit of synergies between these projects, allowing better value for money and more seamless landscape restoration in the Dark Peak and South Pennines.

6. RMT approved a proposal to work with Yorkshire Water within the life of the MoorLIFE 2020 project to a maximum value of £150,000 (RMT 22/15). However, Yorkshire Water have subsequently come back to us and asked us whether we can undertake additional works on Snailsden, totalling £156,000. This is a site that we are planning to undertake other separate work on through MoorLIFE 2020. The works cannot be funded through MoorLIFE 2020 as the scale of works required across the SAC will require funds from multiple sources. There will be clear demarcation between activities which are being funded by different projects; for example, on this site, grip blocking is being proposed/funded by Yorkshire Water whilst sward diversification is planned through MoorLIFE 2020.
7. Severn Trent, United Utilities and Yorkshire Water are co-financers of the ML2020 project. National Trust, Pennine Prospects and RSPB are Associated Beneficiaries of the project. Natural England and Environment Agency are statutory regulators and Assurance Board members for the project. All of these organisations currently provide core funding to the Moors for the Future Partnership team and have Statements of Intent in place which set out the Authority's relationship with them in respect of the MFFP.

Proposals

8. The ML2020 project partners regularly ask whether the Authority, through the MFF programme team, can manage and deliver works on their behalf, using the economies of scale and efficiencies of landscape scale working that our work programme generates.

We ask that this committee authorises the Moors for the Future programme team to manage and undertake works on behalf of the MoorLIFE 2020 partners outside the current project funding. A maximum value of £1.5 million in any financial year is proposed, with approval for this be delegated to the Director of Conservation and Planning, in consultation with the Head of Law and the Head of Finance and subject to a recognised purchase order from the relevant partner, and an agreed monthly expenditure and invoicing profile, before works commence.

9. This approach would enable the Authority to retain the leadership role that it has with the Moors for the Future partners, which has been critical in maintaining the Partnership since work started in 2002, and has continued to deliver the successes that have occurred across the Dark Peak and South Pennines, as described in the Peak District State of Nature report.

Are there any corporate implications members should be concerned about?

10. **Financial:**
As the Authority may be required to hold contracts for each project, our proposal is that these would not exceed a total project spend of £1.5 million in any given financial year. Works completed will be invoiced promptly in line with the agreed works profile and the cash flow implications will be limited. The partners are not considered to be a debt risk in respect of their creditworthiness. The Head of Finance will monitor the cashflow impacts of the cumulative programme and will consider whether financial progression of approved projects in hand is satisfactory before approving any further project requests delegated under this proposal.

Purchase orders will be obtained from the partners for all contract costs and management fees prior to the Authority engaging a contractor for any works.

Management fees will be recovered immediately following the completion of a contract.

Cost allocations will be done promptly and accurately using existing allocation methods to ensure that project recharges are done correctly and in a timely manner, ensuring that only eligible expenditure is charged to each individual project; this is particularly critical for the MoorLIFE 2020 project.

Should further work be requested beyond this value in any given year, separate authorisation from Committee will be sought.

11. **Risk Management:**
Please see attached the Risk Assessment, to be included in the Moors for the Future Operational Plan for 2017/18. This identifies that lack of engagement with partners is a significant risk to further delivery of projects by the Moors for the Future programme.

The Director and Head of Programme Delivery will ensure that there is capacity within the Moors for the Future programme team to complete the work. The team delivers projects as a programme and the ability to approve projects alongside other major projects means that they can be slotted into that programme, and we can therefore reduce the number of tenders that need producing. We have the ability to bring in casual workers to help with the supervision of works on the ground and this can be undertaken very quickly. If we miss a matching project delivery slot, it is much more complicated to undertake these projects.

We do not envisage additional staff requirements at the moment (outside our existing pool of casual workers) however, that will be evaluated as part of our on-going

programme management, with any new posts being funded on an at-cost basis through agreed project management fees.

Projects will be managed according to our Project Management toolkit, using the skills of our current project managers, ensuring that the synergies of delivering complementary projects can be realised.

12. **Sustainability:**

Protection of the peatlands of our core work area is a key part of protecting land based carbon, which internationally has the potential to have a huge impact on climate change. In addition, the ecosystem service benefits of our blanket peat work is well known, reducing the risk of flooding, improving water quality and improving the landscape, so highly valued for recreation.

From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Business Plan 2014-2020 (Appendix 1). Undertaking additional projects for our partners, building on work which is already being done, is a key part of our business model and has allowed massive improvements to the landscape and conservation of the Dark Peak and beyond. Creating synergies between projects is a key component of the sustainability of the Moors for the Future programme.

13. **Health and Safety**

All projects will be managed as currently, in discussion with the Authority's Health and Safety Officer. This includes use of Construction (Design and Management) Regulations, where applicable.

14. **Background papers** (not previously published)

None

Appendices:

Appendix 1 – Moors for the Future Business Plan 2014-2020

Appendix 2 – MFFP Risk Assessment 2017/18

Appendix 3 – MoorLIFE 2020 Technical Summary

Matthew Buckler, Programme Manager, Conservation and Land Management, 12 January 2017

Moors for the Future Partnership

Business Plan 2014 -2020



Authors: C Dean, S Davison, M Buckler, J Walker, L Turner

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Glossary

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Appendix 3	Members of the Strategic Management Group in 2014
Appendix 4	The Market for the Moors for the Future Partnership
Appendix 5	Moors for the Future Partnership Organisation Chart

1 Executive Summary

The Moors for the Future Partnership is an organisation with a proven record of instigating and delivering landscape scale projects across the moorland landscape of the Peak District National Park and South Pennines Special Area of Conservation, within the timescales and budget required.

Lord Smith, (Chair of the Environment Agency), said, while visiting the Moors for the Future Partnership offices in Edale, 24/05/13:

“The Moors for the Future Partnership programme is a wonderful example of how you can achieve a range of really important environmental objectives all within the same programme”.

The Partnership has grown in size over time and also in knowledge and understanding of the needs for upland restoration. The need to continue the work to conserve this landscape, both for its unique biodiversity and for all of us who live work and visit it is as important today as it was in 2003 when the Partnership started its work. Our understanding of the need to manage the ecosystem services of uplands areas (e.g. water catchment and flood prevention) has grown during this time making the priority for action even more important than it was in 2003.

Funding for the Partnership is never secure and this document clearly identifies the resources required to continue this important work and why Moors for the Future Partnership is the most appropriate mechanism to further this important work.

Through meeting ecosystem service, social responsibility and water-catchment objectives the partnership has a strong case for continuing to protect the previous years of investment and building long-term upland solutions for the future of the partnership.

2 Introduction

This Business Plan aims to set clear working boundaries and business practice for the Moors for the Future Partnership (MFFP), including resourcing the core team. It examines the likely future scope of work and customer base for the partnership, to understand the necessary level of resources needed to operate the partnership up to 2020 and identifies our approach to sourcing those resources.

2.1 Who we are

We are a partnership of a range of stakeholders engaged in conserving and improving the land management of the uplands in the Peak District and South Pennines, led by the Peak District National Park Authority (PDNPA).

The Partnership was established in 2003, with the backing of the Heritage Lottery Fund, to restore the blanket bog landscape of the Dark Peak. 200 years of extreme atmospheric pollution in addition to catastrophic wildfires had left behind the most degraded upland landscape in Europe. With several square kilometres of completely bare peat, and virtually all of the Dark Peak moorlands suffering from poor ecological quality, no single organisation was able to tackle these issues.

For 10 years (to 2013) Moors for the Future Partnership has led global innovation in moorland restoration and shared our experiences and learnings with other leaders in conservation management of upland areas across the UK and as far afield as Tibet and the Falklands. Our position in terms of knowledge of the uplands of the South Pennines and Dark Peak is second to none.

2.2 What we do

We develop and implement innovative and sustainable land management in the uplands on a landscape scale, combined with cutting edge, integrated science. We have a particular interest in the restoration of the degraded blanket bog landscape of the South Pennine Moors Special Area of Conservation (SAC site).

We develop initiatives to increase public interest and awareness of the uplands of the Peak District and South Pennines.

We are the main delivery mechanism for capital projects, within our working area, for the PDNPA and many of our partners. The Partnership enables delivery of significantly larger projects than partners would be able to do individually.

We carry out landscape-scale science projects evidencing the impact of our land management operations and supporting the innovation of new land management solutions. Often in collaboration with academic institutions, we integrate these projects to maximise the potential value of our science programme. We openly share our scientific techniques and findings. We also provide a valuable service support the upland scientific community through advice, support and data provision. As an organisation we provide advocacy for the conservation and sustainable land management across the regions uplands. We are a respected voice, frequently consulted on upland evidence and management initiatives. We positively represent the uplands, our region's uplands and our partnership organisations and their interests at the many regional, national and international initiatives, workshops, consultations that we attend on behalf of our uplands and Partnership. We have proved to be capable and successful in raising funds to initiate new projects and this business plan shows how the resource for this important work will be developed and managed in the period up to 2020.

In recent years, the effects of the wider environment on human life have been brought into sharper focus. Concerns about climate change; alongside the increased knowledge about the potential critical carbon storage along with improving water quality potential by putting the landscape into excellent ecological condition, has provided further impetus to continue this important work. Our extensive experience gives us the ability to provide land management advice to landowners and policy makers (e.g. sound scientific understanding of their catchments for water companies).

2.3 Where we operate

Our core area of operations is the South Pennine and Dark Peak moorlands and associated habitats. There are approximately 650 km² of moorlands protected within the South Pennine Moors SAC; within the Peak District there are 546 km² of moorlands (from section 3 mapping) of which 111 km² are unprotected¹.

As most of this land is privately owned, we work closely with land owners and constantly seek innovative ways of involving them and seeking their advice.

We also provide help, advice and support globally, when we can.

¹ MFF (2005) A vegetation survey of non-SSSI moorlands in the Peak District. Moors for the Future, Edale.

2.4 Our Vision and Objectives

VISION

“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.”

OBJECTIVES

1. Awareness Raising

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

2. Conservation Management

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

3. 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. Context within which we operate

3.1 Status of the environment within the South Pennine Moors SAC

Condition status of SSSIs

The UK is one of the top 20 countries that contain 92% of the world's peatland soils. In the uplands of England this is in the form of blanket peat, the majority of this is found in the Pennine chain between Edale and the Scottish border. The southern reaches of this upland peat landscape represent the most degraded upland peat in the world. This follows 200 years of atmospheric pollutants from the past heavy industry of the North of England and a succession of summer wildfires.

In the South Pennine Moors SAC, there is 226 km² of SSSI (Site of Special Scientific Interest) blanket bog of which 88% is in Unfavourable condition; 83% is in Unfavourable Recovering condition (with plans in place to address failing condition) and just 11% is classified as being in Favourable condition. The Government has Public Service Agreement (PSA) targets to have 50% of the SSSI area in favourable condition by 2020². A major role of this business plan is to identify the resources required to meet this target.

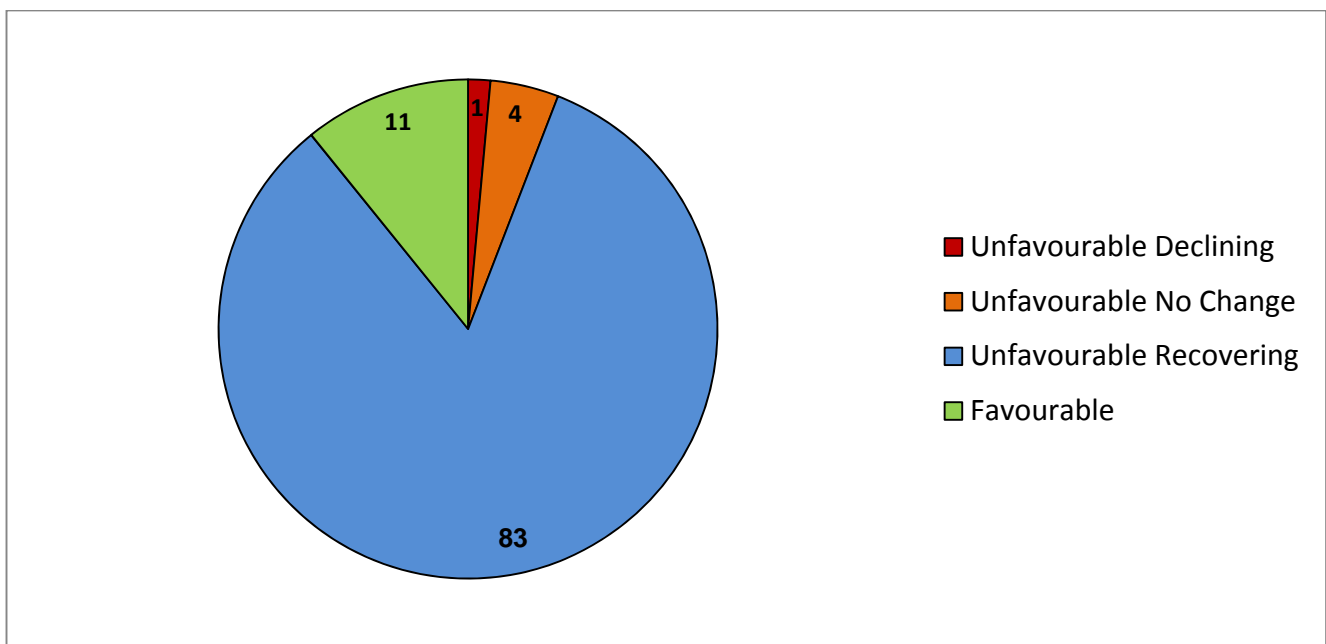


Figure 1. Condition status of SSSI units within the South Pennines Moors SAC (approximate %)

Condition of water bodies with blanket bog catchments

The South Pennine Moors SAC is contained within 94 water body catchments. Of these, just 18% are achieving good overall status; while 9% have a target of achieving good potential / status by 2015

² Spotlight on SSSIs: Working towards the goals of Biodiversity 2020

and 73% have a target of achieving good potential / status by 2027 (Water Framework Directive targets).

Bare peat

Within the moorlands of the Peak District National Park alone, in 2005 there were an estimated 19 km² of bare peat³ which were at risk of erosion and therefore a potential source of carbon. Research has determined that bare peat sites are net sources of CO₂, whilst stabilised and intact sites are net sinks of CO₂⁵. Re-vegetation of peat has been shown to reduce peat loss (particulate organic carbon) from bare peat areas by up to 97%⁴. Gully blocking is a priority as bare gullies are the largest sources of CO₂ emissions compared to flat / interfluvial areas⁴ while stabilised gullies are the largest sinks of CO₂⁵.

Vegetation

There are 65 km² of acid grassland (dominated by purple moor grass (*Molinia caerulea*) and mat grass (*Nardus stricta*) in the moorland of the Peak District National Park¹ and 73 km² of bracken (*Pteridium aquilinum*) in the moorland of the Peak District National Park¹.

Extensive stands of purple moor grass, mat grass and bracken tend to have low diversity and conservation value and therefore prevalence of this vegetation can be a reason for SSSI moorland habitats failing to achieve good condition status on SSSI. Land management intervention is therefore required to address this issue.

Bracken can be of high nature conservation value providing an important habitat for breeding upland birds and invertebrates; however, there are a range of reasons for controlling bracken including: *Stock management* – bracken reduces the actual area available for grazing and may therefore increase grazing pressure on adjacent areas;

Health - bracken produces carcinogenic spores and may also contaminate water supplies;

Biodiversity - bracken is vigorous and can invade other habitats.

Clough woodland

The Peak District National Park Biodiversity Action Plan calls for protecting the existing 1300 hectares of upland oakwoods, restoring 500 ha of conifer plantation and other degraded woodland to upland

³ Chapman, D.S., Bonn, A., Kunin, W.E. and Cornell, S.J. (2010) Random Forest characterization of upland vegetation and management burning from aerial imagery. *Journal of Biogeography*: 37, 37–46.

⁴ Worrall, F. & Moody, C.S. (in review) The rate of turnover of DOC and POC in streamwater – including diurnal cycling in short-residence time systems.

⁵ Dixon, S.D., Qassim, S.M., Rowson, J.G., Worrall, F., Evans, M.G. Boothroyd, I.M. and Bonn, A. (2013) Restoration effects on water table depths and CO₂ fluxes from climatically marginal blanket bog, *Biogeochemistry*

oakwoods and creating 500 ha of upland oak woodland on other habitats. Over 450 ha of woodland creation have already been developed for the Upper Derwent catchment, with significant areas possible in the other catchments within the Dark Peak, South-west Peak and South Pennines.

3.2 Market need

The degradation and poor ecological quality of large swathes of the Dark Peak and South Pennines, combined with a drive from many sources to do something about this, has created a large body of work which straddles many ownership and organisational boundaries; a partnership approach is an ideal solution to tackle this issue.

There is estimated to be a market for the next 30 years (based on the experience of progress over the past 10 years) in fulfilling the restoration vision of the major policy organisations interested in this landscape. The present condition of this landscape is a very obvious environmental catastrophe and providing or sourcing funding for rescue and restoration is a priority for many organisations and is the driver behind this business plan.

There is also a market for the gathering of evidence and monitoring this landscape to provide better understanding of its worth to the surrounding population. The Peak District Moorlands are recognised as an ideal case study for this type of research and the market into the foreseeable future is expanding. [As our blanket bog is at the edge of its climatic range - impacts of climate change here is likely to be analogous to what may happen to areas further north and so learning here is valuable and transferable].

There is a further proven market (simply on the basis of visitor numbers) for the interpretation and application of science in this field and for the important role of awareness raising and improving the understanding for our vast numbers of visitors to help protect these areas through sustainable recreation, responsible tourism and resource use.

The market for funding this work has been demonstrated over the past 10 years by a variety of successful bids for funding. Even after the global financial crisis started the strong trend of investment has continued with large business development successes such that £4.7m has been brought into the Partnership during 2013.

Appendix 4 provides more analysis on the market available to this Business Plan.

3.3 Working scope

The Moors for the Future Partnership delivers projects that fit within our objectives, predominantly on behalf of our partners, and where the scope meets the strategic fit of the PDNPA. Involvement in delivering practical work on the ground predominantly takes place within our core working area, which is the South Pennines SAC site. Practical work outside the core working area is considered on a case by case basis against the Vision and Objectives of the Moors for the Future Partnership, and with PDNPA corporate approval. Further information on the geographical and topical scope of the partnership is available in Appendix 1.

Science and awareness raising projects, communications and advisory work (such as giving land management advice) occurs beyond the core working area, in the communities and organisations surrounding this area and beyond.

3.4 How we do business

We are a not for profit organisation that works with multiple partners, and seeks funding to develop, project manage and deliver projects that maximise synergies and bring economies of scale benefits to ensure the maximum amount possible is spent on protecting the landscape and environment of the Peak District and South Pennines. Where we do make a surplus, it is put back into the partnership.

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. Currently there are several routes for the generation of projects and the subsequent funding to support these:-

1. Calls for grant submissions which meet the requirements of the Vision and Objectives. We have been very successful in securing funding from a range of grants (e.g. Heritage Lottery Fund; EU LIFE+; Defra grants) and will continue to submit grant bids in two ways:
 - a) On an ad hoc basis as opportunities arise, where we are made aware of a funding opportunity;
and
 - b) In a planned way, as bidding can be a significant project in itself (e.g. LIFE+ and HLF projects).
2. Requests from other organisations to join a bid that they are making.
3. A request from a funding partner to initiate or deliver a piece of work. This has been a significant source of funding for the MFFP team (for example, we have undertaken significant works with Natural England (NE) through the NE Conservation Plans and Private Lands Projects, developing and

delivering agri-environment schemes across the Peak District and South Pennines and have also undertaken a very large number of science projects with the Environment Agency);

4. A call for tenders to deliver a project which also meets the Vision and Objectives. This will become more significant as time goes on, because of the rules that govern European wide corporate procurement. We currently deliver services for our partners and clients and they will have to procure these in accordance with the rules set out in the Journal of the European Union (currently for Service contracts worth over approximately £350,000). We will submit tenders to deliver projects, as requested by partners, if they fit within the MFFP Vision and Objectives;

5. An identified need generated from within the staff team itself, with funding sought from suitable streams, whether from an existing partner, an identified new project funding partner or known funding pathway.

6. Charitable trust options – the opportunity of making use of a charitable trust to assist with grant bidding has been successful in the past (Catchment Restoration Fund with National Trust as the bidder) and will be taken advantage of if an appropriate opportunity arises.

7. Voluntary offsetting, Payments for Ecosystems Services and corporate social responsibility – restoration and management of the peat landscape has the potential to raise funds, both from existing partners and other organisations that have corporate social responsibility policies. The Carbon Code, which is being developed by the IUCN Peatland Programme will provide a future vehicle to realise this potential and we are working with the IUCN Peatland Programme to develop this.

3.5 How we work

Work is directed through a Core Partnership Team consisting of three Programme Managers that lead the teams delivering each of the Partnership's Objectives plus a Programme Office Manager, whose role is to manage the resources of the Partnership as a whole; this core team is led by the Partnership Manager, who is the key point of contact for the Strategic Management Group.

Project Managers and other project staff are recruited to specific projects as necessary with their employment terms tied to the project. This is supported by a flexible team of casual staff and volunteers.

The acceptance of all new projects is managed and tested through the scrutiny process for adopting new projects onto the programme. This scrutiny process is key to ensuring a robust process manages the acceptance of new projects (see Business tools in Appendix 2). However, for works within the

core working area, the presumption will be that we can undertake projects on preparation of a suitable business case and project plan.

Once a project is agreed it will have a clear management structure, dependent on the size and complexity of the project.

All projects will be managed through a tried and tested project management process using our Project Management Toolkit, which forms the governing document for a project and may be in addition to other governing documents such as a grant agreement.

3.6 Governance

Business decision making - The Partnership is not a legal identity but is part of the Peak District National Park Authority, funded through various partners – Government, non-Government Organisations and commercial companies. Business decision making is taken by the National Park Authority, which provides a robust local government framework as all procedures follow PDNPA policies and Standing Orders. Our business is both financially limited and financially supported by this context as legislation such as the Local Government Act sets much of our working practice.

Strategic decision making - The Moors for the Future Partnership Strategic Management Group (SMG) makes the strategic decisions for the Partnership and is made up of representatives of significant organisations with an interest in our core working area. It is chaired by a senior officer of the PDNPA and generally, the organisations that sit on the Strategic Management Group fund projects or contribute resources to cover the core business activities. The membership of the SMG is governed by the SMG Terms of Reference (Appendix 3). The SMG meet 5 times per year to give strategic direction to the Partnership team; current members are listed in Appendix 3.

Project groups manage individual projects; these generally consist of the project's contributing partners, facilitated by the nominated Moors for the Future Project Manager for that project.

The Core Partnership team are employed by the Peak District National Park Authority.

There are currently (in 2014) 23 full and part time staff and 83 casual workers working for Moors for the Future. An organisation chart is shown in Appendix 5.

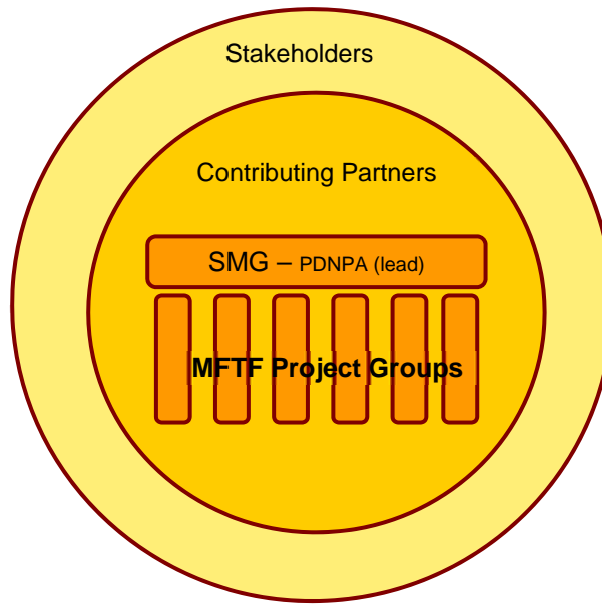


Figure 2. Moors for the Future Partnership structure

3.7 Financial management

Cash flow is provided and managed through a robust process within the Peak District National Park Authority. This cash flow facility is a major important factor in the success of Moors for the Future. Most projects require upfront funding which is then reimbursed on the presentation of invoices.

3.8 Other organisations working in conservation of the South Pennines and Dark Peak

Many of our partners also undertake similar moorland management work in this area, usually on a smaller scale, on their own properties. This includes private moorland owners carrying out management activities to promote grouse production or other agricultural production. It also includes moorland management work delivered independently of MFF by our partners over their own land ownerships;

- RSPB moorland restoration works at Dovestones in partnership with United Utilities who own the site
- National Trust across their High Peak estate and Marsden Moor estate
- Eastern Moors Partnership across PDNPA and Sheffield CC land led by National Trust and RSPB
- PDNPA across its moorland estates
- Pennine Prospects and its partners

More recently, a new partnership, The Pennine Peat Partnership, has been formed to act as a strategic body covering the area to the North of the River Calder. This will cover works of the

Yorkshire Peat Partnership, the Lancashire Peat Partnership and other bodies north to the Scottish border. There will be a “fuzzy” boundary between this and the MFFP operating area in the South Pennines. This body is largely complementary to the work being undertaken by MFFP as it puts the whole of the Pennine moorlands on a more strategically important footing. There is however a need to work closely together on income generation as we are all likely to approach the same major funding schemes. The MFF partnership manager has a seat on the Pennine Peat Partnership Steering Group with a reciprocal arrangement for their representative on the MFFP SMG.

3.9 The role for Moors for the Future

Professor Sir John Lawton, (author of a major government review of the UK's wildlife and habitats in 2010, which called for the creation of 12 huge "ecological restoration zones" – a recommendation endorsed a year later by the Government's Natural Environment white paper) said, while visiting Holme Moss, a Yorkshire Water site being restored under the MoorLIFE Project in October, 2011 :

“You win in terms of water quality, you win on carbon, you win on landscape, and you win on wildlife conservation”.

A ten year proven track record of delivery on the ground and leading innovative, creative land management, linked with robust procedures and governance structures, gives us a leading edge in terms of ability to deliver at all scales, effectively and providing value for money. We are a not-for-profit partnership that acts as an independent intermediary to deliver across partners, projects and boundaries, enabling work to be carried out for the benefit of all.

Our extensive annual programme of capital works ensure that economies of scale are realised, effectively reducing the costs of individual projects. Our network of suppliers and contractors are highly skilled and equipped for specialised moorland restoration works. This enables difficult and unusual tasks to be completed on time, to budget and with a successful outcome.

Having worked with key partners for over 10 years, the team have in-house knowledge of protocols, health and safety requirements, reporting procedures and site authorisation processes for each partner / customer, ensuring efficiency in setting up and delivering projects.

Our extensive knowledge base is shared with all interested communities: national and international conservation communities through conferences, forums and through www.moorsforthefuture.org.uk , locally and nationally through many forms of media including television radio and press and through a variety of workshop and seminar events.

With the backing of the PDNPA, we have access to a very large team of skilled staff offering on the ground practical support as well as expertise and creativity across land management, science, communications, fund-raising, and project and contract delivery, as well as the significant cash flow benefits and sound governance of a local government organisation.

4. Where we are Now

Achievements to date:

Since 2003 MFFP has focused on stabilising the highest priority areas of bare peat, an area of approximately 1500 hectares, within a much larger area of damaged and degrading blanket bog. However, significant additional treatment is required to bring all of these areas into Favourable condition and to protect the works undertaken into the future.

We have also begun treating small areas of bare peat and peat pans; this is an extensive issue in the Peak District and in the South Pennines to the north of the National Park.

Over the past 10 years in excess of £20 million of work has been directed through the Partnership and our key achievements under our objective areas include:

1. Awareness Raising

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

- Creation of the £1.2 m Moorland Centre at Edale, which receives and engages 38,000 visitors per annum.
- Built the Moorland Discovery Centre on the Eastern edge of the Peak district, a classroom that welcomes and engages with 2,500 school groups and 5,000 community events per annum.
- Delivered a national award winning Paws on the Moors campaign to help keep dogs under control on moorland (winner of Kennel Club award & Association of Environmental Interpretation award).
- Online delivery of moorland educational materials: teachers pack, lesson and assembly plans for primary and secondary schools and videos.
- Continuous regional, national and international press, TV and social media coverage and representation at peatland forums and conferences on moorland issues.
- Series of 17 audio trails to bring people closer to the sounds and heritage of the moors through stories, song and informed guides. Commended at the Council for the Protection of Rural England (CPRE) ‘Countryside Awards’ where they were particularly praised for ‘their positive attempt to engage with a younger audience’. Over 3000 downloads to date.

- Thirteen interpretation boards installed at key moorland visitor sites in the Peak District and South Pennines.
- Created Moor Memories oral history archive, a collection of moorland stories from residents, farmers, gamekeepers, ramblers and local history groups with free access.
- Over 10,000 volunteer hours contributed.
- Shared moorland management expertise and advising peatland restoration projects in the UK, Europe and as far afield as Tibet and the Falklands.
- Set-up Firewatch and fire-awareness programme in the Peak District including interactive exhibits to educate visitors to the National Park of the risks and dangers of wildfires.
- Online sharing of knowledge via website www.moorsforthefuture.org.uk including research papers, restoration techniques, news items, gallery of photos and videos. Achieving number of web visits 25,000 (17,500 unique visitors) and over 2,000 Twitter followers: @moorsforfuture and over 300 likes on facebook page: moorsforthefuture.
- Built over a hundred long-term relationships with landowners, tenants and community groups to promote understanding of moorlands and land management options.
- Secured HLF funding and trialled and established proof of concept for a new citizen science programme in the Peak District – getting volunteers to record data which will feed into national climate change initiatives.

2. Conservation Management

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

- Undertaken the initial treatment of 2,700 hectares (ha) of severely damaged blanket bog including 1,005 ha of bare peat stabilisation. This is approximately 57% of the total requiring treatment, although further works will be required on much of this area.
- We have investigated and devised techniques for the development of a sward of Sphagnum mosses, with beads applied to 1,400ha (14 km²), approximately 3% of what is required.
- We have worked directly with six of the 13 private moorland landowners within the Dark Peak and have plans in place to work with another five, in addition to the major landholders who constitute the MFFP partners.
- Constructed 13,260 stone, timber, plastic and peat gully blocks, blocking approximately 119km of gullies.
- Undertaken 29,050 metres of grip blocking in the core project area, together with advising Northern Ireland Water on schemes at Dungonnell bog.

- Over 82 km of fencing and walling completed.
- 20 ha of clough woodland planted, with 460 ha proposed for planting by others.
- Constructing 22 km of upland paths for walkers and riders.
- Diversifying over 500 ha of species poor habitats through the addition of dwarf shrubs; a significant area of future work.
- Undertaken 56 ha bracken control.
- Cleared 13 ha of invasive rhododendron.

3. 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”

- Delivery of five landscape-scale monitoring surveys including breeding birds, footpath condition, visitor attitudes, condition status of non-SSSI moorlands, map of vegetation cover.
- Delivery of nine landscape-scale monitoring projects evidencing the impacts of blanket bog restoration on biodiversity and ecosystem service provision, including water quality, flood risk mitigation, economics, cultural services.
- Delivery of 17 externally funded science projects ranging from water catchment characterisations (STWL) to maps of ecosystem service provision (Defra) to wildfire risk mapping (Pennine Prospects) to prioritisation of restoration priorities (NE); to knowledge exchange of moorland wildfire issues (NERC/ERSC).
- Supported and collaborated on seven PhD studies.
- Provided research grants to over 40 projects addressing key moorland conservation and management issues.

Current work

We currently (in 2014) have approximately 20 land management, science and communications projects in progress, with a value of £4.7m. The current work is detailed each year in an Operational Plan which includes:

- Details of all the current projects in that year, the value of these and the contribution to these projects by individual partners.
- The target dates for completion of the projects running in that year.

- The balance of business in that year to show how all the costs of the programme are being met.

The Partnership has grown over the years as the graph below illustrates:

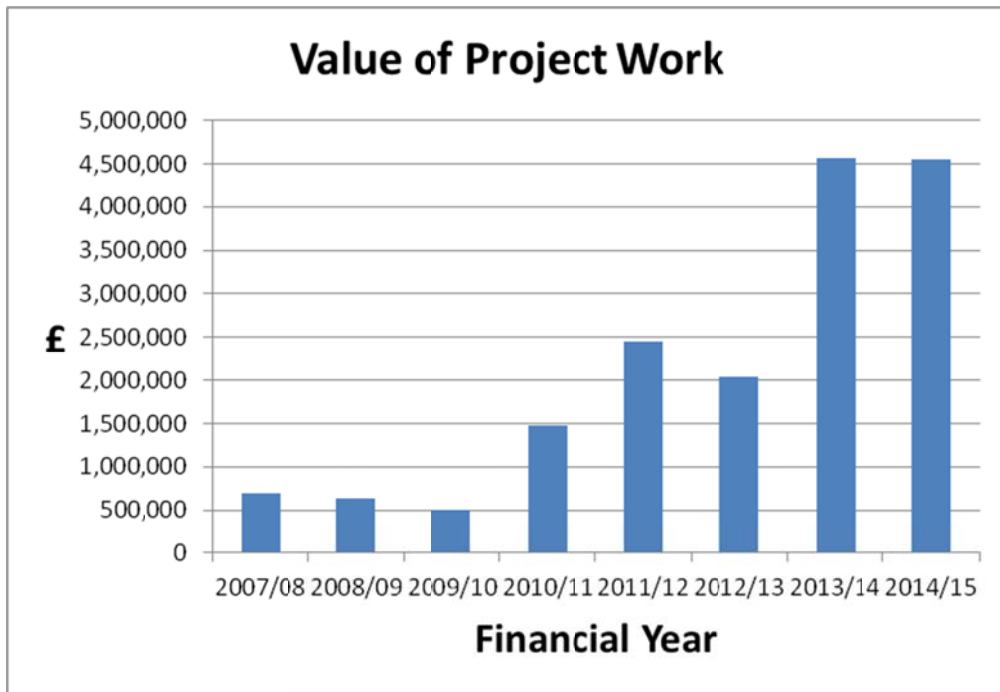


Figure 3. Value (£17m) total of Project Work (Actual to 2012/13, anticipated 2013/14 onwards)

5. Forward Planning

Annual details are provided in the Operational Plan while the longer term Vision and Strategy to 2020 will be produced in 2014. The anticipated programme below summarises the expected work areas to 2020.

5.1 Anticipated work programme to 2020

The Partnership has been restoring the SSSI blanket bog since 2003, prioritising stabilisation of the extensive areas of the contiguous bare peat on the Bleaklow, Kinder and Black Hill Plateaux. However, this represents just the initial restoration 'phase' (with MFFP currently undertaking research and development of the next phase in the restoration of these areas) with further intervention required to achieve Favourable Condition and protect / enhance ecosystem service provision. There are also extensive other bare peat restoration issues to be addressed, as well as other restoration issues including purple moor grass and bracken dominated areas on blanket bog. In addition, upland habitats other than blanket bog, habitats that co-support or buffer blanket bog, require urgent conservation attention, including clough woodlands, in-bye land and upland hay meadows. More specifically our work in a broad sense towards 2020 will focus on;

- Plans to roll-out the citizen science programme across our wider geographical scope as well as incorporating and seeking funds for citizen archaeology project. This will require greater online investment and support to manage volunteers and administration of data sets and volunteers and community groups.
- Developing communication package as part of the new LIFE bid.
- Building on the success of the Firewatch and MoorLIFE Fire-awareness programmes and develop and support further the FOG group in the Dark Peak and South Pennines through developing joint bids with the fire authorities.
- Continuing to work with water companies to look after their Moorland catchment land, to improve the quality of the water that flows into their reservoirs and boreholes, and make their treatment process more cost-effective and developing a communication campaign to connect people, moorlands and water through a 'Moor Water' campaign targeting land owners, visitors and school children. A range of media and emerging technologies will be used engage with younger audiences.

- Continuing to investigate and seek investment for web and online development including:
 - Responsive web design for tablets and smartphones.
 - Online stakeholder database to improve web interactivity and update and improve MoorNEWS; stakeholder quarterly newsletter.
 - Social media campaigns to proactively engage with new groups and key influencers.
 - Online forums for volunteers.
 - New technologies and ways of reaching new and existing target audiences e.g. smartphone technology.

- Continuing to build and invest in partner relationships and communication plans to increase reach and raise the importance of moorland issues and its impact on people and place.

- Delivering projects with all of our partners, in both an ad hoc and planned way. One of the unique selling points of the MFFP team is our responsiveness to deliver projects quickly and efficiently.

- Working with water companies on future works resulting from the AMP6 proposals based on the outcomes of the PR14 determination, including:
 - the restoration plan for Severn Trent Water for AMP6, which includes significant bare peat restoration, grassland diversification and gully blocking works, with extensive sphagnum application. There is also a significant area for clough woodland planting.
 - works for Yorkshire Water. There is a significant body of work to be delivered on their owned and non-owned catchments, which we have identified as part of our current delivery of their SSSI Recovery and Non-owned Catchment projects, which we are currently tendering for in partnership with the Pennine Peat Partnership.
 - works with United Utilities to ensure the continuing restoration of the early works on their ownership and delivering further works for AMP6.

- Working with Natural England to deliver the Biodiversity 2020 strategy by delivering bigger, better, more joined-up habitats at a landscape scale and to bring individual private landholdings into favourable condition.

- Continuing to integrate our works, maximising the returns from the partners' investments by creating synergies between projects and delivering activities across the programme as a whole and using our awareness of other projects to bring in additional funding.

- Development of real-life benefits of land management intervention on biodiversity and ecosystem service provision from all available data, including:
 - Impact of blanket bog restoration on wider biodiversity.
 - Understanding the carbon benefits of moorland land management.
- Maintain monitoring of restoration sites to evidence long-term effects of land management on biodiversity and ecosystem service provision to understand the long-term impacts of our initiatives.
- Research and Development including:
 - restoration / rehabilitation of moorland and supporting habitats.
 - Future land management of moorland and supporting habitats.
- Major project bids to large funding opportunities such as the EU LIFE and Heritage Lottery programmes.
- Exploring business development via:
 - voluntary carbon and biodiversity offsetting. We consider that Payments for Ecosystem Services (PES) will be a significant source of funding for peatland restoration (the rationale behind this is given in appendix 4).
 - selling advisory and management services including producing a prospectus for various clients (see appendix 2 in Business tools).

Based on the above the present buoyant market needs a flexible project and contract managing team with an ability to respond quickly to request from partners and opportunities.

5.2 Strategic actions required to deliver the work programme

Although contributing partners either match fund or fully fund projects, or contribute resources to cover the core business activities, due to the public sector operating nature of the Partnership, it is not possible to build up working capital or a profit margin. This presents a challenge in generating funds to invest in business development - it is difficult to 'speculate to accumulate' - within this public sector structure in the way that a business would, whilst we are at the same time expecting the Partnership to operate as a cost neutral business. Subsequently, a key challenge is managing the shifting resource and buffering against unforeseen circumstances. The proposed business model in Section 6 aims to address this issue.

The business tools in Appendix 2 are the critical instruments required to deliver the strategic actions particularly the prospectus to be put in place for different types of partner (e.g. one for corporates and one for private land owners etc). These will target the benefits of working with MFFP to specific partners.

Corporate Support Requirements

Corporate support is provided by Peak District National Park Authority and covers Human Resources, Financial, Legal, Property and Customer Services. Resources provided are considered sufficient for future operations.

6. Business Model

6.1 Staffing structure

The staff for Moors for the Future Partnership consists of:

- Permanently employed staff: the Partnership Manager and 4 specialist Programme Managers who develop business through grant bids and working with partners.
- Contract staff: Project delivery teams who deliver the projects and report to a Programme Manager. Contract terms are limited by the resources available from the projects.

6.2 Core funding

Since 2007 (the end of the original HLF project) when MFFP began a model of partner contributions, the team have been successful at securing core funding to balance the outgoing costs of wages and establishment costs.

Year	Programme Management Cost (£)	Core Funding (£)
2008/09	199,271	197,292*
2009/10	183,636	203,643
2010/11	207,357	199,988*
2011/12	189,013	175,365*
2012/13	200,791	200,836
2013/14	254,585	147,152*

* Where there has been a shortfall, the costs have been covered through project contribution

Of the 14 regular partners in the Partnership, 5 core fund the Partnership, generating, in 2013/14, £147k.

The table below shows the estimated costs for programme management to 2020.

Year	Amount (£)
2014/15	259,500
2015/16	260,500
2016/17	263,000
2017/18	266,000
2018/19	268,200
2019/20	270,000

In a reducing funding arena, all partners find difficulty in funding outputs not attached to their direct business concerns so there is an expectation that core funding may reduce from some of the current partners over time, leaving a higher proportion to be funded through project delivery.

This leads to an increased risk for the continuation of the Partnership as funding for the permanently employed staff (core team) is essential for programme management and developmental work.

In addition, previous core contributions have varied widely between partners with no discernible difference in service related to contribution; this model aims to differentiate between core funding partners who reduce the financial risk on the National Park Authority and the Partnership.

6.3 Principles of funding

1. Funding for the Partnership is resourced from a combination of:
 - a. Core funding from some partners
 - b. Project funding for specific projects
2. All projects will be fully funded from the budget for that project (including staff, equipment, overheads, delivery).
3. If the project is for a partner who does not contribute core funding, a programme management cost will be applied. This will be clearly set out and agreed before project start date. See below for details.
4. For large grant streams (HLF and EU LIFE for instance), the maximum amount allowed for staff costs is set by the grant body. MFFP will therefore assess the level of support which can be supplied for the funds available rather than considering what resources are needed.

Annually, when we produce the Operational Plan, the Programme Office will produce a calculation to provide the income to fund the operational plan. This will be calculated using all of the four income methods which are described below. The run of these methods below is based on the expectations for 2014/15 in order to raise the necessary Programme team costs of £259,500 for that year. Please note that the figures will change as each operational plan is produced as the nature of work and resources to support this will change year on year.

6.4 Funding propositions

A combination of 4 income methods, summarised below and detailed in appendix 2, is considered to be the most effective way of securing the financial stability for the Partnership.

6.4.1 Income Method One - Core contributions from partners

Although previous contributions to cover core costs have at times been in excess of £30,000 per partner per year, a steer from partners has identified that the annual partner core contribution be reduced to £15,000, with the PDNPA continuing to contribute £88,000 each year. A partner would be expected to sign a Statement of Intent (see Appendix 2) for a minimum of 2 years as a core funding partner. Previously this model was the sole source of funding for the programme team but in this reduced form contributions from projects will also be required to support the Programme Team costs.

Benefits: the cash flow risk to the PDNPA is lessened; provides a degree of commitment from partners; clearer partnership working rather than client/ supplier focus. Partners will have reduced programme management costs applied to their projects.

6.4.2 Income Method Two – Overhead Charge

A charge will be levied on each project to support programme management costs. Most projects employ staff to service the project and so it is appropriate to fund some of the programme costs from this source.

The model will be:

- For a project funded post: £5,000
- For each duty undertaken by casual staff: FTE of the above cost

This model will be phased in for new projects.

Benefits: costs applied relative to the number of staff required to service the project which roughly equates to the support time required from the programme team.

Drawbacks: projects with high value but low (or no) staff input do not have appropriate levels of programme management overheads recovered. This explains the reason for income method 3.

6.4.3 Income Method Three - Full cost recovery on projects

This method will involve a separate assessment prior to project start up using the models below in combination and finance generated by the previous 2 methods to recover all the project costs.

- **Model 1: Recovery of actual delivery costs**

All the costs of delivering a project will be clearly identified at project start up and all of the costs of the project team will be met by the project budget (see appendix 2 for toolkit).

- **Model 2: Cash flow charge**

Partners who are not signed up to provide core funding will be charged for advance expenditure. In addition to this there will be an administration charge to pay for the additional work incurred by the Partnership's programme office. This charge will be base rate plus 0.5% with a further 0.5% administration charge, based on cash flow pattern of expenditure less invoice frequency. For example, a £1.8m project over 3 years, i.e. £600,000 per annum, with half yearly invoicing (assuming

base rate of 0.5%) would incur cash advance of £300,000 @ 1% so a charge of £3,000 per annum for cash flow with a further 0.5% charge (£1,500) for administration.

- **Model 3: Legal advice and activities**

The Peak District National Park Authority provides a very economical legal service to support the contractual and legal agreements necessary to deliver the work of partners. For work which involves non-core funding partners, a fee will be added to projects based on the nature and amount of this work required by a project. This will be calculated as one of the assessments carried out before project start up (see method 3, model 1).

- **Model 4: % fee or actual costs to cover Programme Management support**

A small fee will be charged, particularly where the other models do not apply, e.g. a small project with no dedicated staff. This will be calculated as one of the assessments carried out before project start up and will have different rates for core funding and non-core funding partners to establish a fair cost basis across the partnership.

Benefits: concentrates on recovering costs for project delivery; recognises the need to place a lower cost on partners who have reduced the funding risk by contributing £15,000 advance core costs to the partnership; reduces the Authority's loss of interest for providing cash flow.

Drawbacks: difficult to estimate income in advance for business planning.

It should also be noted that recovering costs through charging for a defined service will incur VAT whilst a core contribution will not. As such, items in this income method may be subject to 20% VAT.

6.4.4 Income Method 4 - Other income development

With the capacity to do so, other streams of income will be developed to subsidise the programme office costs to reduce the costs to the partnership. Targets for this which carry genuine possibility are listed below.

- Business development grants to add efficiency and capacity.
- Selling advice and data.
- Selling staff time and services to organisations which meet the vision of the partnership (e.g. the MFFP team have supplied a service to cover airlifting activities for other organisations and recently advisory work to Northern Ireland Water).
- Working with the private sector to develop sponsorship and Corporate Social Responsibility income.

6.5 Monitoring

At a project level each project is monitored through the project toolkit reporting as necessary to the project steering group. A variety of monitoring reporting is required by the various funders and this tends to be a bespoke process for each funding partner in line with their requirements.

At a programme level the Programme Progress Log, which covers all the partnerships projects, is refreshed and reported to the Strategic Management Group at its meeting every 2 months.

Monitoring of the budget for the Partnership is undertaken quarterly by the Peak District National Park Authority but is carried out at a more frequent and detailed level for each project to the relevant project steering group.

Achievements at a strategic and landscape scale are reviewed and contribute to reporting by all the partners on their strategic objectives such as:

- achievements towards the High Peak Vision of the National Trust
- progress with the Humber and Mersey River Basin management Plans by the Environment Agency
- progress with Natural England and Defra's Biodiversity 2020 strategy
- progress with items in the National Park Management Plan and delivery of the Authority's Corporate Plan

6.6 Risk Management

Exit Strategies

In the event of a shortfall in funding, exit strategies have been put in place.

Programme Team

The Programme Team are employed on permanent contracts as employees of the PDNPA. If in any given year the Operational Plan shows (when the Plan is finalised and presented to ARP Committee in January) that the Partnership is unable to meet the bottom line costs of the Programme Team, the Partnership would be asked to reduce these costs. This would involve the partnership indicating which areas of the programme team's work could be reduced, reducing the posts in the Programme Team and/or making some or all of the Programme Team redundant. This would need to give time for the required redundancy period. The PDNPA will pay the statutory redundancy payments of the Programme Team and provide support needed to exit from a particular programme area.

Project team

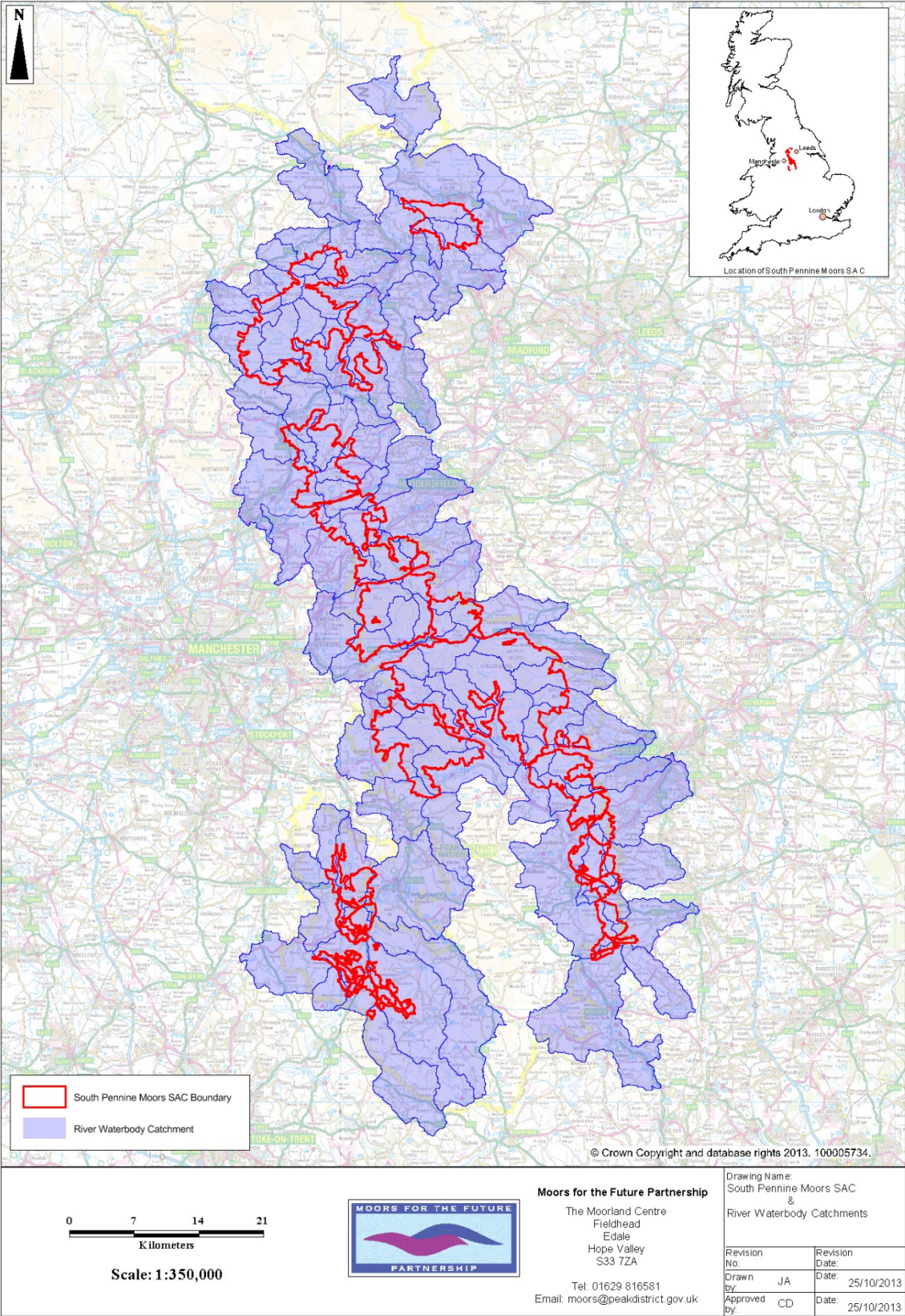
Most staff delivering projects are employed on short term contracts, with the contract term tied to the committed resources within the project. We endeavour to secure additional funding to extend contracts as a high priority, as we do not want to lose the skills that the team members have developed. There is a redundancy cost for any person who is employed for more than 2 years which is an overhead that is included in project management costs.

Any other risks on the partnership's work are managed through the project planning for individual projects and annually through the Operational Plan.

Glossary

ARP	Peak District National Park Authority Audit Resource and Performance Committee
MFFP	Moors for the Future Partnership
PDNPA	Peak District National Park Authority
RMT	Peak District National Park Authority Resource Management Team
SAC	Special Area of Conservation
SMG	Moors for the Future Partnership Strategic Management Group
SPA	Special Protected Area
NE	Natural England
EA	Environment Agency
DCC	Derbyshire County Council
SCC	Sheffield City Council
YWS	Yorkshire Water Services
UU	United Utilities
STW	Severn Trent Water
H&S	Health and Safety
CDM	Construction Design and Management

Appendix 1 Core Working Area



Geographical Scope - The core working area for delivering practical projects on the ground (where the contracts to deliver that work are held by the Peak District National Park Authority) generally will include the whole of the National Park area and the contiguous areas of moorland outside the National Park boundary (e.g. South Pennine moors, Dark Peak, South West Peak and Staffordshire Moorlands and Eastern moors) within the South Pennine Moors Special Area of Conservation. There is also some discussion looking towards an involvement with the West Pennines and “Rossendale Gap” (the area of moorland between Manchester and Blackburn) as this area is also subject to issues related to an industrial past.

The guiding principle allowing for Moors for the Future Partnership projects and works (whether capital works or otherwise) relies on the implied power established by S65(5) of the Environment Act 1995 which permits the National Park Authority to do anything which:

“..in the opinion of the Authority is calculated to facilitate or is conducive to accomplishing the Authority’s statutory purposes”.

The work of the Moors for the Future Partnership generally falls within the National Park purpose of “conserving and enhancing the natural beauty, wildlife and cultural heritage” of areas within the Park and “promoting opportunities for understanding and enjoyment of the special qualities of the National Park”.

Involvement in delivering practical work on the ground outside the core working area will be considered on a case by case basis against the vision and objectives of the Moors for the Future Partnership, with PDNPA corporate approval of these initiatives. Generally, the presumption is that the Partnership’s staff team would act in a project manager role only, outside these standard working areas (for example, our managing agent role with Yorkshire Water Services into the Nidderdale AONB) rather than the PDNPA managing and letting works contracts directly.

It is likely that some of the practical science work will from time to time occur outside the working area. The default assumption is that this will be acceptable as this contributes to the general understanding of the special qualities of the Park and a wider evidence base to support good land management. Good science work is difficult to achieve when constrained within arbitrary landscape boundaries.

Awareness raising projects, communications and advisory work (such as giving land management advice) is likely to happen outside the core working area, in the communities and organisations surrounding this area and beyond. Many of these works are considered as knowledge exchange

projects and as such are to the benefit of the National Park Authority and go towards achieving the Statutory Purposes.

The test of appropriate geographical scope, when developing work for science, advisory, communications and awareness projects will take place when new projects come forward for approval. This scrutiny process is included in appendix 2.

When a project is proposed that is outside the boundaries of the core working area, the following points will be considered:

- 1) Do the works facilitate the statutory purposes of the National Park;
- 2) Are the works insignificant compared to our other projects (de minimis) or adjacent to land within the Park – if so this will usually be allowed within the powers of the PDNPA; or
- 3) If works are not minimal, they must fulfil the statutory purposes of the Authority for land within the Park in order for the PDNPA to be acting within its powers.

No decisions will be taken on whether to take on a new project without all appropriate approvals, which in the first instance will be a discussion with the Authority's legal team.

Topical Scope – The Moors for the Future Partnership was instigated in order to deliver a specific programme of work in the Dark Peak of the Peak District National Park. Since then, whilst our focus has remained on the protection of the blanket bogs of the Peak District and South Pennines (through raising awareness, improving understanding and delivering land management), we have diversified our work to cover the whole of the upland landscape. We use our three objectives to develop, implement and explain evidence based conservation. Our principle focus is on managing problems in partnership, where working across land management boundaries would be beneficial; the most obvious areas for this are in the open landscapes of the uplands and moorlands.

We typically work at a scale beyond the capacity of any one organisation or individual and working in partnership in this way is our main strength, benefitting from synergies between organisations and projects.

The vision and objectives of Moors for the Future give a clear direction for the type of work the Partnership's staff team will engage with. From time to time this guidance will be reviewed as the strategies of partners and additions to the National Park Management Plan provide a new steer. The topical scope of the work will also reflect national policy development which will also be taken into consideration when reviewing the Moors for the Future vision and objectives.

In addition, the Partners (including the National Park Authority) may ask the Partnership team to use their project management skills to deliver projects which are outside our traditional areas of work. These will be considered on a case by case basis.

As any new projects are developed they will be scrutinised against the vision and objectives to confirm the appropriate fit to the topical scope. This scrutiny process is part of the business tools Appendix 2

Appendix 2 - Business Tools (Description and purpose of each)

(This list is a separate resource of flow charts, guidance and templates which appear with this Business plan. The definitive copy of these is the one stored in the business plan folder on the Moors for the Future server. These are the tools which make this business plan work)

Moors for the Future Partnership Vision and Strategy – The Moors for the Future Partnership mission is to provide a skilled resource which the partner organisations can call upon to deliver the parts of their own organisational vision to restore and conserve the moorland landscape. Consequently the partnership could debate that it does not need its own vision and objectives however the collection of all our partners visionary statements is very broad and the partners have agreed a simple Moors for the Future Partnership vision and 3 objectives which fit with all their own organisational requirements. Natural England are implementing a major piece of work to establish the requirements to put 50% of the South Pennines SAC site into favourable condition by 2020, the Environment Agency are also reviewing the River Basin Management plans for the Mersey and the Humber. Once these are complete a new Moors for the Future Partnership Strategy will be produced to deliver these major policy drivers in the South Pennines SAC site.

Programme Plan – This is a simple but useful gantt chart of all the Partnerships projects which is brought up to date for each of the Partnerships SMG meetings. Owned and updated by the Programme Office

The 4 work plans covering the 4 programme areas – This is a more detailed version of the Programme Plan to enable each of the Programme Managers to track the resources and timescales of projects. Updated by the Programme Managers and supplied to Programme Office prior to each SMG in order for Programme Office to accurately update the Programme Plan.

Scrutiny process for developing and starting up new projects - The inception of new projects are covered by a protocol which requires new project initiatives are presented to the MFFP Partnership Manager and PDNPA Assistant Director of Land Management by the Programme Managers. The business case is evaluated individually in terms of strategic fit, benefits and a risk assessment. If agreed to progress, a properly formulated and agreed project specification is drawn up in conjunction with the Programme Office. Depending on the value of the project this would then be put as a request

via a business case to the PDNPA who would accept or decline the responsibility of delivering the new initiative. The final business planning activity will be for the nominated Project Manager and the Programme Office Manager to plan and implement the budget management requirements. This will ensure the project team resources are effectively isolated in the project budget. The Programme Office Manager will then provide evidence of this to the Partnership Manager who will sign off the final start-up of a project. This final budget calculation may need a final sign off by the funder before start up. The project will then be accepted onto the Programme Progress Log as a formal Moors for the Future Partnership Project. This process is managed through a flow chart of actions which provides a checklist of project management gateways to be passed through before a project is accepted.

Statement of Intent for Partner Core Funding – This document forms the agreement between the PDNPA and a partner for the contribution of core funding (the £15,000 contribution) and the expectations from that partner for items which will be delivered for this contribution. It is not a legal contract as core contributions are a discretionary agreement but forms a statement of serious intent

Terms of Reference for the Partnership – the terms of reference cover the Stakeholding Partnership, The Strategic Management Group and the Project Steering groups. The terms describe the purpose and requirements of these 3 partnership activities and also place responsibilities on individuals who are expected to conform to the ways of working in the terms of reference. (The actual project work is managed by a number of Moors for the Future Project Steering Groups made up of the contributing partner, or partners, facilitated and serviced by the nominated Moors for the Future Project Manager for that project.)

Project Toolkit - This is a template document which governs the delivery of a project and no project will start up until the information required by this process is available. It is the most important piece of governance documentation to a nominated project manager and the main risk mitigation to project delivery (other governance and management documentation for projects will be appended to this such as a contract, Memorandum of Agreement, grant agreement or other documentation)

Peak District National Park Authority Standing Orders - major supporting factor is derived from the general robustness of the Authority's Standing Orders and processes, this gives partners and grant bodies a degree of confidence which helps to secure their support as they see the Moors for the Future team, backed up by the Peak District National Park Authority structures, as a safe pair of hands for their resources.

Major business decision making falls within the existing mechanisms of the Peak District National Park Authority namely:

- Standing Orders (including Tenders and Contracts)
- Scrutiny of business cases (£30,000-£150,000) by the Resource Management Team
- Scrutiny of major business (>£150,000) cases by Audit Resource and Performance Committee
- Delegated powers to officers
- Meeting dates for financial reporting and Authority business planning

Standing protocols to guide procedure - mostly checklists and flowcharts of activities such as recruitment

Standard document templates- for important documentation such as risk assessments and contracts

Annual report - Each of the projects in the programme plan has performance monitoring of some kind. Some of this is significantly detailed and demanding (MoorLIFE reporting to the EU LIFE programme for instance). However this monitoring is tailored to the needs of the funder and is often lacking in its usefulness to judge the success of the whole programme and the general progress at delivering the vision and objectives of the partnership. A list of Key Performance Indicators of the major vision and objectives of the partnership will be tracked and reported on through an Annual Report. The Annual Report will be presented in July to the Moors for the Future Strategic Management Group and the Audit, Performance and Resources Committee of the National Park Authority, so covering both strategic and business decision makers.

KPI monitoring template to fill in each year - part of the recording process for the annual report.

Suite of prospectuses targeted at different types of partners – it is necessary to have a clear offer of services to our partners in order to show how engaging with the partnership is an efficient way of contributing to the conservation of the moorland landscape in a way which also benefits the business objectives of that particular partner. The benefit to an upland farmer, for instance, will be different to the benefit to water company so a suite of prospectus will be available for different partner types.

Protocol for running a full cost recovery model to inform income method 3 of this business plan – The income methods in this Business plan are straightforward with the exception of method 3 which requires some detailed decision making. This assessment largely relies on judgement calls made by experienced staff with the bottom line being that all the resources necessary to execute any project work will be paid for from the budget covering that project. This will include:

1. All of the costs involved in delivering the outcome which the client or the grant agreement requires.
2. All of the costs involved to provide a resource (staff, equipment, overheads) to deliver the project.
3. If the project is for a partner who is not supplying core funding (even if they are one of several partners involved) there will be an extra fee on the value of their project contribution to cover the programme management costs which would otherwise be covered by the core funding contribution.

The actual cost of delivering a project will vary between projects as the intensity of staff resource required does not have a direct correlation with the value of the project. Generally smaller value projects are proportionally more expensive to deliver and occasionally the only requirement of some projects is the staff resource, so the cost to the project team in these cases will be the major project cost. In some cases (such as large grant streams, HLF and EU LIFE for instance), the maximum

amount allowed for staff costs is set by the grant body and the assessment here has to be reversed to assess the level of support which can be supplied for the funds available rather than considering what resources are needed. As such it is difficult to be definitive and set a general fee basis. In general all projects will be subject to full cost recovery including the elements of programme team necessary to enable to project delivery. This will be outlined in any cost plan in a business case but more importantly will be part of the scrutiny process for starting up a new project as explained above.

Communications Plan – This will be revised each year to match the work to be delivered in the Operational Plan.

Operational Plan – this will be produced in draft form and will be presented to PDNPA Resource Management Team and MFF Strategic Management Group in October or November each year before going on to PDNPA Audit Performance and Resource Committee in the following January. It will then become live on the 1st of April each year and run for 12 months. The Operational Plan will be the practical manifestation of this Business Plan and uses the principles of income generation in this plan to produce a balanced budget each year.

Appendix 3: Members of Strategic Management Group in 2014

The current members of the SMG, are Environment Agency, Moorland Association, Natural England, National Farmers' Union, National Trust, RSPB, Severn Trent Water, United Utilities and Yorkshire Water with the Peak District National Park Authority acting as chair.

Appendix 4: The Market for the Moors for the Future Partnership

Customer Base – the organisations interested in funding this type of work

There are significant strengths and opportunities in our partnership arrangement as our customers often have specific interests in the moorland landscape (such as water quality, access and recreation, conservation of biodiversity or grouse production). Working together to combine resources can give significant economies of scale in conserving the whole environment for a wide range of specific interests. Turning the expression of the Peak District National Park Management Plan, partners' strategies and objectives and the views of the stakeholders into a plan of action creates a clear market and strategic remit for Moors for the Future Partnership team's activities.

Many of the policy organisations fund sections of this market, for example:

- Natural England, in collaboration with large landowning bodies such as National Trust and water companies and smaller private landowners, are involved in SSSI (Site of Special Scientific Interest) recovery programmes, with the Moors for the Future Partnership Staff team being a

major delivery agent for this work. There are probably at least another two decades of work needed to ensure favourable condition is met and continues to be maintained. This work continues to be a cornerstone of Defra's Biodiversity 2020 strategy;

- The Environment Agency fund works to both demonstrate and provide evidence for flood risk management benefits in the upper catchments and to serve the very demanding requirements of the EU Water Framework Directive. Most of the catchments in the South Pennines SAC are designated as Water Safeguard Zones requiring investment in improvements;
- The three utility companies (Severn Trent, Yorkshire Water and United Utilities) also have legal obligations under the Water Framework Directive (Surface Water Safeguard Zones), in addition to having an economic interest in receiving good quality raw water, which can be supported by catchment management programmes. These are now supported by Environment Agency, Ofwat and the Drinking Water Inspectorate;
- The Peak District National Park Authority have many deliverables in the National Park Management Plan for which the Moors for the Future Partnership team provides a solution (particularly for those actions falling under "A working and Cherished Landscape");
- The various constituent authorities that make up the Peak District National Park, as well as the National Park Authority themselves, have responsibilities for, and pay for improvements to, Public Rights of Way, many of which are in poor condition due to the very high number of users in the National Park, as they were often surfaced before these numbers of people could be predicted. Where routes are permissive, Natural England has an interest in creating sustainable surfaces as this can impact on the adjacent moorland.

There are a number of other organisations that could have an interest in our work within the core working area and we will be working to increase our involvement with them. These include:

- Local Authorities – City Councils (e.g. Sheffield, Greater Manchester); Unitary Authorities (e.g. Kirklees, Calderdale, Tameside, Oldham); County Councils (Cheshire, Lancashire, Staffordshire, South Yorkshire); District Councils (High Peak, Derbyshire Dales, Staffordshire Moorlands); other protected areas (Nidderdale AONB);
- Government Agencies (e.g. Forestry Commission);
- Government departments (e.g. Defra, Department of Health, Department for Local Government and Communities);
- Corporate organisations with corporate social responsibility policies (e.g. Manchester airport, Sheffield/ Doncaster airport, Co-Operative Group). In addition, we will work with the water companies to make sure that we can benefit from their CSR policies;
- Working with other organisations that would like to utilise voluntary carbon and biodiversity off-setting (the latter could be contentious and would only be undertaken with the approval of

PDNPA. For example, we would not work with someone where there was a net loss of peatland, even if it benefitted land within our core working area);

- Other environmental organisations (e.g. Wildlife Trusts (Derbyshire, Cheshire, Lancashire, Sheffield, Staffordshire, Yorkshire), Woodland Trust, Rivers Trust.

There may be other organisations that would fund our works and we shall investigate all options that arise, as well as specifically targeting the ones mentioned above.

The market for improving ecosystem services

There is a continuing interest in a variety of ecosystems services, in attaching a monetary value to those services and funding improvements in those services. This gives a unique selling point both for the upland landscape and the facility offered by Moors for the Future in improving these services. The 2011 Natural Environment White Paper contained a commitment to establish a business-led Ecosystem Markets Task Force to review the opportunities for UK business from expanding green goods, services, products, investment vehicles and markets which value and protect nature's services.

There are eight main 'types' of business opportunity (the borders between these types are not necessarily clearly defined, for example between offsetting and payment for ecosystem services)⁶.

Those relevant to Moors for the Future Partnership are:

1. Biodiversity Offsets

The opportunity is to stimulate the creation of a range of new companies and new business models for existing companies (or non-profit organisations) to provide biodiversity offsets in the UK, by moving from the current voluntary approach to a (soft regulation) mandatory regime. This could deliver benefits to a wide range of ecosystems, particularly through pooling offset credits to restore and create larger-scale habitats delivering net ecological gain.

2. Peatland Carbon Code

Development of a peatland carbon code to provide a transparent, verifiable framework for companies to purchase carbon credits to support restoration and rewetting of degraded peatlands. Consequent carbon savings could then be sold on the voluntary carbon market which is potentially key for upland peatlands.

⁶ Duke, G., Dickie, I., Juniper, T., ten Kate, K., Pieterse, M., Rafiq, M., Rayment, M., Smith, S. and Voulvoulis, N. (2012) Opportunities for UK Business that Value and/or Protect Nature's Services; Elaboration of Proposals for Potential Business Opportunities. Attachment 1 to Final Report to the Ecosystem Markets Task Force and Valuing Nature Network. GHK, London.

3. **Woodland enhancement through a larger market for wood fuel**

A business opportunity to meet growing demand for wood fuel and wood-burning stoves from UK woodlands, offering significant potential to enhance woodland ecosystems.

4. **Developing the UK ecosystems knowledge economy**

Ecosystems provide opportunities to develop knowledge-based businesses providing high quality employment and growth opportunities. The UK plays a leading role internationally in ecosystem related knowledge - there is an opportunity to build on this knowledge-base and to strengthen collaboration between business and knowledge based institutions in order to maximise business opportunities.

5. **Layered PES**

In layered PES schemes different ecosystem services, which arise from the same area of land, are sold to different buyers. Government financed PES are currently 'bundled' and there is an opportunity to 'un-bundle' and re-structure these schemes to align them with PES best practice, where payments are differentiated, spatially targeted, and conditional.

6. **Carbon sequestration as an 'Allowable Solution'**

Government announced in 2007 that all new homes will be zero carbon from 2016. Offsite 'Allowable Solutions' will be needed to meet this requirement. This could in part be achieved by permitting developers to buy 'Allowable Solutions Certificates' generated by carbon sequestration through woodland creation or peatland restoration.

7. **Optimizing the ecological and economic benefits of sustainable tourism**

Opportunities include: make green and blue spaces more accessible; enhance quality and experience of recreation; better distribute visits from domestic and international tourism; invest tourism income in host ecosystems; provide amenity housing; restore ecological sites of tourism interest; to promote existing attractions; create new sustainable tourism infrastructure; better promote UK natural and cultural endowments internationally; assess and address travel footprints in UK; developing nature-based health tourism.

8. **Reducing risk for insurers through investment in green infrastructure**

Recent years have seen large-scale losses to the insurance industry as a result of extreme weather, such as flooding. Extreme events are becoming more common, and could eventually create a systemic challenge to an industry that is based in large part on the assessment of risk based on past events. As new circumstances emerge in relation to the more frequent occurrence

of extreme events, it might be that insurers could reduce their exposure through the enhancement of green infrastructure, such as woodlands, floodplains, coastal wetlands and upland peat bogs.

Particularly important for Moors for the Partnership is Payments for Ecosystem Services (PES), a term used to describe a range of schemes through which the beneficiaries, or users, of ecosystem services provide payment to the stewards, or providers of those services. The beneficiaries may be individuals, communities, businesses or public bodies. Such schemes have been in operation for some time and are usually voluntary agreements that involve a continuing series of payments to land or other natural resource managers in return for a guaranteed flow of ecosystem services, or at least management actions likely to enhance their provision. State-backed agri-environment schemes are a form of PES. Essentially, PES provides a market-based tool to help address the widely accepted market inefficiency in which the goods and services that nature provides society are frequently undervalued, often to the detriment of the environment, and the beneficiaries in society at large. There is increasing interest in schemes whereby individual beneficiaries of ecosystem services contract directly with providers².

Within the South Pennine Moors, we worked with Defra to enable production of a map of ecosystem service provision within the SPM SAC, while Natural England has delivered an Ecosystem Service pilot project. Through these projects we know that the SPM provides several important ecosystem services:

Drinking water provision

Many of the catchments within the SPM are important for drinking water supply for the nearby urban conurbations. The area receives some of the highest rainfall rates in Europe and there are many reservoirs in the area, supplying the neighbouring urban centres with drinking water. The SPMs form the watershed between rivers running to the North Sea to the east and to the Irish Sea to the west; the main water utility company drawing on water supplies in the area are Yorkshire Water, United Utilities and Severn Trent Water.

Flood regulation

Flood regulation is also of particular importance, and while the rivers and streams are regulated to a certain extent by the many reservoirs in the area, many are still prone to flash floods, due to the high rainfall rates, underlying geology and topography and land cover / condition and management practices influencing run-off in the catchment.

Carbon sequestration and storage

The blanket bog areas on the high moorland plateau contain the oldest peat deposits in the UK, the loss of which is a significant contributor to the UK's carbon release. In addition, active blanket bog has the capacity to sequester much carbon, turning a source of carbon into a sink. As a result there is a market need to secure this significant service.

Biodiversity

The upland habitats of moorland and blanket bog provide important habitat for species such as red grouse, curlew, merlin, golden plover, dunlin and short-eared owl. In terms of nature conservation sites, it is a Special Area of Conservation (SAC) and two Special Protection Area (SPA), both European level designations (Natura 2000 sites).

Recreation and tourism

This is a key feature of the area's economy and use, and seven million people live within a one-hour drive of the area. Statistics for tourism in the Peak District National Park indicates that the area provides a popular destination for both day visitors and longer stays. Features include the extensive network of open access areas and public rights of way (including the Pennine Way long distance footpath), outdoor activities such as climbing on the various craggy outcrops.

Cultural heritage

(e.g. historic mills, packhorse routes) and providing an open landscape in contrast to the nearby urbanised areas.

PES schemes have grown rapidly in recent years³. Such schemes offer the potential of additional funding to help meet existing local goals e.g. conservation and water quality. At the same time, a number of potential buyers (in particular those whose brands have a strong local identity) are interested in creating value for their brands and (in the case of water companies in particular), reducing operational costs by investing in such schemes. Market research suggests that there is considerable demand for place-based PES schemes, with carbon and climate change mitigation the key driver, but with interest in co-benefits (in particular water quality and biodiversity, and to an extent recreation benefits too). Historically, provisioning services (food and fibre) have had a market price while other ecosystem services have not, has led to a bias in favour of provisioning services, often at the expense of other ecosystem services, some of which have been significantly degraded. Placed-based PES schemes offer one opportunity for correcting this bias by generating private and public revenue which is targeted at improving non-provisioning services, such as water quality and biodiversity.

Within Natural England's South Pennines Ecosystem Service Pilot Project, the ecosystem services considered most 'marketable' and therefore most able to generate private revenue to support their enhancement, were water quality, climate regulation, biodiversity, flood risk regulation and recreation. Taking into consideration the spatial scale at which these ecosystem services could be improved, the likely demand for the ecosystem services, the revenue that might be raised and the ease of monitoring improvements, water quality, climate regulation and biodiversity were deemed the most attractive. The conclusion was that there was potential for these services to generate revenue from the private sector over the short and medium term to complement existing agri-environment payments.

There are a number of potential buyers for ecosystem service improvements in the South Pennine Moors. These vary from service to service, These include:

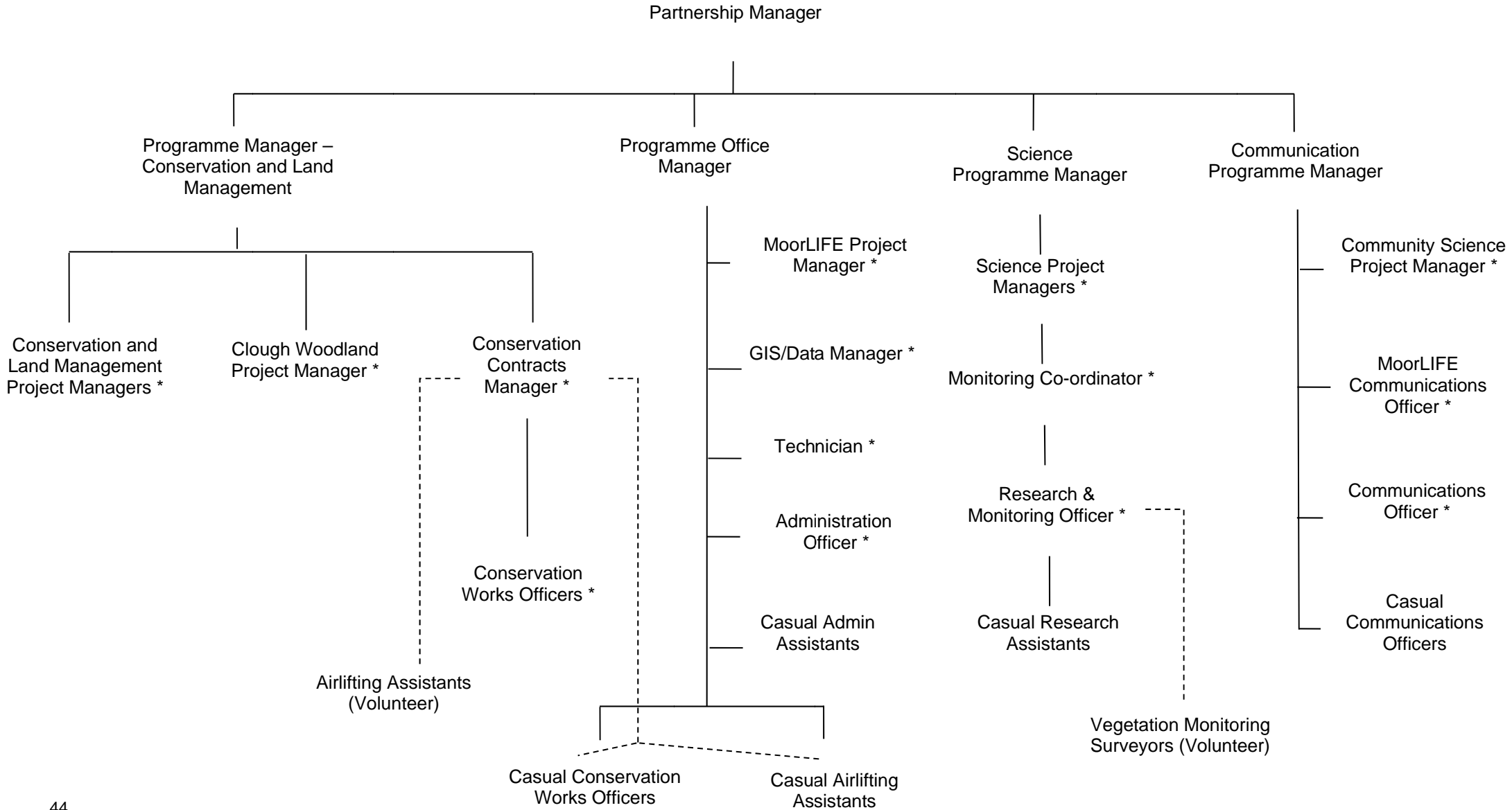
- water utilities (i.e. Yorkshire Water, United Utilities, Severn Trent Water);
- corporate entities interested in financing climate regulation as part of their Corporate Social Responsibility portfolio;
- corporations and developers interested in purchasing conservation / biodiversity credits to offset impacts generated elsewhere;
- Government via agri-environment schemes;
- members of the public paying for ecosystem service projects via Visitor Payback Schemes.

It is possible that agri-environment funding and private funding via a PES scheme could run jointly or in parallel, potentially providing a dual financial return from land in the scheme; an opportunity that the UK Peatland Carbon Code, launched Autumn 2013, is utilising and that MFFP are a partner.

Appendix 5
 Moors for the Future Partnership
 Organisation Chart



MOORS FOR THE FUTURE



* Fixed term appointment

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
Loss of key personnel: Failure to maintain core income	Programme management affected. Bidding for future work and funding impacted PDNP management plan adversely affected. Failure to obtain future project funding.	3	2	6	Funding opportunities with strategic focus identified and followed up as appropriate. Reduce hours/redundancy of core team. Financial contingency in place. The Moor Business Project will assist funding strategy.
Loss of key personnel: Staff recruitment / retention	Programme management and delivery affected	2	3	6	Consistency of job evaluation and grading across Authority. Adequate project support particularly during start up and final months of projects.
Failure to engage partners	Current and future projects	3	2	6	Key role and objective of Partnership Manager role. Robust Action Plan; active engagement, communication and awareness raising. The Moor Business Project will assist communications strategy.
IT – inadequate provision	Remote working, Business continuity adversely affected. Loss of historic data	3	2	6	System to allow remote working and recording, data management project and relational databases in place (Moor Business project).
Insufficient / inadequate accommodation Storage capacity	Loss of time dedicated to programme management / delivery	2	3	6	Monitor workspace management. Action on accommodation is continuing - room 77 at AH to be retained.
Loss of key personnel: Long term staff sickness	Staff overwork to cover, Programme management and delivery affected	2	2	4	Monitor workload and working time. Robust health and safety practices at work. Staff trained and appropriate skills base to backfill. Adequate resources - Moor Business Project will assist with costings and resource planning.
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 management and Committee Support	Approval for projects (pre-project set up work time wasted)	3	1	3	Strong lines of communication with senior management and Members. Identify Champion(s). RMT 'pre Committee' process adds robustness.
Failure to obtain project funding	PDNP management plan adversely affected	3	1	3	Maintenance of core programme team. The Moor Business Project will assist funding strategy. Linked/dependent on first item.

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

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MoorLIFE 2020: Technical Summary

October 2015

A Moors for the Future Partnership Project in the South Pennine moors. Delivered by the Peak District National Park Authority, National Trust, RSPB and Pennine Prospects.

Funded by the EU LIFE programme and co-financed by Severn Trent Water, Yorkshire Water and United Utilities. With advice and regulation from Natural England and the Environment Agency.

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What is the EU LIFE programme?

The EU LIFE programme was launched in 1992 to provide funding to support environmental, nature conservation and climate action projects throughout the EU. Since then LIFE has co-financed some 4,171 projects, contributing approximately €3.4 billion euros to the protection of the environment and climate.

The present EU LIFE programme (2014 – 2020) will allocate €3.2 billion for Environment and Climate Action.

The LIFE Nature programme funds Natura 2000 sites, these are sites that have European protection either because they have been designated as Special Protection Areas (SPAs) in relation to birds or Special Areas of Conservation (SACs) to protect vulnerable habitats such as those of the South Pennine Moors SAC.

What is MoorLIFE 2020?

This world-leading conservation project to help protect internationally important priority habitats in the Peak District and South Pennines has received a massive €11.9 million of support from the European Union toward the overall project value of €15,996,416.

The MoorLIFE 2020 project will protect Active Blanket Bog within the South Pennine Moors SAC, a Natura 2000 site. It is also within the Surface Water Safeguard Zones (WSZ), which are areas of land which supply drinking water to reservoirs. WSZ have been designated under the EU Water Framework Directive (WFD).

MoorLIFE 2020 follows the previous LIFE funded MoorLIFE Project. After five years, this has revegetated nearly 900 hectares of bare peat to protect about 2,500 hectares of Active Blanket Bog (roughly the size of 3,500 football pitches). The most severely damaged blanket bog in this area had been caused by a combination of pollution from previous heavy industry and wild fires.



These before and after pictures illustrates the results of the MoorLIFE Project which MoorLIFE2020 will build on

Work was carried out to stop areas of bare peat from getting any bigger and damaging the adjacent intact blanket bog, improve the landscape, water quality and diversity of upland plants, birds, mammals and insects under immediate threat.

Why is MoorLIFE 2020 necessary?

The South Pennine Moors SAC is critically important as one of the most significant areas of blanket bog in Europe protected by both European (SAC) and UK Site of Special Scientific Interest (SSSI) legislation.

Its position makes it one of the blanket bog habitats most susceptible to climate change in Europe. A previous legacy of atmospheric pollution from coal fired industries has further weakened its resilience and its situation (close proximity to large urban populations) has produced a high incidence of summer wildfires.

The water bodies these catchments serve are failing to meet WFD requirements and the quality of raw drinking water provision to water treatment works is also deteriorating. Reducing the amount of peat that is eroded ensures that less peat makes its way into the water that flows from these important catchment areas.

There is a pressing need for this significant capital project to increase the resilience of these Active Blanket Bogs. Conserving the habitat and improving all the factors above will create synergies between the benefits of the Habitats Directive and the Water Framework Directive - together they will mediate climate change, a suggested priority under the EU LIFE Regulation.

Which area does MoorLIFE 2020 cover?

The map in Appendix 7 shows the area covered by MoorLIFE 2020. It is a vast area stretching from Skipton in the north to Edale in the south.

What will MoorLIFE 2020 do?

The primary purpose of the MoorLIFE 2020 Project is to protect the remaining areas of Active Blanket Bog within the South Pennine Moors SAC. There are a range of activities to be undertaken which can be separated into 5 groups: Preparatory Actions, Concrete Conservation Actions, Monitoring Actions, Dissemination Actions and Project Management Actions. The project started on 1 October 2015 and will run until the end of February 2021.

Preparatory Actions (October 2015 – March 2017)

Project plan and scope

During the first year we will be working with our partners, land managers and other stakeholders to identify exactly where and when activities will take place. A full project plan will be completed to include a hydrological restoration plan to identify where, when and how we will undertake works to improve the hydrological status of the SAC.

Tendering and contracting

We are intending to prepare contracts for the whole of the MoorLIFE 2020 period during the preparatory period, letting contracts for all of the other activities. There will be some framework contracts and some stand-alone contracts. All contracts will comply with Peak District National Park Authority Standing Orders.

Sustainable Active Blanket Bog Management

Building on the work that Natural England's Upland Management Group has developed in the last couple of years, we will work with land managers and other stakeholders to develop ways of sustainably managing blanket bogs which delivers all of the needs of interested parties, from all of their current economic uses to protecting their drinking water provision and allowing access. We will develop from this a communications toolkit to take the learnings out to the wider land managing community. It will also look at ways of developing a better understanding of moorland management practices for the wider public, which will be developed in the Bogtastic activities.

Concrete Conservation Actions (August 2016-December 2020)

Stabilisation of bare peat and halting peat erosion

Expansion of areas of bare and eroding peat is one of the biggest threats to the priority habitat of Active Blanket Bog. Well-established techniques to improve the polluted soil chemistry, through the addition of lime and fertiliser treatments, application of nurse species (such as amenity grasses and heather) and stabilising the surface of the bare peat with heather brash will be used early on in the project.

This will stabilise areas of bare peat and protect the remaining Active Blanket Bog from encroaching erosion. It allows native plants to develop and become established and is the first step on the long road to re-activating degraded blanket bog. Where areas are some distance from sources of moorland plants, we will look to reintroduce other moorland species as plug plants.

Restore hydrological integrity

Improving the hydrological status of areas of blanket bog is critically important for a variety of reasons.

Raising water tables reduces the loss of dissolved carbon, permeable dams trap sediment which can enter watercourses and reservoirs and increasing the amount of surface water allows more sphagnum mosses to develop.

Pictured: Gully blocked by stone to help raise the water table



Increasing surface wetness will reduce the risks to Active Blanket Bog of wildfires and further erosion. To allow these benefits, work will be carried out to block gullies and grips.

The techniques for undertaking this are well known and different techniques will be used in different situations, depending on the outcome required from the dam. In addition, work will be developed to try and block peat pipes, which can lead to gullies forming beneath the body of the peat.

Increase heterogeneity of vegetation

Extensive areas of single age, single species have developed across the SAC, predominantly by historic wildfires. In order to prevent this from happening again, and to protect adjacent areas of Active Blanket Bog, we will be breaking up these areas by cutting and increasing the diversity.

Pictured: Re-introduction of native moorland plants, such as cotton grass

If possible, this will entail mapping of areas to identify the wettest areas and inoculating those areas with sphagnum to create wet fire-breaks.



Managing invasive species, particularly *Rhododendron ponticum*

Across the SAC there are areas which have become dominated by invasive species. Where the bog surface has dried out, due to gully formation and past burning episodes, trees such as willows and birch can invade. These are of benefit in some places and can increase the stability of the bog but can be problematic and increase drying of the bog surface.

Rhododendron ponticum was planted historically to provide cover for pheasants and readily spread onto the bog surface. This forms impenetrable thickets which shade out typical moorland species. Where these two different groups of plants are problematic, we will control them. There are extensive stands of *Rhododendron* in the Wessenden valley, which are seeding onto many of the northern Peak District moors. These will be cleared with chainsaws and follow-up herbicide treatment, where there are small seedlings on the bog surface; these will be pulled out by volunteers.

Increase the diversity and quantity of Sphagnum moss

The blanket bogs of the SPM SAC were predominantly formed by compaction of sphagnum mosses over the last 8000 years. During the last 200 years, these mosses have been killed across large areas of the SAC predominantly by sulphur oxides (SO₂ and SO₃).



Pictured: Sphagnum moss a key peat-building moss and vital to the future of this priority habitat

We will add Sphagnum mosses, using micro-propagated or harvested materials, to work areas across the SAC; following bare peat stabilisation, cutting of homogenous vegetation, gully or grip blocking. Increasing the amount of sphagnum moss (pictured below) will help increase the surface wetness of blanket bogs which should reduce the risk and severity of wildfire.

Reduce the impact of land management activities

Having developed a communications toolkit, we will take these messages out to land managers and work with them to identify how they increase the objectives that their land management delivers. We will also talk to them about how the project can benefit them, for example by clearing *Rhododendron*. The project is purchasing a Softrak, predominantly to allow cutting of vegetation and application of *Sphagnum* mosses and we will lend it to land managers for inclusion in delivery of their burning plans in order to allow them to assess the differences between burning and cutting.

Monitoring Actions

Mapping

The preparatory phase will include producing an up-to-date baseline land cover map of the South Pennine Moors using Earth Observation (EO) data (remote sensing data collected from sources such as satellites, planes and Unmanned Aerial Vehicles (UAVs)) and state of the art image classification software.

This tool will enable high resolution identification of land management issues addressed in the project and a baseline against which we can use EO data to monitor the impact of the project at the required landscape scale.

The EO Data will be used to monitor the impact of the project conservation and land management activities on protecting Active Blanket Bog, but also on biodiversity and ecosystem services and how we can use these findings to develop trajectories of recovery, or change in habitat conditions over time, information that is essential to informing future projects and monitoring the 'success' of the project

Biodiversity and ecosystem services

A comprehensive monitoring programme will evidence the impact of MoorLIFE 2020.

At four sites across the SPM SAC the impact on biodiversity and ecosystem services will be monitored focusing on vegetation, water quality, water storage and carbon.

Pictured: Measuring the water table on a bare peat site



Wider landscape-scale changes in vegetation cover through stabilising bare peat and diversifying grass and heather dominated blanket bog will be monitored using images captured from a UAV and state-of-the-art image classification software.

The socio-economic impacts of MoorLIFE 2020 will be monitored; the benefits of the delivery of the project to the local economy and people employed by the project will be monitored through project administration (procurement and audit trails).

Through carefully designed structured interviews and questionnaires we will assess the benefits of the project to site users (visitors/tourists), local businesses and agricultural and land management interests.

Carbon Audit

The greenhouse gas emissions of the project will be assessed by undertaking a carbon audit of the amount of carbon expended in the delivery of the project. This will be carried out during the project with findings used to inform, more carbon-efficient, project actions.

Reducing the threat of wildfire

The impact of MoorLIFE 2020 on reducing the threat of wildfire to Active Blanket Bog through engagement with land owners and managers will be supported by the development of an 'app' for land owner/managers and rangers to collect and share intelligence and information on wildfire events and collect data on wildfire incidents. The impact of all these actions will be evidenced through assessment by experts from the local Fire Operations Groups and will help build our evidence base and support the long-term work of our science team.

Addressing threat of peat pipes

One of the issues that threaten Active Blanket Bog is the extensive network of peat pipes across the South Pennines SAC. In MoorLIFE 2020 we will monitor peat pipe blocking works to evidence the efficacy and impact of peat pipe blocking on blanket bog condition and ecosystem service provision towards informing the development of a best practice on how to address this threat.



Engagement and dissemination

Working with land owners and managers is crucial for the long-term health of the Active Blanket Bog. In the first year we will develop a communications pack, based on a series of stakeholder consultations which will include land management techniques, latest scientific evidence and address concerns and issues raised by the landowning community, in order to deliver all possible outcomes for a site.

Pictured: Sarah Fowler, Chief Executive of Peak District National Park, MoorLIFE Conference 2015

Four demonstration sites, with interpretation, will be set-up in the north and south of the SAC and knowledge exchange events will be planned to engage and develop working solutions for the land managers and the protection of Active Blanket Bog.

A programme of events and conservation communication materials will be developed including a Bogtastic van - to reach out to key stakeholders, including the general public in local communities and urban areas surrounding the SAC, to highlight the value and importance of Active Blanket Bog conservation.

Providing information and engaging people is vital to increasing understanding and to reducing the risk of wildfire and improving response times in dealing with accidental fires.

Campaigns, such as Bogtastic and Fire Aware, will be used to highlight the benefits blanket bogs bring for people and nature as well as the damage that can be done by fire and how it can be avoided.

To inspire future generations we will support 12 partnership youth groups and deliver positive action on the ground such as planting plugs, digging up invasive species or carrying out scientific monitoring.

This will foster an early interest in potential career paths for young people – future specialists and ‘champions’ in Active Blanket Bog conservation.

Pictured: Engagement and education are key in promoting understanding and reducing the risk of wildfires

To increase international exchange of knowledge; members of the junior ranger groups will attend Euro Parc Congress.



In addition, Pennine Prospects will provide fire-aware support in the South Pennines and deliver mapping and data gathering; awareness raising and engagement.

Web and social media development will be used to inspire and connect with people. There will be: information boards at key gateways in the SAC; annual demonstration site interpretation to show progress and learnings; national conference and seminars on innovation and topical issues and a final layman’s report in tablet format to disseminate the results and strategic outcomes of the work across the SAC.

Networking with other UK and international projects will be part of the project. These will include blanket bog projects: Pennine Peat LIFE, UK; Exmoor LIFE project, UK; North Pennine AONB (formerly Peatscapes); Flow to the Future, Caithness and Sutherland, UK; Peatland restoration project, Shetland Amenity Trust and projects in Ireland, RSPB in Scotland, and projects in the Baltic States and Finland.



Project management actions

MoorLIFE 2020 will be managed by a full time project manager, who will be supported by a project administrator. Activities to be delivered by PDNPA will be undertaken by officers embedded within the current MFFP partnership team, who will report to the current MFFP programme managers.

The project will be delivered using the MFFP Project Management toolkit, which includes use of Microsoft Project to develop Gantt charts and a detailed Risk, Issues and Dependencies log.

Who is involved?

The PDNPA will be acting as the Co-ordinating Beneficiary for the MoorLIFE 2020 project. It will be delivered primarily through the MFFP’s team who will appoint staff, directly employed through the project to deliver it. The project will be governed by a project board, which will include representatives of the MFFP, Co-Financiers, Associated Beneficiaries and regulatory agencies.

Yorkshire Water, Severn Trent Water and United Utilities are Co-financers. They will provide matched funding for the project.

Organisations who will be helping to deliver the project as Associated Beneficiaries are the National Trust (High Peak and Marsden Moor Estates), the RSPB (Dovestones Estate) and Pennine Prospects.

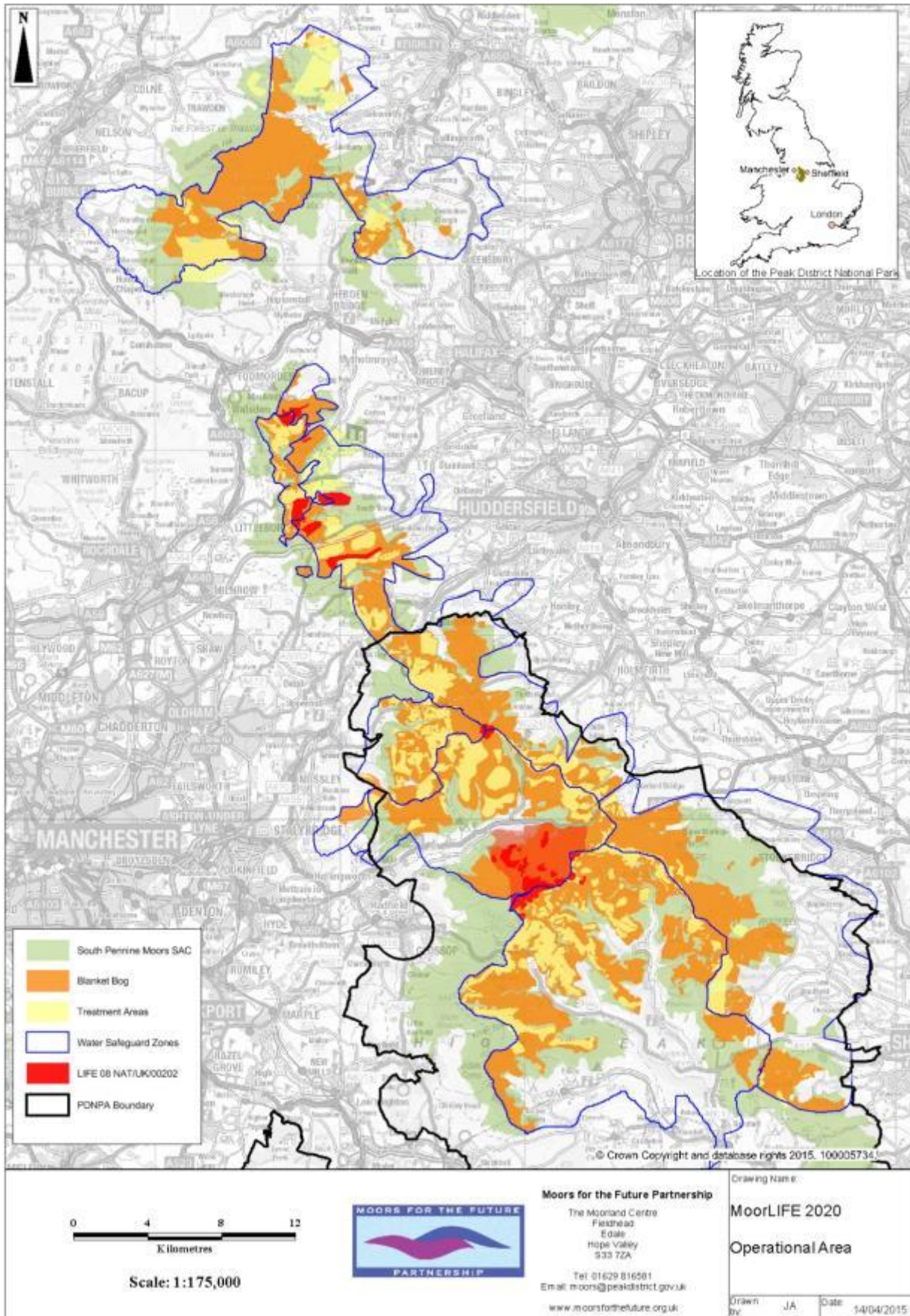
Natural England and the Environment Agency act as regulatory advisors. Both benefit from the project as it will deliver on their strategic objectives for WFD, Water Safeguard zones and SSSI recovery.

Timescales for the Project

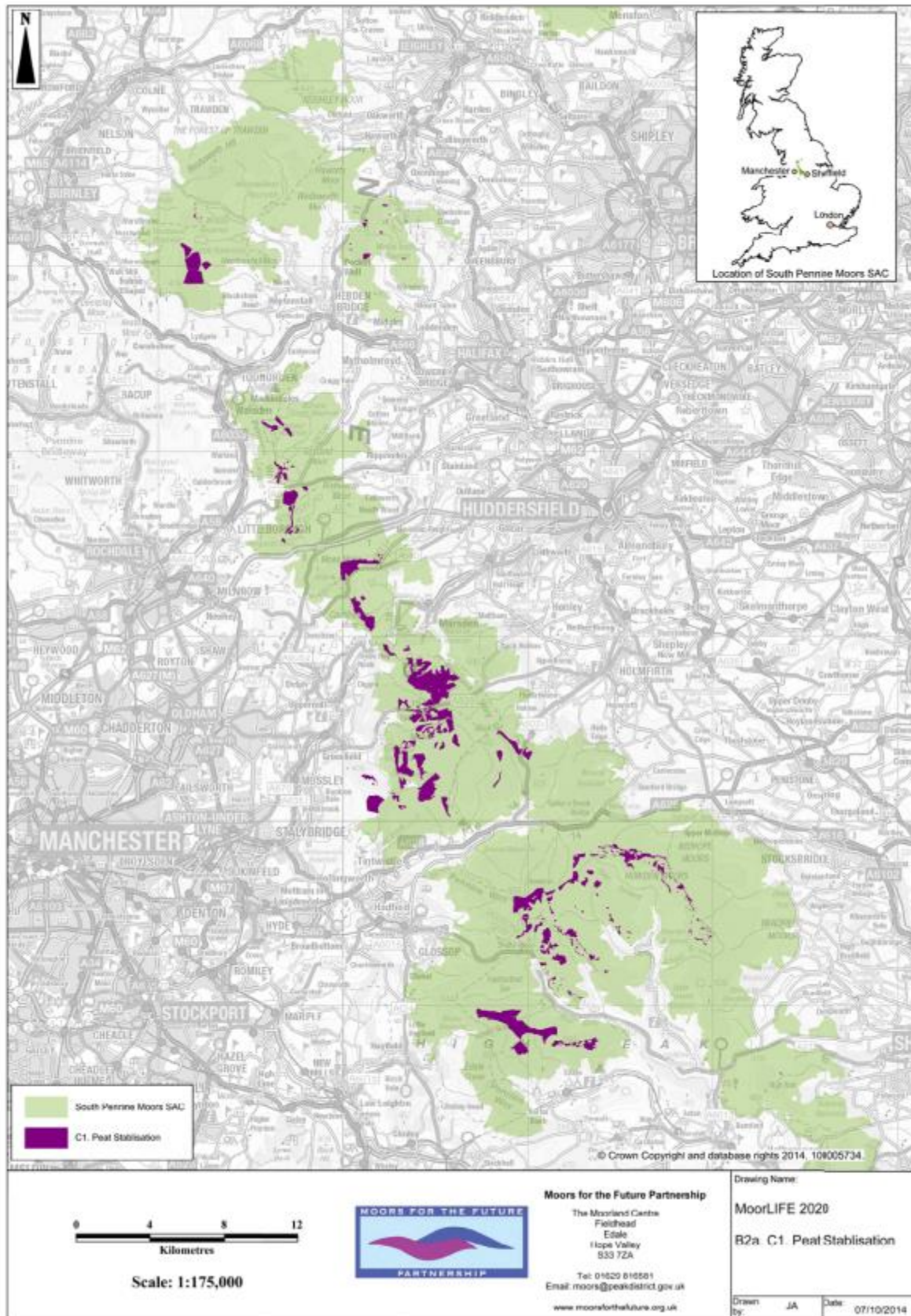
The MoorLIFE 2020 bid was submitted on 24 October 2014. Confirmation of the grant award of €11.9 million was received in September 2015. The project started on 1 October 2015 and will run to February 2021.

For any further information please visit www.moorsforthefuture.org.uk

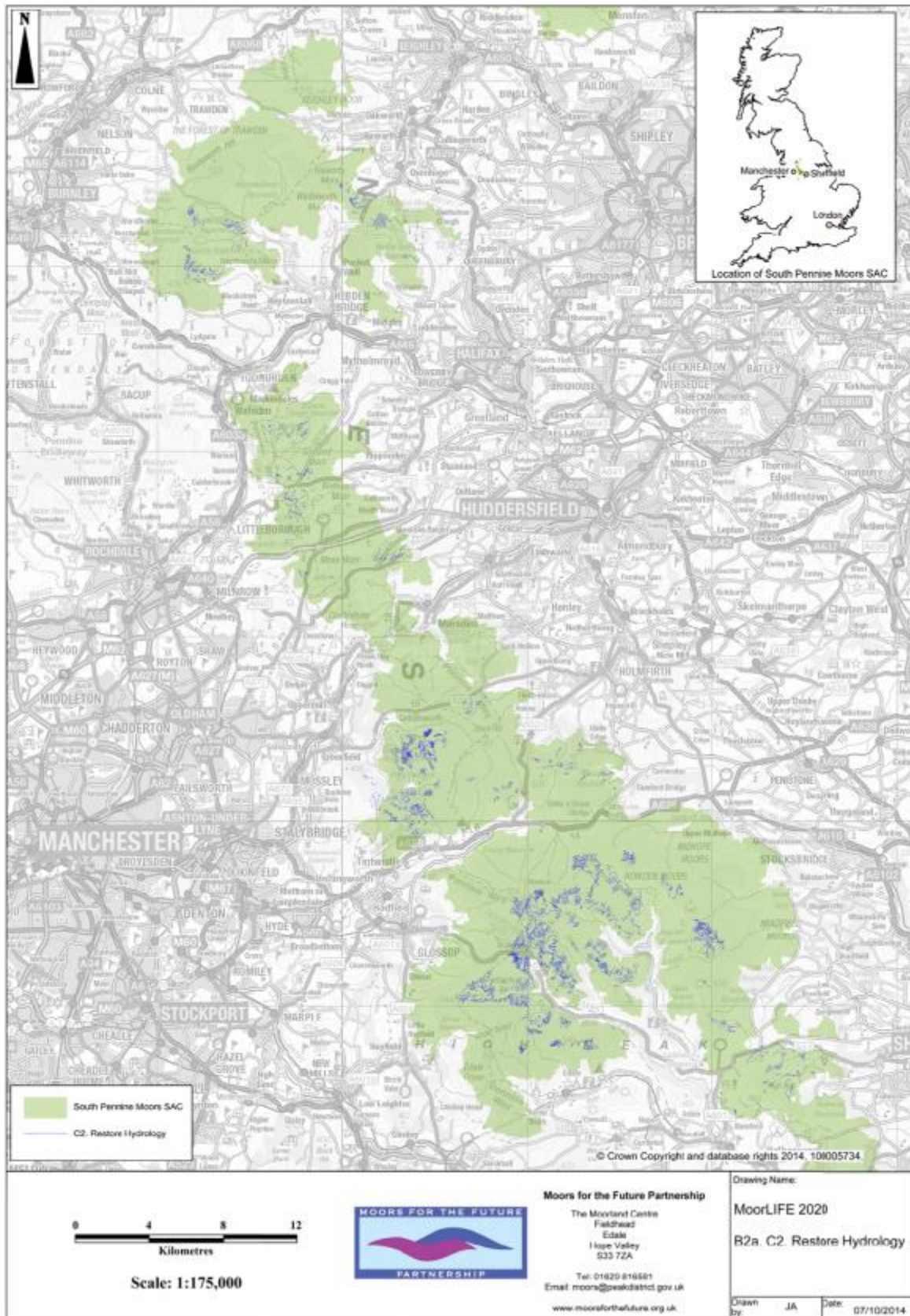
Appendix 1: MoorLIFE 2020 Operational Area



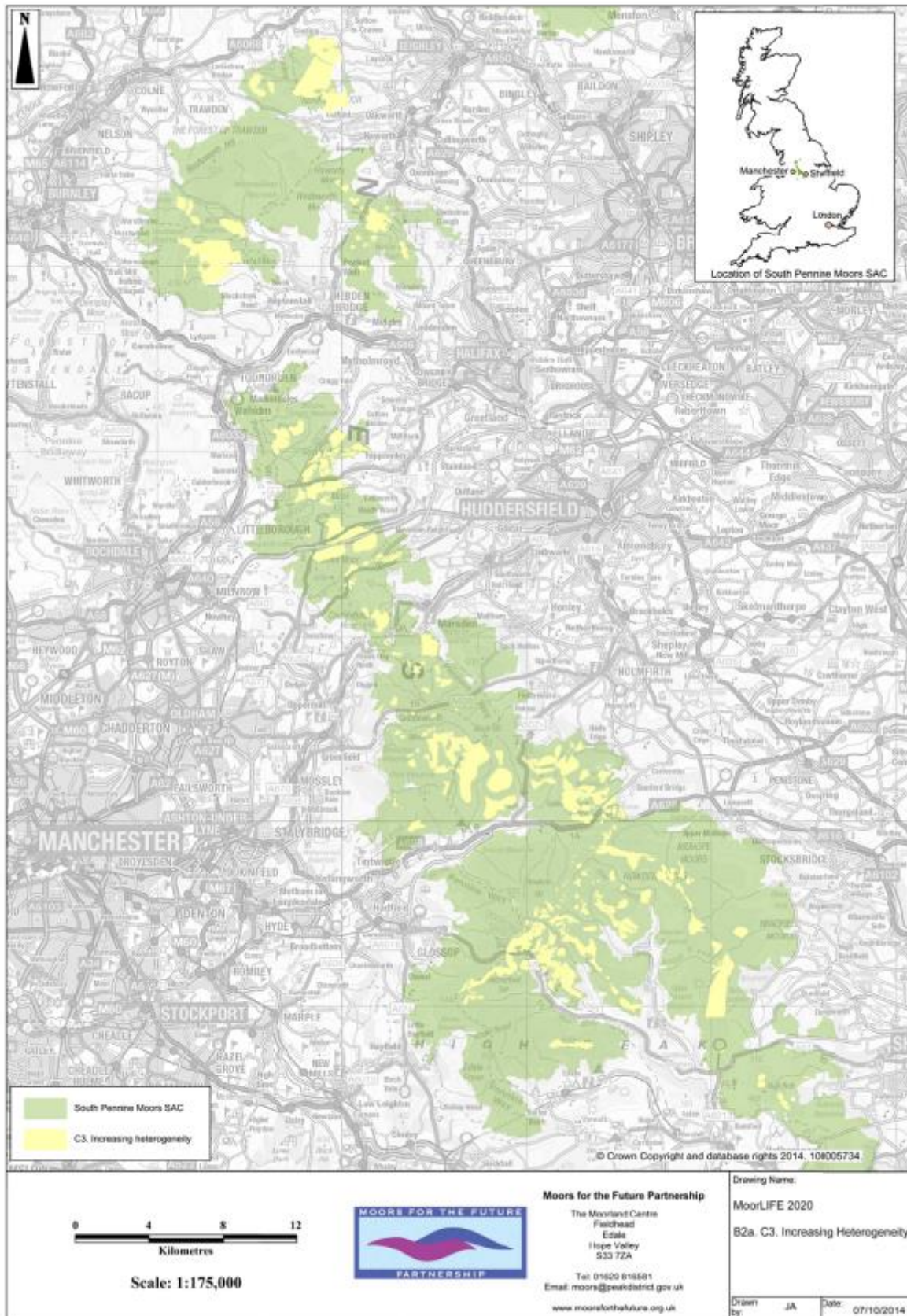
Appendix 2: Action C1 Bare Peat Stabilisation



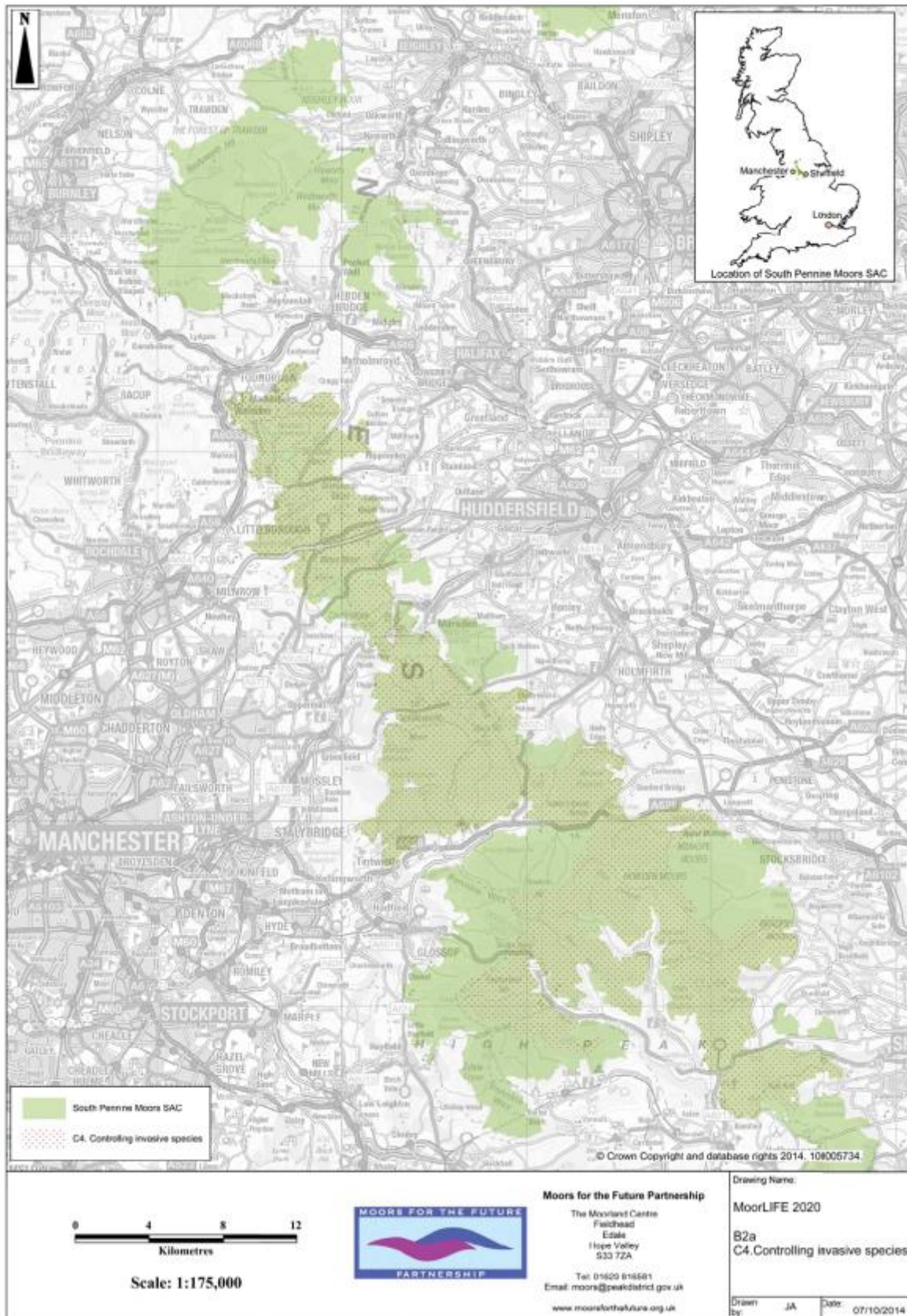
Appendix 3: Action C2 restore Hydrology



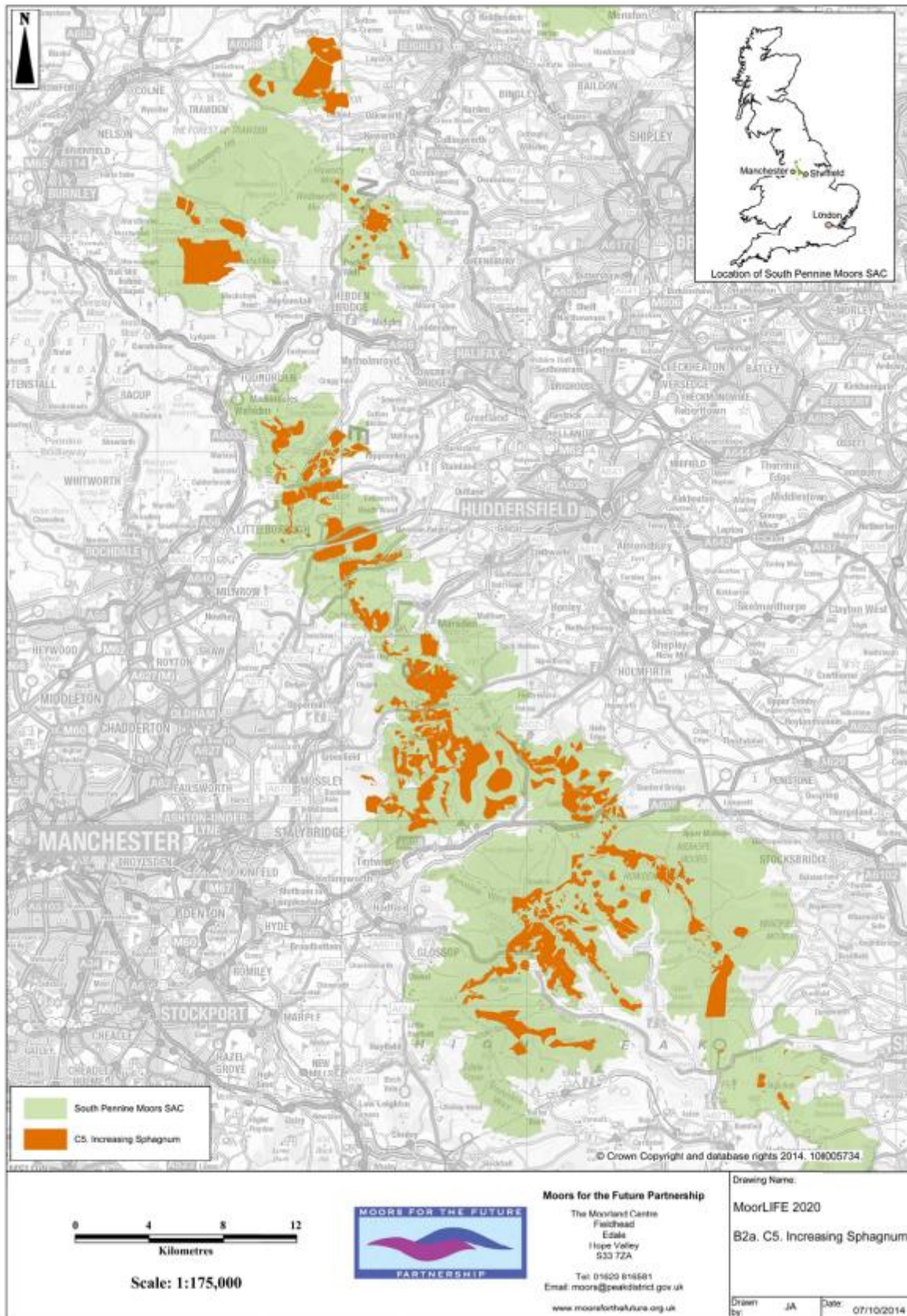
Appendix 4: Action C3 Increasing Heterogeneity



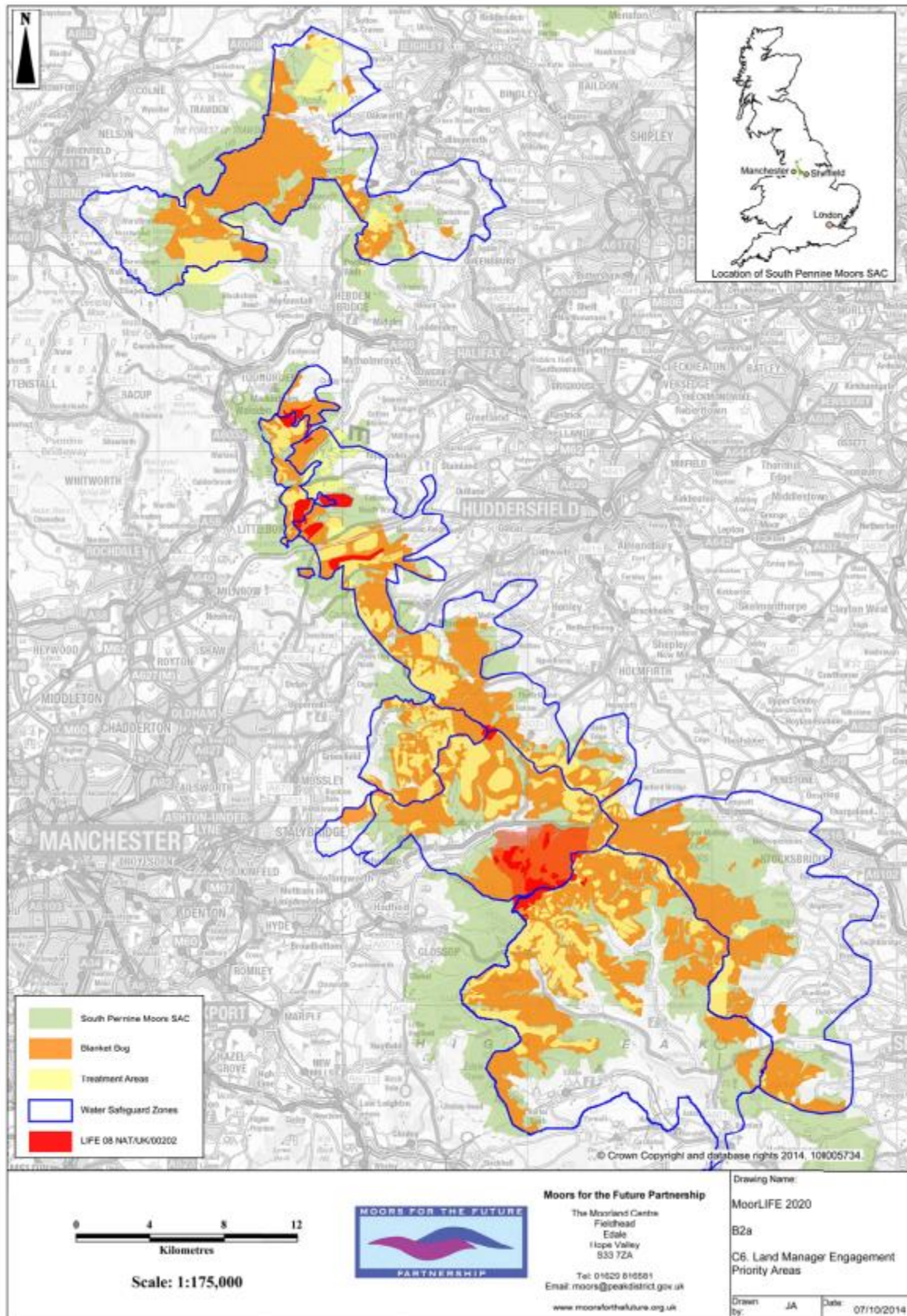
Appendix 5: Action C4 Controlling Invasive Species



Appendix 6: Action C5 Increasing Sphagnum



Appendix 7: Action C6 Land Manager Engagement Priority Areas



Appendix 8: Deliverable Products of the Project

Name of the deliverable	Action number	Deadline
Statutory Consent Framework	A4	2016-12-31
Signed Landowner agreements	A4	2016-12-31
Support materials for the Good Practice Management code	A5	2017-07-31
Approved Code of Good Practice Management for Active Blanket Bog	A5	2017-07-31
3 Project information boards	E2	2017-02-28
Clearance of 1.2 hectares of extensive stands of <i>Rhododendron ponticum</i>	C4	2020-08-31
1800 hectares of Active Blanket Bog cleared of invasive woody species	C4	2020-12-31
Sphagnum applied to 1440 hectares	C5	2020-12-31
Best Practice Guide to Sphagnum application	C5	2020-12-31
Signatories to the Approved Code of Good Practice Management for Active Blanket Bog	C6	2020-12-31
50204 metres of grip blocked with 7100 blocks	C2	2020-08-31
57582 metres of gullies blocked with 8200 blocks	C2	2020-08-31
Report on restoration trajectories.	D2	2020-12-18
Report on the impact of the project's actions on biodiversity and ecosystem service provision at four demonstration sites and the wider project area	D2	2020-12-18
A report on the efficacy and impact of peat pipe blocking and best practice' guidelines	D3	2020-12-18
Production of manuscript of peat pipe blocking report for submission to peer-reviewed scientific journal	D3	2020-12-18
Summary report of metrics - web, social media and app registrations	D4	2020-12-31
Evaluation report of events programme across the SPM SAC	D4	2020-12-31
A single database of wildfire incidents across the SPM SAC	D4	2020-12-31
Reporting on FOG group expert opinion on the impact of project on reducing wildfire risk	D4	2020-12-31

Report on changes in wildfire data reporting over duration of the project	D4	2020-12-31
Fire aware land manager app	E7	2017-12-22
Supporting promotional literature produced annually (2016 - 2019)	E7	2019-12-20
After LIFE Plan produced	F3	2021-02-28
Development of the five restoration trajectories	A6	2016-08-19
High resolution land cover map of the South Pennine Moors (SPM) SAC	A7	2016-05-31
An eCognition 'rule set' that can applied to other areas	A7	2016-07-29
Ground-truthed spatial database of vegetation types for use in interpretation of Earth Observation (EO) data	A7	2015-10-30
Final report on the socio-economic impacts of the project	D6	2020-12-18
837 hectares treated with lime, seed and fertiliser	C1	2019-09-30
75,000 plug plants planted	C1	2019-09-30
43 hectares of bare peat treated with heather brush to prevent erosion	C1	2018-03-31
Evidence-based best practice guidance on increasing vegetation heterogeneity	C3	2020-12-18
Heterogeneous vegetation cut on 965 hectares of blanket bog	C3	2020-12-31
Final Carbon Audit report	D5	2020-12-18
Downloadable guide to carbon auditing land management practices; including templates to guide the collation of GHG data for restoration actions.	D5	2017-12-22
Printed and tablet version of layman's report	E5	2020-12-31
A project delivery (compliance) map presenting what and where concrete conservation actions have been delivered - updated monthly.	D1	2020-12-18
Land cover maps of this area before and after restoration treatment and derived land cover change maps.	D1	2020-12-18
A dataset of 85 km ² of EO data captured from a UAV, including RGB, VNIR and thermal imagery covering the project area.	D1	2020-08-18
An eCognition 'Rule set' used in the production of the land cover maps	D1	2020-12-18

One national conference with support materials	E4	2017-12-22
Two seminars - looking at the value of Active Blanket Bog and threats	E4	2018-12-21
1 project launch media event attended by key stakeholders at a specified venue.	E4	2016-05-31
Project website	E1	2020-12-31

Appendix 9: Milestones of the Project

Name of the milestone (max. 200 characters)		Number of the associated action		Deadline
Demonstration site information boards revised and updated		E3		2019-09-30
Demonstration site information boards revised and updated		E3		2017-09-29
Demonstration site information boards revised and updated		E3		2018-09-28
Brief developed		E3		2016-03-31
Tender written and contractor appointed		E3		2016-07-29
Demonstration site information boards produced and installed		E3		2016-11-30
Tenders and Contracts for all actions in place		A4		2016-12-31
95% of landowners approached for landowner agreements		A4		2016-03-31
85% of landowner consents granted		A4		2016-07-31
All consents for Ordinary Watercourse and Land Drainage applications received		A4		2016-09-30
Preparation of 95% of tenders and contracts		A4		2016-06-30
All activities requiring Natural England consent identified		A4		2016-07-31
All applications for Ordinary Watercourse and Land Drainage consent completed		A4		2016-07-31
Creation of initial land management support materials		A5		2017-08-31

Final Report		F1		2021-02-28
Design brief for project information panels produced		E2		2016-06-30
Project information boards produced and installed		E2		2017-02-28
Initial rhododendron clearance at Butterly		C4		2017-04-30
50 Rhododendron clearance events organised and undertaken		C4		2018-07-31
75 Rhododendron clearance events organised and undertaken		C4		2019-07-31
100 Rhododendron clearance events organised and undertaken		C4		2020-12-31
25 Rhododendron clearance events organised and undertaken		C4		2017-07-31
Overall Project Delivery Plan in place		A2		2016-03-31
First material applied in November 2016, when the first areas are cut under Action C3		C5		2016-11-30
Areas for cutting and collection of Sphagnum material identified and approved by Natural England		C5		2016-09-30
Contractors' programme for the supply of Sphagnum to be completed by end of May 2016		C5		2016-09-30
Independent audit completed		F2		2021-02-28
Independent Auditor appointed		F2		2020-09-30

Final Indicator Tables submitted with the Final Report		F4		2021-02-28
Indicator tables submitted with the First Progress Report		F4		2016-12-31
Action A5 completed on time		C6		2017-07-31
Programme of events developed		C6		2016-08-31
Follow-up land management support materials (based on new findings from the four demonstration initiatives)		C6		2019-08-31
7100 grip blocks installed		C2		2020-08-31
Hydrological restoration plan, through Action A3		C2		2016-08-01
8200 gully blocks installed		C2		2020-08-31
Compilation of final datasets and metadata (to INSPIRE standards) from demonstration sites		D2		2020-10-30
Set up of demonstration sites		D2		2017-03-31
Collection of 'before' intervention monitoring (baseline) data at demonstration sites		D2		2018-08-31
Annual update of restoration trajectories 2017		D2		2017-12-15
Annual update of restoration trajectory 2018		D2		2018-12-14
Assessment and reporting on the progress of concrete conservation sites against restoration trajectories including 2019 annual update		D2		2019-12-31

Set up of monitoring to evidence the efficiency and impact of vegetation diversification Action (C3)		D2		2017-03-31
Collection of 'after' (post) diversification intervention data		D2		2020-09-30
Evidence on the success and impact of vegetation diversification to inform best-practice recommendations		D2		2020-12-18
Set up of monitoring to evidence the efficiency and impact of methods to reintroduce sphagnum (Action (C5))		D2		2017-03-31
Compilation (including producing metadata) and analysis of sphagnum monitoring		D2		2020-10-30
Evidence on the success and impact of sphagnum establishment activities to inform best-practice recommendations		D2		2020-12-18
Collection of 'after' (post) intervention monitoring data at demonstration sites		D2		2020-09-30
Analysis of data collected at the demonstration sites		D2		2020-12-11
Final report on monitoring biodiversity and ecosystem services at demonstration sites		D2		2020-12-18
Final update of restoration trajectories 2020		D2		2020-10-30
Collection of 'before' diversification intervention (baseline) data		D2		2018-08-31

Compilation (including producing metadata) and analysis of vegetation diversification monitoring		D2		2020-10-30
Collection of 'before' sphagnum treatment (baseline) data		D2		2018-08-31
Collection of 'after' (post) sphagnum treatment data		D2		2020-09-30
Collection of 'before' (pre) intervention (peat pipe blocking)' data		D3		2018-08-31
Set up of peat pipe blocking demonstration site		D3		2017-03-31
Collection of 'after' (post) intervention (peat pipe blocking) data		D3		2020-08-30
Baseline survey of Fire Operations Group on current wildfire risk and evidence base within the SPM SAC		D4		2016-12-31
Report on Fire Operation Groups assessment of the impact of the project on reducing wildfire risk		D4		2020-12-31
Report on wildfire data reporting, including assessment of changes in wildfire evidence over life of the project		D4		2020-12-31
Summary report of metrics - web, social media and app registrations		D4		2020-12-31
Follow up survey of Fire Operations Group on wildfire risk and evidence base within the SPM SAC		D4		2020-11-30
Update wildfire database 2017		D4		2017-12-31

Update wildfire database 2018		D4		2018-12-31
Update wildfire database 2019		D4		2019-12-31
Final update of wildfire database 2020		D4		2020-12-31
Compilation of a single, up-to-date database of wildfire incidents across the SPM SAC		D4		2016-12-31
Evaluation report of events programme across the SPM SAC		D4		2020-12-31
Programme of events and visits		E7		2016-12-23
Youth materials and engagement set-up		E7		2018-09-28
Establish MoorLIFE 2020 Youth Group		E7		2019-03-29
Evaluation and review of programme of events and visits		E7		2019-12-18
Evaluation and review of programme of events and visits		E7		2018-12-18
Evaluation and review of programme of events and visits		E7		2017-12-18
Evaluation and review of programme of events and visits		E7		2020-12-18
Set up of bogtastic van and supporting materials		E7		2017-02-28
After LIFE Plan submitted with the Final Report		F3		2021-02-28
Collation of data to develop five restoration trajectories		A6		2016-03-31
Object based image classification and production of land cover map		A7		2016-05-31

Earth Observation (aerial photographs) data acquisition		A7		2015-12-31
Ground-truthing EO imagery (aerial photographs)		A7		2015-12-31
MoorLIFE 2020 Project Manager in post		A1		2015-11-01
MoorLIFE 2020 Project delivery team in place		A1		2016-03-31
Baseline (pre-delivery of project actions) report on the socio-economic impacts of the project		D6		2017-12-15
Mid-term report on socio-economic impacts of the project		D6		2019-09-27
Visit and host other UK and EU projects to refine plans and build knowledge base		E6		2020-12-31
Attend UK and EU peatland conferences and forums and transfer knowledge		E6		2020-12-31
Conduct desk research into other UK and EU peatland projects		E6		2016-12-31
Propagation of plug plants started		C1		2016-04-30
All heather brash works completed		C1		2018-04-30
All bare peat stabilisation works completed		C1		2019-12-31
Heather brash cutting starts		C1		2016-10-31
All seeding completed		C1		2017-10-31
All vascular plug plants planted		C1		2018-10-31
250 hectares of blanket bog vegetation cut		C3		2017-08-31

500 hectares of blanket bog vegetation cut		C3		2018-08-31
750 hectares of blanket bog vegetation cut		C3		2019-08-31
970 hectares of blanket bog vegetation cut		C3		2020-08-31
Softraks purchased		C3		2016-06-30
Carbon Audit Update 2019		D5		2019-08-31
Carbon Audit update 2018		D5		2018-08-31
Final Carbon Audit report		D5		2020-12-18
Carbon Audit methodology, processes and protocols established		D5		2016-05-31
Carbon Audit update 2016		D5		2016-08-31
Interim report; including Carbon Audit update for 2017		D5		2017-08-31
Produce Layman's report		E5		2020-12-31
All Appropriate Assessments completed		A3		2016-07-29
Project Plan for land management actions in place		A3		2016-07-29
Project Plan for dissemination actions in place		A3		2016-07-29
Project Plan for monitoring actions in place		A3		2016-07-29
Integrated Operational Project Plan Produced		A3		2016-07-29
UAV (EO) data acquisition 2020		D1		2020-09-30
UAV (EO) data acquisition 2016		D1		2016-09-30

UAV (EO) data analysis 2020		D1		2020-11-30
UAV (EO) data acquisition 2018		D1		2018-09-30
UAV (EO) data acquisition 2019		D1		2019-09-30
UAV (EO) data analysis 2017		D1		2018-05-31
Purchase UAV and undertake pilot training course		D1		2016-05-30
UAV (EO) data acquisition 2017		D1		2017-09-30
UAV (EO) data analysis 2016		D1		2017-05-31
UAV (EO) data analysis 2018		D1		2019-05-31
UAV (EO) data analysis 2019		D1		2020-05-31
Seminar one		E4		2018-12-21
Project launch event		E4		2016-03-31
Seminar two		E4		2019-12-20
National Conference		E4		2017-12-22
Website up and running		E1		2016-10-31

8. **2016/17 QUARTER 3 CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT (A91941/EF)**

1. **Purpose of the report**

This report provides Members with monitoring information at the end of Quarter 3 (October - December 2016) for review of performance against the first year of our Corporate Strategy (comprising 4 directional shifts and 4 cornerstones); monitoring of the corporate risk register; monitoring of Freedom of Information/Environmental Information Regulations requests and monitoring of complaints.

2. **Key Issues**

- **Corporate Performance** at the end of Quarter 3:
 - None of our priority actions have significant performance issues, 18 actions require more planned work and 10 actions are on target; in discussing Quarter 3 performance, managers recognise that, as in Quarter 2, 'business as usual' is progressing well whereas development actions are proving more challenging and taking longer than anticipated.
 - Work continues to develop indicators - again those in development areas are taking longer than anticipated to finalise but all are expected to be in place by the end of quarter 4. Progress on the year to date is that 26 are on target (green), 2 are amber (2c) volunteers and 9b) Percentage of enforcement enquiries investigated within 30 working days) and 2 are below target (red) (proportion of planning appeals allowed and percentage complaints dealt with in accordance with agreed deadlines).
- **Corporate Risk** status at the end of Quarter 3:
 - 3 risks have moved in their risk rating:
 - a. Insufficient capacity to deliver Moorlife 2020 programme
 - b. Failure to design the organisation so it has the skills and capability to deliver
 - c. Failure to support staff going through a time of change
 - The addition of new risk 15 - Insufficient capacity to deliver the South West Peak project and secure additional match funding.
 - 1 risk remains as high risk:
 - a. Failure to inspire people to give to a National Park Authority
- Only 2 complaints were received in Quarter 3; 5 Freedom of Information requests and 7 Environmental Information Regulations requests were dealt with.

Recommendations

3.
 1. **That the Quarter 3 Corporate Performance Return, given in Appendix 1, is reviewed, including approving changes to two indicator targets as outlined below, and any actions to address issues agreed.**
 2. **That the corporate risk register summary given in Appendix 2 is reviewed and status of risks accepted.**
 3. **That the status of complaints and Freedom of Information/ Environmental Information Regulations 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 3 Our Organisation: developing our organisation so we have a planned and sustained approach to performance at all levels. Monitoring the corporate indicators and corporate priority actions for 2016/17 is part of our approach to ensuring we are progressing against our Performance and Business Plan and if needed, mitigating action can be taken to maintain and improve performance or to reprioritise work in consultation with staff and Members.

Background

5. The visual representation for performance data remains on a traffic light system, using:
 - green indicating the action or indicator is on target,
 - amber indicating that some remedial work required to get on target, and
 - red indicating a wider variance from being on target and that there may be some significant issues to be addressed.
6. In addition, a commentary is provided for each Directional Shift and Cornerstone, including any issues and action being taken to address the issues.
7. The Authority's risk management policy and supporting documentation was approved by Authority on 25 March 2011 (minute 21/11), and is reviewed annually as part of the Authority's review of the Code of Corporate Governance. In line with these arrangements, Appendix 2 shows the status of the Corporate Risks and an update for red risks and risks that have changed in risk rating.
8. Appendix 3 shows the status of the complaints received in this quarter and the report on Freedom of Information and Environmental Information Regulations requests. All remain at a low level compared with the same time last year.
9. 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.

Proposals

10. Members are asked to review and agree the Quarter 3 Corporate Performance Return as detailed in Appendix 1. In doing so, Members are asked to approve two changes in

the corporate indicator targets. These are for indicators 2d) 'Supporters (donors)' and 3a) 'Percentage who know about the Peak District National Park'. New targets are proposed so we can monitor performance of current work that is being undertaken to progress the indicator.

11. Members are further asked to review the corporate risk register status at Appendix 2 and agree the proposed changes to the Corporate Risk Register including:
 - a) Managing down (now medium likelihood) of risk 4 'Insufficient capacity to deliver Moorlife 2020 programme' – as all posts are filled or appointed to and the Edale site development is progressing to plan.
 - b) Managing down (now medium likelihood) of risk 9 'Failure to design the organisation so it has the skills and capability to deliver' – as implementation of the new structure is substantially completed with residual vacancies being advertised in the new year for appointments to be made in quarter 4.
 - c) Managing down (now medium likelihood) of risk 10 'Failure to support staff going through a time of change' – as resilience coaching has been provided, counselling is available on request, communications with Staff Committee and UNISON are positive, and the communication programme continues.
 - d) The addition of new risk 15 (categorised as medium likelihood and high impact) 'Insufficient capacity to deliver the South West Peak project and secure additional match funding'. This has mitigating measures of progressing with recruitment to agreed establishment and submitting match funding bids.
12. 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?

13. 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.
14. **Background papers** (not previously published) – None

Appendices

1. Appendix 1: Quarter 3 2016-17 Corporate Performance Return
2. Appendix 2: Quarter 3 Corporate Risk Register status
3. Appendix 3: Quarter 3 Complaints, Freedom of Information (FOI), and Environmental Information Regulations (EIR) enquiries

Report Author, Job Title and Publication Date

Emily Fox, Head of Strategy and Performance, 12 January 2017

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Directional Shift 1: The Place and the Park, on a Landscape Scale

Our Focus:	2016-17 priority actions	Progress (RAG)
1. The Dark Peak	We will define, and have support for, our strategic direction for Stanage North Lees within the wider landscape.	GREEN
2. The SW Peak	We will have secured HLF funding and match funding to start the SW Peak Landscape Partnership Scheme delivery phase plus HLF agreement to a phased approach to future match funding requirements.	AMBER
3. The White Peak	We will know what the opportunities are for the NPA to develop an integrated management project in the public sector across the White Peak.	AMBER
4. The Whole Park	We will be offering an integrated conservation service to land managers.	AMBER

Corporate Indicator	Target 2016-17	Status
1. Stage of development of Landscape scale partnership programmes a) Moors for the Future b) South West Peak Partnership c) White Peak Delivery Partnership d) Sheffield Moors Partnership	Stage of development a) Mature Partnership b) Strategic Plan c) Vision d) Vision	a) achieved b) achieved c) on target d) on target

Overview:

The South West Peak Landscape Partnership Stage 2 submission to HLF was approved in November 2016, with the quality of submission being commended; a partnership manager has been appointed and the Partnership now moves into delivery from 1 January. The questions raised following the EU referendum about the funding of MoorLIFE 2020 EU LIFE scheme and of the national agri-environment schemes remain unresolved, although the Government has committed to fund existing agreements and agreed bids. CEO has written to DEFRA asking for specific confirmation that MOORLIFE 2020 will be underwritten; reply awaited. The Authority (through National Parks England, stakeholder events and the Uplands Alliance) is actively seeking to influence future support payments to deliver public goods in the uplands and protected landscapes, with the Chief Executive speaking as a witness at the House of Commons Environmental Audit Committee on “*The Future of the Natural Environment after the EU Referendum*”; a report is due early in the New Year. Work has started on scoping further development of an integrated conservation service to land managers. A revised National Protocol for environmental land management has been agreed between the National Park Authorities, NPE, Defra, Natural England, Forestry Commission and the Environment Agency.

Progress against priority actions/indicator targets:

- The South West Peak HLF funded Landscape Partnership Development Phase 2 bid to HLF was submitted in July and the £2.4 million grant approved in November. A Partnership Manager has been appointed and HLF has given permission to start the programme from January 2017. The Programme Board continues to meet to monitor and review progress on individual projects. Work has continued to find additional match-funding to

fill the remaining gaps with £7,500 secured the Mercer's Company, a Peak Leader bid has been invited to full application and further bids have been prepared for Esmee Fairbairn and Big Lottery.

- Work has continued on developing a vision for a White Peak landscape partnership with partners; a Plantlife-led HLF bid for a second phase of Plantlife's Magnificent Meadows project including priority areas of Derbyshire has been developed.
- The State of Nature report launch took place in November, with a wide range of partners and stakeholders.
- Recruitment of staff for the MoorLIFE 2020 EU LIFE project has continued, with a full establishment likely to be in place in January 2017; working up implementation of schemes with partners.
- The Moor Business application, to further develop the Business Plan for the Moors for the Future Partnership, was unsuccessful, but with positive feedback for future bids.
- Work on the treatment of moorland with restoration actions has continued, with a busy quarter on brash spreading, bare peat revegetation, bracken control and sward diversification, as well as completion of the 2.9km footpath across Brown Knoll.
- Representations were made to the Sheffield City Council's Environment Scrutiny Committee about the use of natural flood management techniques in the wider catchment to reduce flood risk in the city, with the work of Moors for the Future Partnership used as a successful example. Also Keynote speeches at Cumbria BogLIFE conference, Upper Don Catchment Partnership, Pennine Prospects Conference and the IUCN Peatland Programme Conference. MFFP hosted visit by the EU LIFE monitor and a delegation from Lithuania.
- Successfully had MFFP projects included in the Calderdale Flood Action Plan. Bid has been made to the EA NW Slowing the Flow fund for the upper catchments surrounding Manchester.
- The Birds of Prey Initiative has continued, with a draft position statement and protocol agreed at the October meeting with all partners. A subsequent meeting was held with the Moorland Association to discuss the initiative and other areas of common interest.
- Countryside Stewardship scheme support - 6 farmers and landowners who were fully supported with their mid tier applications have continued to receive adviser support to deal with queries and clarify the position with regard to the late delivery of agreements by Natural England. Hedgerow and Boundaries scheme applicants have been supported with grant claims.
- Partners continue to deliver the actions in the Sheffield Moors Partnership Masterplan.
- The Sheffield Wildlife Trust HLF bid for the Development Phase for the "Sheffield Lakeland" Landscape partnership was successful; the Authority offered support.
- The National Grid scheme for funding to underground a key section of high voltage electricity line and remove pylons at Dunford Bridge is progressing to the detailed scheme stage.
- Decision awaited on the Hope Valley Railway Capacity Improvement Scheme – initial objection withdrawn following progress on the justification for the scheme and its details.
- Officers continue to be involved in discussions with Highways England and the Department for Transport on Trans-Pennine road proposals, including a possible tunnel. The Authority is now a member of the Project Steering Group, to ensure proper consideration of National Park interests.
- Work started on scoping the further development of an integrated conservation service to land managers, with a presentation to a Member workshop in November and resources allocated to data cleansing.

Issues arising and action to address:

- a) Continued uncertainty over the availability and participation in the new national agri-environment scheme, and what could replace it if the UK leaves the EU. The Authority is actively involved influencing future support payments to deliver public goods in the uplands and protected landscapes.

- b) Countryside Stewardship – the second round of applications were significantly more nationally than for the first year but the Brexit decision has led to further uncertainty for the farming community. We are proactively approaching agreement expirees to encourage their continued engagement with conservation. Support to farmers and land managers has continued during this difficult transitional period. Natural England has advised mid-tier applicants that their agreements will be late and National Park advisers continue to positively support both the farmers and Natural England through this difficult period.
- c) There is ongoing debate about the sustainability some aspects of grouse moor management including burning on deep peat, birds of prey and moorland tracks. Discussions continue with key stakeholders on moorland issues.
- d) The Private Land Partnership (MFFP) has faced difficulties in recovering its management fees due to delayed payments to agreement holders from the RPA. This has created financial uncertainty and created a reluctance to commit to paying the project costs which has had an onward issue for cash flow. 5 of 7 agreement holders still not had payment from RPA, but 43% of payments made. To reduce the issue, we are forming payment plans with landowners, and the CEO met with Natural England to urge more timely payments from RPA.

Risk implications: Covered in Service Plans and MFFP Operational plan risk assessment and service plan

Directional Shift 2: Connect people to the place, the park

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support.	We will have specified systems, skills and resources required to build a compelling platform to attract support.	AMBER
2. Improve access to the National Park for less represented audiences, in particular young people under 25.	We will have identified the best channels through which to engage young people.	GREEN
3. Improve access to the National Park for less represented audiences, in particular people with health inequality.	We will have identified the best channels through which to engage people living with health inequality and identified funding sources.	AMBER
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters.	We will have specified the systems, skills and resources required to develop and manage volunteer opportunities.	AMBER

Corporate Indicator	Target 2016-17	Status at Q3
2. Number of people experiencing the benefits of the Peak District National Park from our target audiences of:		
a) young people under 25	5% increase over 2015-16	15,476*
b) people living with health inequality (particularly mental wellbeing)	Baseline	Avail in Q4
c) volunteers (expressed as volunteer days)	5% increase over 2015-16 (4,944 days at half year point)	4,569*
d) supporters (donors)	Baseline	Proposal to change target

* Half Yearly

Overview:

This last quarter has seen the appointment of a new Head of Outreach Development, a significant building block to improving understanding about the Park’s special qualities with key target audiences.

Progress against priority actions/indicator targets:

- The work to have specified systems, skills and resources required to build a compelling platform to attract support has continued as evidenced by the creation of a single, integrated commercial development and outreach plan as presented to Members.
- Channel and activity identification for outreach work with young people is underway alongside our already successful programmes. This will run in parallel to our review of the current resources in place. The new

Junior Ranger programme is continuing to develop well with 22 young people obtaining their Discovery level John Muir Awards this quarter.

- Progress on creating programmes that specifically meet the needs of people with mental health challenges is much slower. This is a complex area in which the benefits of National Park's (and natural environments more broadly) are not yet embedded in suite of options considered by statutory and voluntary commissioners and providers in this field.
- We are continuing existing work in this area this quarter through the delivery of two bespoke walks for a group of partially-sighted walkers who were staying at Bretton Youth Hostel and the delivery of 3 Peak Park Leisure (health) walks and work with the Early Intervention service from Manchester and Rotherham.
- We are currently recruiting for a post to develop volunteering recruitment and retention matched to resource requirements across the full and appropriate range of the Authority work. On-going programmes such as that co-created with Tarmac continue deliver positive results.
- This quarter has seen the completion of the Ranger Training Course 2016 means that 11 more volunteers took up volunteer duties at briefing centres contributing another 150-plus days of volunteer time each year.
- The half-year 'volunteer days' result is below plan, but the direction of travel over the last three years has been year-on-year growth – from 8,303 (year ending 2013) to 9,527 (year ending 2016).

Issues arising and action to address:

- a) The key issue arising for this – and directional shifts 3 and 4 – is one of pace. With senior roles only being filled by the end of Q3 (and one unlikely to be filled until Q1 2017-18) work had been weighted toward business as usual vs. development.

Risk implications:

Directional shift 3: Visitor experiences that inspire and move

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour.	We will have identified key audiences and the behaviours that sustain the special qualities of the National Park, and developed a campaign to promote understanding of their value.	AMBER
2. Provide a quality experience for anybody who visits our property or uses our visitor services that people are willing to pay for.	We will have identified experiences our customers demand and mapped the ability of our portfolio to deliver them.	AMBER
3. Provide quality new experiences that will generate new income to fund the place.	We will have identified the experiences our customers demand and mapped our ability to deliver them.	AMBER

Corporate Indicator	Target 2015-16	Status at Q3
3. Brand awareness and understanding among existing audiences and potential supporters:		
a) % who know about the PDNP	Baseline	Proposal to change target
b) % who understand PDNP potential benefits/ services	Baseline	Available in Q4
c) % who feel positive towards the PDNP	Baseline	Available in Q4
d) % who are willing to support the PDNP	Baseline	Available in Q4
4. Customer satisfaction with the PDNP experience	➤ 90%	Available in Q4

* Potential supporters: survey to be developed in 17/18

Overview:

- This last quarter has seen the appointment of a new Head of Visitor Experience Development, a significant building block to improving our assets to support understanding and the propensity to support.

Progress against priority actions/indicator targets:

- The development of a campaign to promote understanding is part to the wider improvements outlined in the commercial development and outreach plan. At a tactical level we have begun to develop branding for our vehicles with messages about visitor behaviour and the Park’s special qualities. This will also form an integral part of the messaging created for our improved visitor centres.
- The Castleton Visitor Centre refurbishment is well underway. We have been able to improve the internal layout and meet budget aspirations. The interpretation brief has been tendered and an agency appointed.
- A clear maintenance programme for the Trails was signed-off and contractors appointed. Significant resurfacing work has taken place on the Tissington Trail near Alsop Station – widening the trail and removing accessibility challenges.

- It was particularly pleasing in this quarter to receive the Accessible Derbyshire Organisation of the Year Award for our work on improving accessibility in the National Park over the last 2 years, including fundraising to purchase a BOMA 7 all-terrain powered wheelchair bike, improvements to our paths and trails work to create a wet room and accessible camping pod at North Lees campsite.
- Designs and costs have been completed for a phase 1 development of the Miller's Dale site, incorporating a food and beverage offer. An Expression of Interest exercise was launched to ascertain potential partners for our long-term development aspirations.
- A review of one of our cycle routes was carried out with a view to revising the hiring point for customers.
- New pods at North Lees campsite have been put in place and initial designs and costs created for a poor weather shelter. A feasibility study for restoration of a derelict farm to bunk barn accommodation on our Warslow Estate has also been carried out with help from the Royal Engineers.

Issues arising and action to address:

See comment for Directional Shift 2.

- a) The accident involving the Centaur vehicle last year (which resulted in injury to two people) was reported to HSE as required under RIDDOR . The conclusion of the HSE investigation found the Authority in contravention in three areas; suitability of vehicle for purpose (risk assessment), maintenance and training. The Authority has subsequently received an invoice to cover work carried out by the HSE. The Authority is currently challenging the findings giving rise to these costs and the level of charges. An internal investigation into the incident has also been carried out. The conclusion of that investigation was that, in light of the potential seriousness of the accident and the wider implications for the Authority, a management instruction has been issued to all staff with access, or potential access, to specialist vehicles, and line managers responsible for those staff.

Risk implications:

Directional shift 4: Grow income and supporters

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Increase our income from giving.	We will have specified the systems, skills and resources required to build a compelling platform to attract support.	AMBER
2. Achieve our commercial programme income targets.	We will deliver the income targets.	AMBER
3. Develop / establish sponsorship relationships.	We will have decided the balance between the level of local and national efforts to secure commercial sponsorship.	GREEN
4. Secure external funding for major programme and partnership delivery.	We will have identified the funding opportunities for Millers Dale and put in place a funding strategy for the South West Peak Landscape project.	GREEN

Corporate Indicator	Baseline	Target 2016-17	Q3 Status
5. Amount and proportion of income by source:			
a) Commercial	£ 2,162,294 (17.8%)	£ 2,289,000 (17.9%)	£ 1,639,215 (14.2%)
b) Donations	£ 40,255 (0.3%)	£ 60,000 (0.5%)	£ 50,000 (00.4%)
c) External funding*	£ 3,584,952 (29.5%)	£ 4,000,000 (31.2%)	£ 4,427,546 (38.2%)
d) Defra grant*	£ 6,364,744 (53.4%)	£ 6,474,218 (50.5%)	£ 5,467,000 (47.2%)
e) Total income	£12,152,345	£12,823,218	£11,583,902
		Overall increase of 5%	

*Some distortions will appear on a quarterly basis for the proportions of Defra Grant and external funding due to the accounting process.

Overview:

- Our trading income is still largely on target thanks to a strong performance from the cycle hire business. We have revised our partner relationships with key events such Eroica and will be starting negotiations with the RHS about opportunities from its forthcoming event at Chatsworth House. We have a dedicated Fundraising Development Manager in place – albeit on a 0.6 contract – and appointed a part-time Marketing & Fundraising Officer in support. This has mitigated to some extent the fact that we have not been able to appoint a Head of Marketing & Fundraising in this quarter.

Progress against priority actions/indicator targets:

- A topline critical path for the establishment, launch and running of a charity vehicle has been created; reports setting out the potential governance will be brought to the Audit, Resources & Performance committee in due course as per the ARP report , ‘Commercial Development – Giving’, presented in March last year.
- We have negotiated a deal with Eroica Britannia to provide a guaranteed level of funding and space at the event to promote the Park.
- We have received a generous legacy from a former volunteer and been notified of another potential legacy which would provide a strong base for the new fundraising vehicle.
- A review of car park charging and enforcement has been completed and will be implemented in the next financial year.

- Designs and messaging have been created with stronger calls to action for a further roll out of the brand, including a review of the impact and content of ParkLife.
- In terms of donations we are seeing absolute growth while the success of the South West Peak Partnership funding bid has boosted the percentage contribution from this income stream.
- National Parks Partnerships continues to develop potential sponsorship opportunities. Monthly progress reports are provided and current positive leads are in the leisure apparel, motor vehicle, leisure accommodation and retail sectors. A potential electric car charging initiative is currently being investigated by a number of national parks including the PDNP.
- Our media reach continues to be strong with followers and friends being added to our Twitter and Facebook feeds. Of particular note in Q3 was our Twitter account now has 27.5K followers (+1,865 this quarter) and on Facebook we now have 4.7K likes (+451 this quarter). During Q3 the most popular topics on social media included the South West Peak launch, announcement of RHS Chatsworth, consultation on future planning policies, Big Pathwatch study, National Stress Awareness Day and World Mental Health Day all reaching well over 100K users each.
- Media releases over the last quarter have included the successful prosecution for damage to trees; Launch of the State of Nature in the Peak District Report and the Ringing Roger Path repair works which was funded following a successful fundraising campaign by the BMC.

Issues arising and action to address:

See comment for Directional Shift 2.

Cornerstone 1: Our assets

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Reduce the size of our property portfolio and retain what we need	We will be on target for our programme of disposals.	GREEN
2. Ensure that the Trails, Stanage, North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	We will have a clear plan for the standards needed for our assets for maintenance, environmental performance and visitor experience.	AMBER
3. Get the basics right on the visitor infrastructure we own and operate, from both a local and visitor perspective	We will have a clear plan for the standards needed for our visitor infrastructure for maintenance, environmental performance and visitor experience.	AMBER
4. Increase the value of our brand and its reach	We will have a compelling brand to underpin the outreach and income plans.	AMBER

Corporate Indicator	Target 2015-16	Status at Q3
Percentage of assets that meet the standards set for: Maintenance Environmental performance	Baseline tbc	Clear definition of indicator now agreed; work to provide data will start in quarter 4. Baseline data will not be available for the maintenance and environmental management standard by the year end.

Overview:

Progress is being made in all key areas. The new Head of Visitor Experience is in post and progress is being made on appointing to the Head of Marketing and Fundraising vacancy. Resource issues in Property Support team are being addressed with quicker progress now being made on key building/maintenance projects.

Progress against priority actions/indicator targets:

- A successful contract has been let for the redevelopment of Castleton Visitor Centre with an expected date for completion in May subject to no unforeseen issues.
- The general building works programme on the Warslow Moors Estate is still progressing. Three residential properties are however vacant and awaiting significant building improvement work before re-letting. Borrowed funds on two of the properties (Hayeshead and Spring Bank) from the Capital Strategy will be sought in the New Year via business cases to Resource Management Team. The Business Case for the third property will be made in the Spring. The refurbishment and subsequent re-letting of these properties will require considerable staff input over the next 4-5 months.
- The Royal Engineers have carried out the options appraisal and costings exercise on a derelict house and barn (Hayeshead) and their full report is expected in the New Year. Their report will form the basis for another business case for funds from the Capital Strategy in due course.
- Condition surveys have been undertaken at Pump Farm and Spring Bank

- A programme of heather cutting has been undertaken on Middlehills Moor in accordance with the Higher Level Stewardship Agreement
- Work is ongoing in major thinning operations at Bank Wood (Hassop), Shawfield Wood (Warslow) and Millmoorhead (Longnor) which is yielding significant income. Further major thinning over the winter is planned at The Hills (Longnor).
- The disposal programme continues to progress well. In particular, 23 woods have already been disposed of or sold subject to contract. Another 6 woods will be marketed in the New Year. Work on the disposal of more Minor Properties is also ongoing with active negotiations taking place on Caskin Low and Lea Farm. A planning application for Brosterfield caravan site has been submitted and will go before Planning Committee on the 13 January 2017.
- A tender to address the backlog of repairs on the Trails structures, now that finances have been approved, will be ready for issuing in Q4;
- The new 19 pay and display car park signs have been installed. New entrance and welcome signs for these car parks have been designed but not installed yet due to delays identifying the most appropriate materials. These signs should be completed ready for installation in Q4.
- Subject to no unforeseen circumstances, North Lees Hall should be ready to let in February 2017.
- The Edale project is progressing to plan with contractors currently on site to refurbish the campsite and to install renewable heating systems. The campsite is due to reopen on 1 February 2017. Contractors are most of the way through phase 2, which is the creation of additional office space and improvements to the building, and this will be complete in mid- January 2017. The leaking atrium roof has been fixed. The final phase of works will be the external works which, weather permitting, should be complete in spring 2017.
- As part of our investment programme resources have been allocated to support developing and implementing a plan for the maintenance and environmental management standards we aspire to across the Authority's property portfolio; work on a prioritised programme of conditions surveys will start in Q4 to inform a rolling maintenance programme in the future. The environmental management audit will be delayed until the first quarter of 2017/18 as we review resources following a recent resignation in the property support team.
- There has been considerable progress in increasing the value of our brand and its reach through the Castleton Visitor Centre development, where the brand and interpretation will embed national park values. There will also be a consistency in our brand and message across Visitor Centres, with various re-fits/re-modelling. There has been some slippage due to the directorate re-structure and staff vacancies which will be addressed when vacancies are filled.

Issues arising and action to address:

- a) Staff resourcing issues and the impact on the work programme are highlighted above

Risk implications: None

Cornerstone 2: Our services

Our Focus:	2016-17 priority actions	Progress (RAG)
4. Deliver our services in a customer focused way	We will have an extended paid-for advice service for conservation.	AMBER
5. Ensure clear policies are in place through facilitated and effective engagement and communication	We will have partners indicating their commitment to Special Qualities.	GREEN
6. Ensure appropriate regulatory action	We will be communicating the clear value of our performance on enforcement.	GREEN

Corporate Indicator	Target 2016-17	Status at Q3
7. Proportion of planning appeals allowed	<30%	50%
8. Proportion of planning applications determined in a timely way a) 13 weeks – major b) 8 weeks – minor c) 8 weeks – other d) 13 weeks – county matters	a) >70% b) >70% c) >80% d) >70%	100% 85% 88% 100%
9a Number of enforcement cases resolved	30 per quarter	35
9b % of enforcement enquiries (excluding minerals and waste) investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days	80%	78%
10 Customer satisfaction with Planning Service:		
a) Applicants/ agents	>75%	82%
b) Parish councils	>70%	To be set up
c) Residents	38%	47%*
d) Pre-application advice	>75%	To be set up
11a Number of complaints received	<20	2
11b % complaints dealt with in accordance with agreed deadlines	90%	75%
11c Satisfaction with first and second lines of enquiry (planning)	baseline	To be set up

* Residents' Survey every 3 years (Baseline 2012, data 2016)

Overview:

Work on Development Management policies has progressed, following the agreement of the draft policies by Authority in October; public consultation commenced in November. The Authority's influencing role has included ongoing dialogue with Constituent Authorities, particularly on housing, with a Memorandum of Understanding agreed with Derbyshire Dales DC in December. The NPMP update work is on track. Workshops have been held with members and the NPMP external advisory group.

Progress against priority actions/indicator targets:

- Work on Development Management policies has progressed further, with draft policies being agreed for statutory public consultation by the Authority in October; formal consultation began in November; High Peak Borough Council has raised a number of issues about delivery in the National Park.
- A Memorandum of Understanding was agreed with DDDC as part of the “Duty to Cooperate” process;
- On-going work with the constituent authorities on Local Plan housing allocations;
- Performance on planning application determination has improved in the last quarter, and is well above the figures set by the Government for “under-performing” LPAs, despite the Planning service carrying a vacancy at Team manager level for the whole quarter. Of 138 planning applications determined, 122 were approved (88%);
- 100 Planning Enquiries completed, of which 67% were completed within 15 working days;
- 35 enforcement cases were resolved in the quarter, above the target of 30 for the quarter, with 78% of enforcement enquiries investigated (and reach a conclusion on whether there is a breach of planning control) within 30 working days, just below the target of 80%;
- Planning appeals: Of 10 appeals determined in the quarter 5 were dismissed and 5 allowed, missing the target of less than 30% being allowed. Of those allowed, 2 had been officer recommendations of approval. The potential policy implications of each case are assessed by the Director and there was a concern about the weight given to Local Plan policy LB7 in an appeal at Riverside Business Park, Bakewell. On the other hand, there was very clear support for the Authority’s housing and employment policies in an appeal for 12 dwellings at Deepdale Business Park, Bakewell;
- The number of formal complaints relating to the Planning Service remains low, but one complaint progressed to the Ombudsman in the quarter;
- Feedback on the performance of the Planning Service is being collected from applicants and agents on an on-going basis following the determination of applications. The feedback is generally positive, with those cases where an issue is raised being followed up. Parish Councils are also being surveyed on an on-going basis;
- The focus on Community Planning has continued, with further work on the Leekfrith NP and Bakewell NP;
- The NPMP update work is on track. Workshops have been held with members and the NPMP external advisory group and prioritisation of issues has started. A report will be submitted to the Authority for consideration of aspirations and issues prior to public consultation.
- As part of the NPMP update process partners on the external advisory group have all committed to the special qualities underpinning the future development of the NPMP
- Data for the indicator on satisfaction with first and second lines of enquiry will be collected in quarter 4.

Issues arising and action to address:

- a) Officers have worked closely with SMDC officers to support an approach which protects the setting of National Park close to Leek whilst assisting SMDC meet its housing targets, but High Peak Borough Council has responded to the Development Management DPD with a letter expressing concern about delivery of housing, business sites and visitor accommodation in the National Park; a meeting is scheduled in January to discuss this.
- b) The number of new enforcement enquiries continues to rise, leading to a build-up in outstanding cases, despite the target for dealing with cases being met. The Action Plan agreed and adopted, in 2015-16, placing a greater focus on prioritising cases and then dealing with higher priority cases more quickly, is helping to give address this.

- c) Work on streamlining and review of our framework of policies and strategies to be led by the new Head of Strategy and Performance will not begin until 2017/18 due to priority being given to the NPMP update and putting in place a new team structure and resources.
- d) Officers continue to work with Parishes, either through the PPP forum or through individual parishes to understand their concerns and address them through attending meetings, answering questions and offering training.

Risks associated with this objective: None

Cornerstone 3: Our organisation

Our Focus:	2016-17 priority actions	Progress (RAG)
Develop and maintain appropriate standards of corporate governance	We will be ready to implement the new governance framework requirements as a public body (CIPFA SOLACE* framework).	GREEN
Implement our medium term financial plan	We will have identified and agreed the areas we are going to invest in.	GREEN
Develop key business processes underpinning the Corporate Strategy	We will have an organisation-wide understanding that information is an asset to be valued, used and shared.	AMBER

Corporate Indicator	Target 2015-16	Status
12. Audit conclusions showing satisfactory governance arrangements in place	Achieve	Achieved

Overview:

Good progress is being made in both achieving the focus for 2016/17 and the indicator.

Progress against priority actions/indicator targets:

- A new draft Code of Corporate Governance has been supported by the senior leadership team and will be presented to the Authority in February.
- The annual report on the due diligence panel for relationships involving sponsorship has been considered by Audit Resources and Performance committee.
- Migration to providing our ICT ‘infrastructure as a service’ is going to plan with completion by the end of January.
- Posts have been identified in the new structure as ‘Information Asset Owners’; staff in these posts will be briefed in quarter 4 so that a single register of data for the organisation can be built by the end of quarter 4 so we have an organisation wide understanding of the information held.
- Our Edale and Castleton sites will have greater connectivity by the end of the year.
- Positive discussions have been held with members on the three investment programmes (commercial and outreach plan, ensuring our assets are at a standard to support the corporate strategy and developing and enhancing the way we work with communities) - this will be reflected in the budget report to the Authority in February.
- New contracts have been let for catering and transport in democratic services
- We now have a clear view on the corporate indicator development work. Out of 42 indicators - 30 are complete (71%) and 12 are still in development (29%). 5 of these will be ready for the Q4 report. The remaining will be discussed by managers in January and a full report given on progress at the year end.

Issues arising and action to address:

- Although work has progressed it will not be possible to start gathering data for all indicators by the year end. This will be discussed by the senior leadership team in quarter 4.

Risk implications: We will have insufficient measures in place to assess our performance at year end.

Cornerstone 4: Our people

Our Focus:	2016-17 priority actions	Progress (RAG)
1. Ensure the Authority shape is fit for the future	We will have a structure in place that fits our organisational design principles and supports our ability to deliver the Corporate Strategy.	GREEN
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	We will have gathered the appropriate information to produce a workforce plan in 2017-18.	AMBER
3. Embed, in the way we work, our organisational values of people matter, performance matters, communities matter and every day matters	We will use the staff survey feedback to monitor how the leadership team is describing and living the way we want to work.	AMBER

Corporate Indicator	Target 2016 – 17	Status at Q3
13. Employee engagement (to be defined)	Baseline	To be set up *
14. Implement recommendations of the 2016-17 Investors in People assessment	Agree prioritised 3 year action plan	
15. Sickness levels:		
a) % total time lost due to sickness (expressed as hours)	2.15% annually (2.3% quarterly)	1.42%
b) hours per fte	44.4h annually (11.1h quarterly)	7.2
c) average number of times absent per employee	100% annually (25% quarterly)	25%
d) value of total time lost (expressed as pay cost)	£107,000 annually (26,750 quarterly)	£20,990
a) % total time lost due to sickness (expressed as hours)	10%	3%

* Indicator to be developed as part of staff survey development

Overview:

Good progress has been made in appointing to the new structure with 10 of the 12 Heads of Service posts now filled and recruitment to fourth tier posts nearly complete with three vacancies remaining. Although the work programme in HR has been dominated by the redesign of the organisation progress is being made in other key areas too as highlighted below.

Progress against priority actions/indicator targets:

- The draft action plan response to the Investors in People recommendations has been considered by the senior leadership team and will be developed further working with the new Heads of Service.
- Data is being collected to inform a discussion in January with the senior leadership team on the structure and development of a workforce strategy supported by a workforce plan.
- Preparations are underway to ensure the staff survey will go out in February – this will inform the indicator on levels of staff engagement.

- In accordance with the corporate learning and development plan 'Resilience for Leaders' workshops will be run in February and March following a successful programme of resilience workshops for all staff.
- As part of delivering the programme of the 'way we work around here' workshops the programme will continue in quarter 4 focussing on staff time management, attendance, and performance
- A contract for Leadership Development to support the leadership team has started – an organisational development programme will be developed as part of this work
- Work with the Local Government Association continues to develop a 'total reward statement' so we can use this as a recruitment and retention tool recognising the employment package the Authority offers goes beyond pay
- The new Health and Safety Policy and supporting guidance has been approved for adoption by the Local Joint Committee.


Issues arising and action to address:

Nothing to highlight

Risk implications: None

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Appendix 2 – Q3 Corporate Risk Register 2016/17

IMPACT	High	13. Impact of EU exit vote 	1. No common understanding of aims for White Peak 8. Fail to develop integrated strategic commercial plan NEW 15. Insufficient capacity to deliver SWP project & secure additional match funding NEW	7. Fail to inspire people to give to a NPA
	Medium	9. Fail to design organisation with skills and capability to deliver 11. Fail to increase ownership and understanding of our policies among stakeholders 3. Adverse exchange rate Moorlife 2020 funding 4. Insufficient capacity to deliver Moorlife 2020 10. Not support staff through change	14. Fail to deliver against performance and business plan	6. Reduced area of land in agri-environment schemes
	Low			
		Low	Medium	High
LIKELIHOOD				

Appendix 2

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Corporate Risk Register: list of risks

1. Failure to create a common understanding of what we want to achieve in the White Peak
3. Adverse exchange rate movements for Moorlife 2020 European funding
4. Insufficient capacity to deliver Moorlife 2020 programme
6. Area of NP land safeguarded in agri-environment schemes reduces because of new Rural Development Programme for England (RDPE) implications
7. Failure to inspire people to give to a National Park Authority
8. Failure to develop an integrated strategic commercial plan
9. Failure to design the organisation so it has the skills and capability to deliver
10. Failure to support staff going through a time of change
11. Failure to engage in a way that increases ownership and understanding of our policies amongst communities and decision makers
13. Failure to effectively manage the impact of changes resulting from the EU exit vote in terms of:
 - a. Euro funding for Moorlife 2020
 - b. UK government funding
 - c. Policy and legislation changes
 - d. Partnership funding position
14. Failure to deliver against our Performance and Business Plan in a time of structural change
15. NEW Insufficient capacity to deliver SWP project & secure additional match funding NEW

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S1 The Place and the Park on a Landscape scale	4. Insufficient capacity to deliver Moorlife 2020 programme	Programme and project management processes in place.	M x H AMBER: Manage and monitor	a. Recruitment to establishment agreed and progressing. b. Edale site development in progress.	Impact	High	High	High	Medium		a. Dec '16 b. Mar '17	JRS (Director or of Conservation and Planning)	Through Director of Conservation and Planning SLT	All posts are filled or appointed to. Site development is progressing to plan.
					Likelihood	Low	Low	Low	Low					
					Rating	AMBER	AMBER	AMBER	GREEN					

Appendix 2

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
S2	7. Failure to inspire people to give to a National Park Authority	Approach to giving approved by the Authority.	H x H RED	a. Organisation design to provide appropriate capabilities underway	Impact	High	High	High	High		a. Dec '16	SM (Director of Commercial Development and Outreach)	RMT	2 Heads of Service in place and 1 to be recruited to shortly. Three team managers to be recruited to. Therefore, the risk still remains the same.
				Likelihood	High	High	High	High						
				Rating	RED	RED	RED	RED						

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
		Likelihood		

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
					Impact	Start	Q1	Q2	Q3	Q4				
C1 Our people	9. Failure to design the organisation so it has the skills and capability to deliver		M x H AMBER: manage and monitor	a. Design principles drafted for consultation. b. Part of investment discussions. c. Timetable outlined.	Impact	High	High	High	Medium		a. End July 2016 b. End October 2016 c. End July 2016	RMM (Director of Corporate Strategy and Development)	SLT Staff Committee/ UNISON/ MT discussion	a. Implementation of the new structure is substantially completed with residual vacancies being advertised in the new year for appointments to be made in quarter 4
					Likelihood	Medium	Medium	Low	LOW					
					Rating	AMBER	AMBER	AMBER	GREEN					

Appendix 2

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)						Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3	Q4				
C1 Our people	10. Failure to support staff going through a time of change	Refreshed existing managing change policy in place.	M x H AMBER: manage and monitor	a. Additional resources identified for HR b. Resilience training a key part of learning and development programme. c. Continuing implementation of internal communications plan.	Impact	High	High	High	Medium		a. Ongoing to end July 2016 b. End Dec 2016 c. End Dec 2016	RMM (Director or of Corporate Strategy and Development)	a. Director 1-2-1 with Head of HR b. Training reports in ¼ ly performance outturn c. Staff Committee/ UNISON/ MT discussion	a. resilience coaching sessions have been provided and we are now moving on to providing resilience for managers workshops in February . b. counselling support is available on request c. Communications with staff committee/ UNISON are constructive and positive. d. Programme of communication using different channels continues
					Likelihood	Medium	Medium	Medium	Low					
					Rating	AMBER	AMBER	AMBER	GREEN					

Appendix 2

Q3 Corporate Risk Register 2016/17

Impact	High	AMBER (closely monitor)	AMBER (manage and monitor)	RED (significant focus and attention)
	Med	GREEN (accept but monitor)	AMBER (management effort worthwhile)	AMBER (manage and monitor)
	Low	GREEN (accept)	GREEN (accept/ review periodically)	GREEN (accept but monitor)
		Low	Med	High
Likelihood				

Corp. Strat. Ref.	Risk Description	Existing controls	Risk rating before mitigation L x I	Mitigating action	Risk rating with mitigating action L x I (Green, Amber or Red)					Timeframe of mitigating actions	Lead officer	How monitor/ indicator	Quarterly update
						Start	Q1	Q2	Q3				
S1 The Place and the Park on a Landscape scale	15. Insufficient capacity to deliver the South West Peak project and secure additional match funding	Program me and project management processes in place.	M x H AMBER: Manage and monitor	a. Recruitment to establishment agreed and progressing. b. Match funding bids to be submitted	Impact	New at Q3			High		a. Mar '17 b. Mar '21	JRS (Director of Conservation and Planning) SLT	New risk at Q3.
				Likelihood				Medium					
				Rating				Amber					

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Quarter 3 Report on Complaints and Freedom of Information and Environmental Information Regulations Enquiries
Complaints

Summary of Complaints in YTD	Q1	Q2	Q3	Q4	YTD	2016/17 Target
Number of Complaints Received in Quarter:	2	4	2	-	8	<20
Percentage of complaints dealt with in accordance with agreed deadline of 20 working days	50%	100%	50%	-	75%	90%
Number of Complaints in Quarter regarding an Authority Member:	0	0	1	-	1	-

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.423 30/11/16 Member	<p>Complaint that a Member had:</p> <ul style="list-style-type: none"> Failed to take action on unauthorised development to gain a personal advantage Misused their position by influencing the outcome of planning applications for personal gain. <p>There was also a suggestion in the complaint that there were irregularities in the appointment process for the Member concerned.</p>	<p>Acknowledgement: 15/11/2016</p> <p>Response: 5/12/2016</p>	<p>Decision: No further action to be taken as there was no evidence to suggest that there has been a breach of the Code of Conduct, and as such the complaint did not warrant an investigation.</p>	<p>As part of the Initial Assessment, the Monitoring Officer and the Independent person looked at the Protocol on Planning Development and Planning Policy in relation to the process for dealing with planning applications from Members and their relatives.</p> <p>Following discussion it was agreed that paragraph 14(a) of the Protocol be amended to make it clearer that the requirement for Members to notify the Director of Conservation and Planning and the Monitoring Officer also applies to applications by anyone who is defined as a "relevant person" under paragraph 18(3) of the Member Code of Conduct.</p> <p>It was also agreed that for consistency future notifications from Members should be made using a prescribed form like the one used by Officers to declare their interest in planning applications.</p>
C.424 28/09/16	Planning	28/11/16	This complaint was not justified; the Director of	None required.

Stage One	Complainant requested planning procedure be investigated and explanation of how, why and following which Peak Park planning policies planning decisions were reached regarding a neighbouring property.	Complaint not immediately registered on receipt due to historical nature of complaint and time taken to verify, with Complainant, the expected outcome of the complaint. Planning officer offered to meet Complainant to discuss but this was not taken up.	Conservation & Planning had undertaken a thorough review of the case and considered that the decisions to serve and then withdraw the enforcement notice, and not to take action over the grain silos and the access works, were made correctly and in good faith. He also concluded that the officers at the time followed the Authority's procedures for making such decisions.	
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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.420 14/09/16 Stage One C.421 22/09/16 Stage One C.422 22/09/16 Stage One All 3 complaints reported in	Planning Complaints alleging that a fraudulent document was posted on the Authority's website with regard to a planning application.	Complaints under Anti-Fraud and Corruption Policy - Final response sent on 20/10/16 following receipt of the internal audit report.	Audit Report received which concluded that: <ul style="list-style-type: none"> • There was no evidence to suggest that any inappropriate action has been taken by an employee of the Authority or that the planning application had been processed any differently to others; • The Authority was unable to determine the origin of the two false web site representations; • There was evidence of fraud by false representation and as this could constitute a criminal offence it should be reported to the police. <p>In accordance with the audit recommendations this</p>	Now the police investigation has ended the investigation demonstrated that the current process for submitting comments on planning applications through the website had allowed false submissions to be made as it did not include a facility to verify the authenticity of submissions. However the audit report concluded that this problem was not specific to the Authority and it would be impractical to verify the authenticity of every representation received for every planning application. It suggested that by publishing all representations received there was an opportunity for any interested party to review representations and as happened in this

Quarter 2			<p>matter has been referred to Derbyshire Police for investigation.</p> <p>On 19/12/16 Derbyshire Police confirmed that the applicant had been interviewed and, despite previous denials, had admitted to submitting a false representation using the Authority's website and had received a Police Caution for the offence of fraud by false representation.</p>	<p>case contact the planning authority prior to the determination of the application to ensure any false representations are not considered as part of the decision making process.</p> <p>It has been agreed that the Anti-Fraud and Corruption Policy will be amended to clarify how allegations of fraud and corruption will be progressed.</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 within time (20 days)	No. of late Enquiry responses	No. of Enquiries still being processed	No. of referrals to the Information Commissioner
Q1	9	15	23	1	3	0
Q2	14	8	20	2	2	0
Q3	5	7	12	0	0	0
Cumulative	28	30	55	3	5	0

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