

Public Document Pack

Peak District National Park Authority

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



Our Ref: A.1142/2056

Date: 8 March 2018



NOTICE OF MEETING

Meeting: **Audit Resources & Performance Committee**

Date: **Friday 16 March 2018**

Time: **12.30 pm**

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

SARAH FOWLER
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence**
2. **Minutes of previous meeting of 19 January 2018** (*Pages 5 - 10*)
3. **Urgent Business**
4. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.
5. **Members Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.

6. **Action Plans for the Management of Recreational Motorised Vehicles in their use of Unsealed Highways and Off-Road (A7622/SAS)** (*Pages 11 - 48*) 45 mins
Appendix 1
Appendix 2
Appendix 3
Appendix 4
Appendix 5
Appendix 6
Appendix 7
7. **Moors for the Future Partnership Operational Plan 2018 - 2019 (SLD/CD)** (*Pages 49 - 82*) 30 mins
Appendix 1
Appendix 2
8. **Priority Actions for 2018/19 (Year 3 of the Corporate Strategy) (A91941/HW)** (*Pages 83 - 92*) 15 mins
Appendix 1
9. **Development of Millers Dale Station (ES)** (*Pages 93 - 110*) 45 mins
Appendix 1
Appendix 2
Appendix 3
10. **Exempt Information S100(A) Local Government Act 1972**
The Committee is asked to consider, in respect of the exempt item, whether the public should be excluded from the meeting to avoid the disclosure of Exempt Information.
Draft Motion:
That the public be excluded from the meeting during consideration of Agenda Item No's 11 & 12 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information)".
- PART B**
11. **Exempt Minutes of the Meeting held on 19 January 2018** (*Pages 111 - 112*)
12. **Approval to award a contract for cleaning Aldern House (EF)** (*Pages 113 - 114*) 10 mins

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 362/352. 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 or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and to make a digital sound recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting.

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	Cllr J Atkin
Mrs F Beatty	Mr J W Berresford
Cllr A R Favell	Cllr C Furness
Mr Z Hamid	Cllr Mrs G Heath
Cllr C McLaren	Cllr J Perkins
Cllr Mrs N Turner	Cllr B Woods

Other invited Members: (May speak but not vote)

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

Constituent Authorities
Secretary of State for the Environment
Natural England

Peak District National Park Authority
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MINUTES

Meeting: **Audit Resources & Performance Committee**

Date: Friday 19 January 2018 at 10.00 am

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

Chair: Cllr A McCloy

Present: Mrs P Anderson, Mrs F Beatty, Mr J W Berresford, Cllr A R Favell, Cllr C Furness, Mr Z Hamid, Cllr Mrs G Heath, Cllr C McLaren and Cllr J Perkins

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

Apologies for absence: Cllr J Atkin, Cllr Mrs N Turner, Cllr B Woods and Mr P Ancell.

1/18 MINUTES OF PREVIOUS MEETING 03/11/2017

The minutes of the last meeting of the Audit, Resources and Performance Committee held on 3 November 2017 were approved as a correct record.

2/18 PUBLIC PARTICIPATION

No one had given notice to make representations under the public participation at meetings scheme.

3/18 MEMBERS DECLARATIONS OF INTEREST

There were no Member declarations of interests.

4/18 URGENT BUSINESS

There were no items of urgent business for the Committee to consider.

5/18 EXTERNAL AUDIT - 2017/18 AUDIT PLAN (DH)

John Cornett, Director, and Katie Scott, Manager, from KPMG external auditors were present at the meeting to present the 2017/18 External Audit Plan.

John Cornett introduced the report and drew Members' attention to the summary of the report regarding two significant risks relating to valuation of property, plant and equipment and pension liabilities. The summary also referred to financial statements, materiality and value for money arrangements. It was noted that KPMG would perform

the audit relating to the 2017/18 financial year and then new auditors, Mazars LLP will be taking over.

10.07 Cllr Gill Heath joined the meeting.

10.08 Cllr Tony Favell joined the meeting.

Officers confirmed that initial contact had been made with the new auditors. The Director of Corporate Strategy and Development and the Chair both thanked KPMG for the great service the Authority had received from them.

The report recommendation was moved, seconded, voted on and carried.

RESOLVED:

The 2017/18 External Audit Plan was considered and acknowledged.

6/18 INTERNAL AUDIT REPORT BLOCK 1, 2017/18 (A1362/7/PN)

Ian Morton from Veritau, Internal Auditors, was present to introduce the report of the internal auditors' recommendations for the first block of the 2017/18 audit and the agreed actions for considerations. The report referred to three areas covered under Block 1 which were risk management, performance management and procurement.

In response to Members' queries the Director of Conservation and Planning confirmed that the risk management issue regarding responsible officers had been addressed. With regard to the issues raised under performance management the Director of Corporate Strategy and Development stated that the Authority had recently been re-assessed against the Investors in People (IIP) standard and had received the IIP award for another eighteen months. It was noted that the Joint Performance and Achievement Review (JPAR) process had been affected by the recent re-structuring and post vacancies, however the timetable for JPARs had recently been changed and it was hoped that a much better response would be received this year. It was also noted, with regard to the issues raised under procurement, that as well as trialling a new scoring system for tenders the potential use of an electronic system that could help improve the tender process was being considered.

The report recommendation was then moved, seconded, voted on and carried.

RESOLVED:

The internal audit reports for the three areas covered under Block 1 for 2017/18, as set out in the Appendices 1 – 3 in the report, were received and the agreed actions considered and noted.

7/18 RISK MANAGEMENT POLICY (A91941/HW)

The Committee considered the report on the revised Risk Management Policy and supporting documents.

The recommendation was moved, seconded, voted on and carried.

RESOLVED:

The updated Risk Management Policy in Appendix 1 of the report, the Risk Register template in Appendix 2 of the report and the Risk Scoring Guide in Appendix 3 of the report were approved.

8/18 2017 - 2018 QUARTER 3 CORPORATE PERFORMANCE & RISK MANAGEMENT REPORT (A91941/HW)

Members considered the report which provided monitoring information at the end of Quarter 3 for review of performance against the second year of the Corporate Strategy together with monitoring of the corporate risk register, Freedom of Information and Environmental Information Regulations requests and complaints.

In response to Members' queries regarding the progress of the Charity Vehicle the Director of Commercial Development and Outreach explained the background to the setting up of the Working Group and the process they had followed and that they would be reporting back to the Authority in May. The process had included looking at good practice elsewhere and risks. The Chief Executive confirmed that the Charity Vehicle was being progressed in accordance with Members' instructions.

It was noted that future quarterly reports needed to avoid abbreviations and give fuller explanations of progress.

11.16 Cllr C Furness joined the meeting.

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

RESOLVED:

- 1. The Quarter 3 Corporate Performance Return given in Appendix 1 of the report was reviewed and any actions to address issues agreed.**
- 2. The Q3 Corporate Risk Register given in Appendix 2 of the report was reviewed and status of risks accepted.**
- 3. The status of Q3 Complaints and Freedom of Information and Environmental Information Regulations requests given in Appendix 3 of the report were noted.**

The meeting adjourned at 11.19 for a short break and reconvened at 11.26.

9/18 DEFRA PEATLAND RESTORATION FUND PROJECT (MSC)

The Head of Programme Delivery – Moors for the Future Partnership and the Conservation and Land Management Project Manager were present to introduce the report and give a PowerPoint presentation on the background and aims of the Defra Peatland Restoration Fund project. It was noted that the project was part of the new Defra 25 year Environment Plan.

Members welcomed the report and were supportive of the proposals. Mrs P Anderson offered the benefit of her work experience to the project. Cllr D Chapman, Chair of the Moors for the Future Partnership Group, thanked Mrs Anderson for her offer of

assistance and thanked the Team for all their hard work on this project. The recommendations as set out in the report were moved, seconded, voted on and carried.

RESOLVED:

- 1. The Audit Resources and Performance Committee approved the request to deliver the project.**
- 2. The Audit Resources and Performance Committee supports the application to undertake the Peatland Restoration Project and accepts the grant from Defra of up to £4.83 million to deliver the project.**
- 3. The contracting details with Defra will be signed by the CEO in consultation with the Head of Programme Delivery, Moors for the Future Partnership, the Chief Finance Officer and the Head of Law.**
- 4. The Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of the project.**

10/18 STRATEGIC ASSET MANAGEMENT AND OPERATIONAL FINANCIAL PERFORMANCE OF THE PROPERTY ASSETS (2017/18) (CBM)

The Corporate Property Officer introduced the report on the proposed approach to Asset Management and which also included the operational financial performance of the property assets.

Cllr T Favell, the Member Representative for Asset Management, welcomed the report and thanked the Corporate Property Officer and the team for their work on this issue.

In response to Members' queries the Corporate Property Officer stated that he would be considering how to keep Members updated including possible workshops or site visits. The suggestion of possible community involvement in woodlands was noted.

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

RESOLVED:

- 1. Members noted and approved the proposed approach to strategic asset management and the production of a refreshed Asset Management Plan over the next 3 years.**
- 2. Members noted the current operational financial performance of the property assets.**

11/18 WOODLAND DISPOSAL PROJECT - PROPOSED EARLY RELINQUISHMENT OF LEASEHOLD INTERESTS IN WOODLANDS (BR)

The Rural Surveyor introduced the report which requested approval to negotiate, where possible, the relinquishment of leasehold interests in woodlands.

In response to Members' queries the Rural Surveyor confirmed that the Authority's Ecologists had been consulted and no concerns had been raised over the proposed woodlands for relinquishment, identified as coloured orange in Appendix 1 of the report.

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

RESOLVED:

To authorise the Director of Commercial Development and Outreach in consultation with the Chair and Vice Chair of Audit, Resources and Performance Committee, Head of Finance and Head of Law to surrender, assign or sublet leases of woodlands where possible in relation to the 10 leasehold woods identified in Appendix 1 of the report (coloured orange) and the remaining leasehold woodlands shown in Appendix 1 of the report (coloured yellow) if they become identified for disposal in similar manner.

12/18 EXEMPT INFORMATION S100(A) LOCAL GOVERNMENT ACT 1972

RESOLVED:

That the public be excluded from the meeting during consideration of Agenda Item No. 14 to avoid the disclosure of Exempt Information under S100 (A) (4) Local Government Act 1972, Schedule 12A, Paragraph 3 "Information relating to the financial or business affairs of any particular person (including the authority holding that information).

PART B

SUMMARY:

13/18 Warslow Moors Estate - Restoration of Traditional Barn and Provision of New Estate Base (CBM)

The meeting ended at 12.50 pm

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6. **ACTION PLANS FOR THE MANAGEMENT OF RECREATIONAL MOTORISED VEHICLES IN THEIR USE OF UNSEALED HIGHWAYS AND OFF-ROAD (A7622/SAS)**

Purpose of the report

1. This report sets out details of the implementation of the Authority's strategy for the management of recreational motorised vehicles. An update on the progress in 2017/18 and action plans for green lanes, illegal use and communications for 2018/19 are provided.

2. **Key issues include:**

- Recreational motorised vehicles can give rise to impacts requiring management
- Green lanes are a valuable asset for a range of recreational users and abilities and nearby communities
- The heritage and nature value of green lanes and their setting in the landscape is important
- The Authority's involvement and commitment to this area of work together with the input by partners meets its statutory purposes and duties.

Recommendation

3. **That progress is noted, that the action plans at Appendices 4, 6 and 7 of this report are approved, and that a follow-up report be brought to this Committee in March 2019.**

How does this contribute to policies and legal obligations?

4. The work contributes to:

(i) Corporate Strategy 2016-19

Visitor experiences directional shift - Look after the whole Park as a public asset in a way that encourages access and responsible behaviour. Relevant key activities are:

- Manage the rights of way network and access land to encourage enjoyment of the National Park
- Encourage respect and understanding of the special qualities of the national Park by visitors through positive engagement.

Connecting people directional shift - Improve access to the National Park for less represented audiences, in particular people living with health inequality. The relevant key activity is:

- Deliver a range of funded service interventions to people living with health inequalities.

(ii) National Park Management Plan – Partnership for Progress 2012-17

WI4 under the welcoming and inspiring theme - Accessible and diverse recreation opportunities will be available for all, encouraging healthy living, enjoyment of the landscape and a sense of adventure. The relevant delivery aims are:

- Improve recreation opportunities for all, which encourage a sense of adventure, promote health and well being and are sustainable and appropriate to the National Park landscape
- Have an integrated, well managed and inclusive rights of way and access network, which encourages responsible enjoyment by all
- Work together to minimise damage and disturbance on unsealed routes

(iii) Strategy for the Management of Recreational Motorised Vehicles in their Use of Unsealed Highways and Off-road, and Procedure for Making Traffic Regulation Orders (TROs).

Background

5. On 1 October 2007, under the terms of Section 72 of The Natural Environment & Rural Communities Act 2006, National Park Authorities (NPAs) were given powers to make Traffic Regulation Orders (TROs). The accompanying guidance for National Park Authorities states that the powers are “part of a package of measures to control excessive or inappropriate use of mechanically propelled vehicles away from the ordinary roads network”.
6. A revised strategy and procedure for the management of recreational vehicular use and for making TROs was adopted in February 2012 (Minute 6/12). Members also resolved, in July 2011, to increase the resources available for implementing the strategy in order to accelerate the existing partnership work with Highway Authorities and the police and to extend this area of work across the whole of the National Park. As part of this, detailed annual action plans are to be provided to this committee. An extension of resources on a part-time basis was agreed in October 2013 (Minute 49/13), extended again until 31 March 2017 and made permanent on a part-time basis in January 2017 (Minute 20/16).
7. The aims of the strategy are to work in accordance with statutory purposes and duties, in active partnership wherever possible, to protect the special qualities of the National Park which include its open landscapes, bio-diversity, cultural heritage and the settlements of its local communities. Where excessive or inappropriate use of mechanically propelled vehicles away from the ordinary road network threatens the existence, quality and enjoyment of those qualities and the sustainability of unsealed roads, the Authority will take appropriate action in line with the principles set out in the strategy.

Progress 2017-18

8. A progress report for the period to February 2018 is provided in Appendix 1. This sets out the following actions:
 - A consultation on the modification of a proposed TRO at Washgate, near Hollinsclough
 - The making of TROs at Derby Lane, near Monyash, and Washgate.
 - Permitting use for cavers at Derby Lane
 - Facilitating voluntary restraint at Minninglow & Gallowlow Lanes
 - Highway Authority determination of legal status at Brushfield
 - Monitoring of vehicle use and supporting police operations in the National Park
 - Peak Park Conservation Volunteer work parties at Washgate and Three Shires Head
 - Replacement of signage
 - Update of route summary reports to incorporate latest use figures, legal status changes and environmental information.
9. A summary report of all the routes where the Authority has made TROs is provided in Appendix 2.

Green Lanes

10. Green lanes are a particularly important part of the public access network in the National Park. Their nature as multi-user routes mean they provide important recreational links between villages, enhance the bridleway network and form key routes to wider access. Many also have important cultural and natural heritage features and are ‘green corridors’ through the landscape. They provide an opportunity to explore and experience the National Park and for the study of nature. The health and well-being they afford is increased at those locations where routes are suitable for the less-able.

11. The term 'green lanes' is used to cover the network of routes which are or may have the potential to be motorised vehicular rights of way. Byways Open to all Traffic are defined as highways over which the public have a right of way for vehicular and all other kinds of traffic, but which are used by the public mainly for the purpose for which footpaths and bridleways are so used. Unclassified Roads carry rights of at least those on foot but the legal status of UCRs remains to be determined by the relevant Highway Authority.
12. The green lanes work has focused to date on managing recreational motorised vehicles on a number of priority routes and on routes and areas where use is illegal so to reduce impacts on the natural beauty and amenity of the National Park in accordance with our purposes, statutory obligations and the strategy. The green lanes work has also identified and undertaken improvements on the routes where TROs have been made in accordance with the Authority's ongoing duty under the Equality Act for decisions which may affect those with protected characteristics. This includes surfacing improvements, improvements to structures, opportunities for dedicated disabled parking and supporting guided events. This is in addition to our commitment under the TRO exemptions to provide access (on application) for disabled people who rely on road vehicles for access.
13. It is proposed that, in addition to managing the impacts of vehicles on certain routes, the people that use them, and the area surrounding them, where these routes are accessible and well-maintained they can get more people, more active, more often. The identification of routes will be undertaken by surveys of all byways and unsurfaced unclassified roads in the National Park to assess their appropriateness for walkers, cyclists, horse riders and motorised vehicles and the character of the route and area.
14. It is also proposed to identify routes which may be particularly suitable for less-able users and to promote them within the Miles without Stiles work. This will involve accessibility audits of all byways and unsurfaced unclassified roads in the National Park to identify barriers to access and improve accessibility where achievable. The surveys will commence this year.
15. In light of the above, a wider set of objectives is proposed which will reflect the National Park's special qualities, develop an inclusive and integrated network, encourage access for all and enjoyment with understanding and for the enhancement of the routes and the areas through fostering respect and a shared responsibility. The objectives are set out in Appendix 3. Highway Authorities have the responsibility for the determination of the legal status and route management.
16. The Green Lanes Action Plan for the period March 2018 to February 2019 is provided in Appendix 4. This includes actions on priority routes (previously reported to committee as the Priority Routes Action Plan) as well as other green lanes throughout the National Park and sets out the following actions:
 - Vehicle logging and monitoring on routes
 - Proceeding with consultations on a TRO at Wetton
 - Considering applications for TRO exemptions
 - Supporting voluntary restraint measures at Minninglow and other routes proposed by vehicle users
 - Supporting volunteer working parties at Washgate and other routes suitable for volunteers
 - Responding to Derbyshire CC's clarification of legal status
 - Responding to Highway Authority repairs on priority routes
 - Surveying and auditing the network
 - Identification of appropriateness and suitability for mapping and signage including as accessible routes.
 - Improving access as appropriate with the support of the Highway Authorities and donations such as via the Access Fund.

- Updating the route information reports for the priority routes.
17. A summary report is also provided in Appendix 5 for the priority routes. For some of the priority routes, issues which originally resulted in their classification may no longer apply such as becoming cul-de-sac routes, where repairs have successfully resolved concerns, where TROs have been made, or the determination of legal status has clarified that there are no rights for motorised vehicles. Routes where repairs have been proposed and confirmed by the Highway Authorities and where funding has been committed are also shown and where the NPA will continue to liaise with the Highway Authorities. For all priority routes, the need for continued monitoring remains. Background reports for the 14 routes in Derbyshire, 3 routes in Staffordshire, 3 routes in Cheshire, 2 in Kirklees and 3 in Sheffield are available at www.peakdistrict.gov.uk/priorityroutes

Illegal Use

18. The Illegal Use Action Plan for the period March 2018 to February 2019 is provided in Appendix 6. This sets out the following actions:
- Vehicle logging on routes
 - Identification of routes for police presence
 - Recording illegal use from information received
 - Maintenance and replacement of signage for TRO routes
 - Erection of signage, as requested by the Highway Authorities
19. The Illegal Use Action Plan identifies the actions to control illegal use on routes which carry no vehicle rights, routes which are permanently restricted by way of traffic regulation orders, or on land adjacent to routes with vehicle access. All reports of alleged illegal use are investigated. On the routes where traffic regulation orders have been made, detailed monitoring is undertaken. This is set out in Appendix 2.

Communications

20. The Green Lanes Communications Action Plan for the period March 2018 to February 2019 is provided in Appendix 7. This details actions to maintain and improve liaison and foster respect amongst those responsible for looking after green lanes either by way of statutory obligations or by way of their use. The plan identified the roles and involvement of these different groups and the key messages.
21. In implementing the Communications Action Plan officers will continue to:
- Liaise with the Highway Authorities on signage, repairs and maintenance, clarification of legal status, and traffic regulation as appropriate on priority routes and on other routes where issues have been identified, including those where illegal use is occurring
 - Work with the police on enforcement and education operations where illegal use is taking place
 - Liaise with landowners and communities
 - Establish and maintaining a dialogue with local vehicle user groups
 - Participate in a national forum established by Defra
 - Facilitate advice from the Peak District LAF and other key stakeholders

Summary

22. The longer-term commitment made to this work allows for the continuation of the nationally recognised progress, working in partnership with all parties to address the continuing problems of impacts on the National Park's special qualities, whilst developing opportunities to improve overall access to the lanes and reconnecting people with these valuable routes. The Strategy emphasises the need to protect the special qualities of the National Park and that responsible and sustainable use and a partnership approach is

inherent in doing this. The action plans are a means to focus resources with the involvement of others and propose managing impacts from motorised vehicle use whilst developing and enhancing these routes as a valuable resource.

Proposals

23. It is proposed that the action plans at Appendices 4, 6 and 7 be approved.

Are there any corporate implications members should be concerned about?

24. **Financial**

In May 2016, Members supported an investment proposal framework which included adding £26k to the baseline budget to deliver the green lanes action plan. This level of funding will allow continued progress on the matters identified in the Action Plans.

25. **Risk Management**

There is an element of reputational risk to the Authority in respect of expectations on the part of third parties not being met. There is also the potential for legal challenge as a result of actions arising from the strategic stance set out. However the Strategy and Procedure are clearly grounded in respect of the Authority's legal powers and abilities and have been drafted within realistic parameters in terms of deliverability.

26. **Sustainability**

This report addresses sustainability issues in the context of both the National Park Management Plan and the Authority's statutory purposes, duty and legal powers.

27. **Equality**

The requirements of the Equality Act 2010 have been met in the consideration of actions and the ongoing requirements to have regard to the duties under the Act.

28. **Background papers:**

None.

29. **Appendices**

1. Green Lanes Progress Report – 2017/18
2. TRO Report 2018
3. Green Lanes Objectives
4. Green Lanes Action Plan 2018/19
5. Priority Routes Summary
6. Illegal Use Action Plan 2018/19
7. Green Lanes Communication Action Plan 2018/19

Report Author, Job Title and Publication Date

30. Sue Smith, Rights of Way Officer, 22 February 2018

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Green Lanes Annual Report 2017/18



February 2018

Green lanes are untarmaced tracks, valued by many recreational users as walking, cycling and horse-riding routes and their nearby communities as well. Some green lanes have motorised vehicle rights.

This is our first green lanes annual report and is for everyone who uses and looks after green lanes. It reports on the work we have done in partnership with others over this last year.

1) Monitoring

The Peak District National Park Authority uses electronic logging devices to monitor vehicle use, these have also been used in the Yorkshire Dales and Lake District to obtain data. These loggers – which are buried on site for a period of at least 4 weeks – provide two signals, one for sound and one for the size of engine passing. This means differentiating between agricultural vehicles and larger four by four vehicles is difficult. Where such data is required, officers use their experience to look for locations not used or rarely used agriculturally to ensure data is as accurate as possible in the recording of recreational use.

Data is shared with the police to record illegal use on routes with restrictions to enable them to make intelligence-led decisions on their operations.

During 2017 we have monitored 22 sites. This includes all TRO routes, as well as monitoring at Beeley Hill Top, Hurstclough Lane, Minninglow Lane, Swan Rake, Tagsclough Hill, Three Shire Heads and Wetton. Illegal use has been monitored at Abney, Black Harry Lane, Blackberry Lane Foolow, Brushfield (including logging of the scheduled ancient monument), Monksdale Lane, routes in Pretty Wood Eyam, and a footpath at Sheen.

2) Education & Enforcement

During 2017/18, police have acted upon reports of illegal activity at routes in Derbyshire, Cheshire, Staffordshire, South Yorkshire and West Yorkshire.

An advisory day was held in October 2017 with the support of the local Green Lane Association, West Yorkshire Police and the Area Ranger. This gave the opportunity to meet and talk to 4x4 drivers and motorcycle riders to ensure that they are aware of where they can legally drive/ride and the consequences of driving/riding illegally.

Green Lanes Annual Report 2017/18



**PEAK
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3) Signage

The illegal use notices erected at Sough Lane, near Taddington have resulted in an improvement to the adjoining land.



Green Lanes Annual Report 2017/18



Vandalised signs have been replaced at the Redmires end of the Long Causeway route and at Washgate, near Hollinsclough. Where signs are temporarily obscured or missing, the traffic regulation order is still in force.

4) Reporting

Action plans on priority routes, illegal use and communications for 2017/18 to protect the special qualities of the National Park were approved by Members of the Authority in May 2017. The plans can be viewed at www.peakdistrict.gov.uk/vehicles and are due to be updated at the March Audit, Resource and Performance Committee.

A summary report on the Traffic Regulation Orders made by the National Park Authority was provided in May and has recently been updated. As well as giving details about the special nature of these routes, it also updates the level of logged vehicle use and includes a section on accessibility.

The routes identified as priority routes within the National Park, namely those requiring improved management, are covered by route reports and are kept updated with the latest vehicle logging data, changes in legal status and environmental information. The reports can be viewed at www.peakdistrict.gov.uk/priorityroutes.

5) Legal Status



www.peakdistrict.gov.uk/vehicles

Green Lanes Annual Report 2017/18



The Brushfield-Upperdale route, once recorded as an unclassified road and now legally determined and signed as a Public Bridleway, passes some of the finest scenery with in the Peak District National Park. The views of Monsal Dale and distant Great Shacklow Wood are striking. It lies adjacent to a scheduled monument which over the years has been subject to vehicle damage. The route was, before determination of legal status, very popular with recreational vehicle users but the legal status of the route is respected and has been since the route was formally determined as bridleway and the order to do so came into effect. Recently the police have taken action against two recreational motorists on the route but use by vehicles has fallen by around 90%, with the route still used for agricultural access. National Park ranger and access staff have worked with the local community to clearly sign the route and are now looking at potential repairs.

As part of their ongoing partnership work with Derbyshire County Council to enhance access, repair works are scheduled to be carried out on the upper track high above Monsal Dale. Delivering 60 tons of materials to such a remote site is challenging, and almost impossible without the help of the farming community. However, the works will address ponding on the worst sections and deter any damage to adjacent farmland, natural habitats and walls by those who try to avoid the deep puddles on this part of the route. This work is being carried out by the Authority's in-house team who have many years of expertise at works such as these.

6) Voluntary Restraint

VOLUNTARY RESTRAINT



Recreational motorists are asked
NOT TO PROCEED
BEYOND THIS POINT

VALID FROM 1 NOVEMBER 2017 - 1 MAY 2018

Failure to comply could result in full time closure

The future of recreational motoring is in your hands

Reason: <small>For the protection of the highway due to waterlogged track and deep rutting</small>	Road reference: <small>Minninglow/Gallowow Lane Contact derbyshire.rep@glass-uk.org</small>
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GREEN LANE ASSOCIATION
Promoting sensible driving in the countryside





www.peakdistrict.gov.uk/vehicles

Green Lanes Annual Report 2017/18



The Peak District National Park Authority applauds efforts by user groups to take voluntary action to address access issues. We've worked with groups like the British Mountaineering Club and mountain bikers for several years and in recent years have also been working with the Peak and Derbyshire Vehicle User Group and its associated member groups.

For the past 3 winters, PDVUG has been urging recreational vehicle users to refrain from using Minninglow and Gallowlow Lane – the latter an enclosed largely unsurfaced old lane that passes near Minninglow itself – and which gets very wet in winter. Standing water can make access difficult and ruts caused by vehicles can make the lane very difficult for other users to access. The local farmer does not use the lane for agricultural purposes and so any reduction in vehicles during these wet periods is welcomed.

This winter we've seen approximately 40% less 4x4 vehicles than we'd expect and we'll continue to monitor use. PDVUG has published and erected visible signage, one of which is shown here. We help maintain these signs and monitor the levels of use. One frustration this year has been when we'd arranged with the landowner to level out all the ruts on the lane to give an idea of how this would combine with restraint. Unfortunately Derbyshire County Council – whose duty it is to maintain the lane – had notice served on them at the very time that the we were proposing works and are understandably reticent about what works should be carried out there with a legal noticed pending. The lane therefore unfortunately remains rutted.

In the meantime PDVUG continues to urge recreational motor vehicle users to stay off the lane during wet periods to ensure the surface does not deteriorate and deter other users.

7) Traffic Regulation Orders



www.peakdistrict.gov.uk/vehicles

Green Lanes Annual Report 2017/18



During 2017, the Authority made two traffic regulation orders; at Derby Lane, near Monyash and at Washgate, near Hollinsclough following consultation. Details of the orders made and the reasoning for these can be viewed at www.peakdistrict.gov.uk/tros.

A further public consultation has commenced at Wetton Hills, near the Manifold Trail. Details of the proposal can be viewed and commented on until 6 April 2018 at www.peakdistrict.gov.uk/consultations

8) TRO Exemptions

At Derby Lane an exemption to the traffic regulation order allows for caving access on application. Since the making of the order there have been 11 applications for exemptions.

8) Volunteers

The Peak Park Conservation Volunteers' stone pitching work continued at Washgate in 2017. A new drain was put in by Potteries and High Peak TRF at Three Shires Head.



TRO Summary Report March 2018



The Roych



The Route

The Roych runs from Rushup Edge, Derbyshire (grid reference SK 093825) to the Hayfield Parish boundary at South Head (Grid reference SK063847) a distance of approximately 3.5 km long. The route is an unclassified road and a National Trail.

Restriction

The Peak District National Park Authority made a full time permanent restriction in February 2014 on all mechanically propelled vehicles on grounds of amenity; natural beauty, recreation and the study of nature and character of the route where especially suitable for those on horseback.

Ecological Interest

A section of the route at Roych Clough is adjacent to the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA), the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. Section 3 Woodland/Natural Zone is also at this location with the route westwards from this bordered to the north by Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs lie adjacent to the route and within 500m and 100m Golden Plover and Curlew have been recorded as have Skylark and Meadow Pipit in the area.

Archaeological Interest

Archaeological surveys of land adjacent to this route have recorded a number of historic features. At the south-eastern end of the route are a cluster of sites recorded on the Derbyshire Historic Environment Record, including a scheduled monument - a bronze age cairn to the north of the

route. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area.

Landscape Interest

The Roych lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country and no nearby settlements or houses provides a sense of remoteness and wildness, particularly at Roych Clough. Sections of the route run through unenclosed moorland forming part of an extensive area of open country.

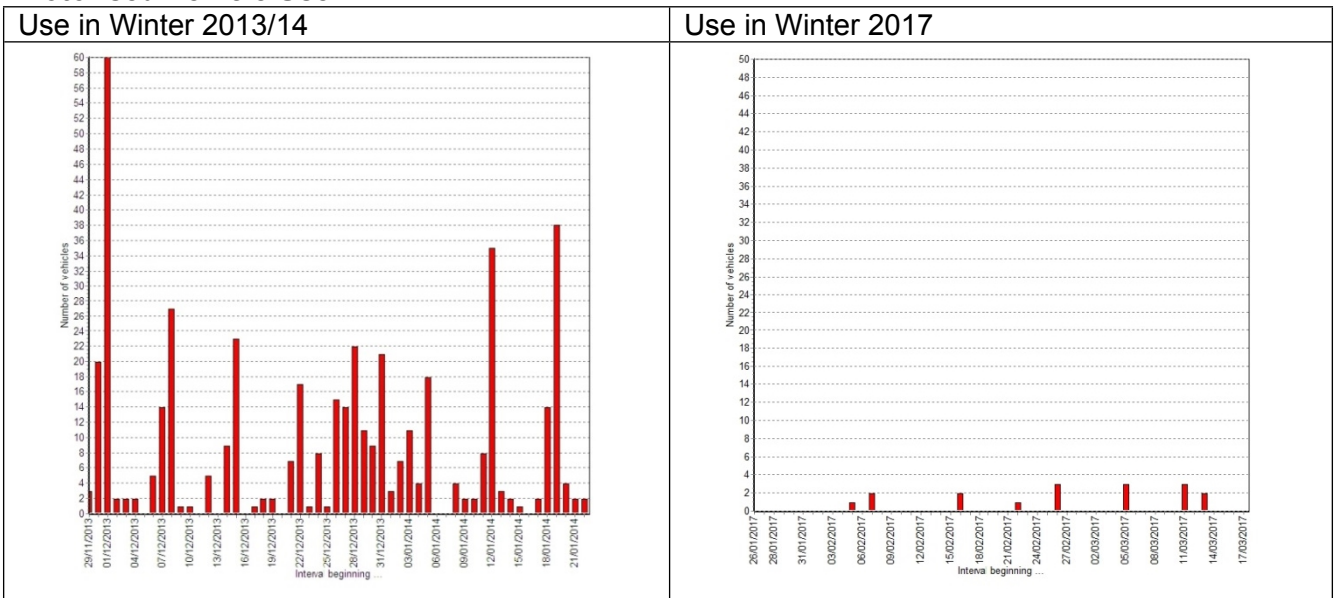
Recreational Interest

The Roych is an important recreational asset for all users. It forms part of the Pennine Bridleway National Trail and the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are available at the eastern end of the route. An exemption to the traffic regulation order prohibiting all mechanically propelled vehicles is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Works are planned to re-grade the step at the eastern end of the route and to carry out an audit with a view to replace the gate fastenings to make them more commodious.

Chapel Gate



The Route

Chapel Gate runs from Sheffield Road, Chapel-en-le-Frith (SK 093825) to Edale Road near Barber Booth, Edale (SK 113842) a distance of approximately 2.7km. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction made in May 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature. Closure of the route by Derbyshire County Council in November 2014 for repairs.

Ecological Interest

Approximately 1500m (half) of the route, passes through the South Pennine Moors Special Area of Conservation (SAC), the Peak District Moors Special Protection Area (SPA) the Dark Peak Site of Special Scientific Interest (SSSI) and the Dark Peak Nature Improvement Area. A further 250m falls within Section 3 Moorland/Natural Zone. European dry heaths and blanket bogs occur along the course of the route and within 200m Golden Plover, Curlew and Skylark have been recorded.

Archaeological Interest

The route is considered to be of medieval origin and runs through a range of Historic Landscape Character areas. 2 features are recorded on the Derbyshire Historic Environment Record: a Grade II listed Cast-iron milepost and a modification to the Sparrowpit Gate turnpike road.

Landscape Interest

Chapel Gate lies within the Dark Peak landscape character area – a sparsely settled area of gritstone uplands...an extensive upland plateau with steep gritstone slopes...that drop away to lower lying slopes and deep valleys. The upper valley pastures and enclosed gritstone upland have transport routes...relict trade and commerce routes over the moors. There are panoramic and far reaching views along sections of the route into the Vale of Edale providing a contrast between farmland and open country and a contrast between dark and white peak (acid moorland and limestone landscapes). The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

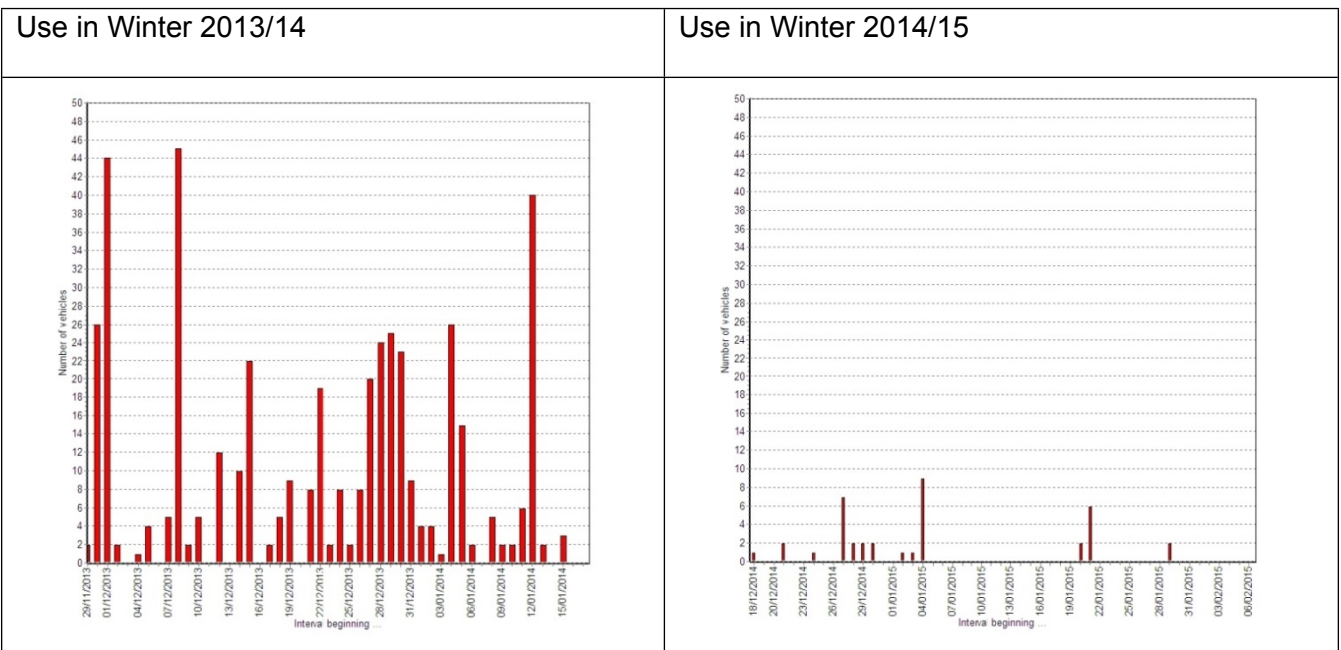
Recreational Interest

Chapel Gate is an important recreational asset for all users. It forms part of the Kinder Loop long distance route. It provides a means of access for activities in the area and links to the rights of way network and access land.

Condition



Motorised Vehicle Use



Accessibility

Roadside lay-bys are found at either ends of the route with a concession path providing a link with the southern end of the route. An exemption to the traffic regulation order is provided for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Derbyshire County Council has proposed further resurfacing works and the route is presently closed. The field gate at the north eastern end of the route was replaced in 2016 using donations to the Authority's [Access Fund](#).

Long Causeway



The Route

Long Causeway runs from Redmires Reservoir, Sheffield (grid reference SK 257852) to Dennis Knoll, Derbyshire (grid reference SK227844), a distance of approximately 3.6km long. The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction was made in September 2014 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route passes through the South Pennine Moors Special Area of Conservation (SAC), Peak District Moors Special Protection Area (SPA), the Eastern Peak District Moors Site of Special Scientific Interest (SSSI), Stanage Edge Regionally Important Geological Site (RIGS), Section 3 Moorland/Natural Zone and the Dark Peak Nature Improvement Area (NIA). European dry heaths and blanket bogs occur along the course of the route and within 500m and 100m Merlin and Golden Plover have been recorded. Curlew and Skylark nest within 100m of the route as do Reed Bunting, Stonechat, Grasshopper Warbler and Ring Ouzels within 50m. Lapwing, Linnet, Willow Warbler and Winchat are also recorded in the area. Water Voles are found adjacent to the route. Common Pipistrelle bats; Soprano Pipistrelle and Myotis species have also been recorded. The adjacent plantations have been used by long-eared owls in the past. A large population of round leaved sundew is found on the side of the track and is recorded in the flushes below the route as is common butterwort.

Archaeological Interest

An archaeological survey was undertaken in 1991. The route is considered to be of medieval origin and has an entry on the Derbyshire Historic Environment Record. A section of paving to the north of the route is scheduled and was thought to be of Roman origin. The route runs through a Historic Landscape Character area. The route was used as a packhorse route and there are holloways in the area and the Buck Stone and enclosure. Stanage Pole forms the County boundary, formerly between Northumbria and Mercia. The area is associated with Jane Eyre, Robin Hood, and the Clarion Ramblers.

Landscape Interest

Long Causeway lies within the Eastern Moors landscape character area – a sparsely settled area of gritstone uplands...a continuation of the Dark Peak uplands but...with a narrower moorland top...and a greater proportion of enclosed moorland. This is an elevated landscape which drops away to the Derwent Valley to the west. Edges are a characteristic of the area. There were many (traditional routes) and they were used for cross-Pennine trade. There are panoramic and far reaching views along the route and Stanage Edge and providing a contrast between Sheffield as a major conurbation and open country. The route runs through unenclosed moorland forming part of an extensive area of open country which along with no nearby settlements or houses provides a sense of remoteness and wildness.

Recreational Interest

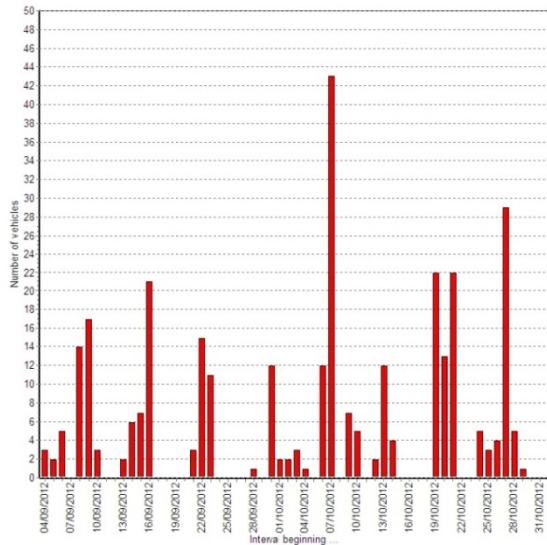
Long Causeway is an important recreational asset for all users. It forms part of the Sheffield Country Walk long distance route. It provides a means of access from Sheffield and for activities in the area including for climbing at the internationally important Stanage Edge and links to the rights of way network and access to open country.

Condition

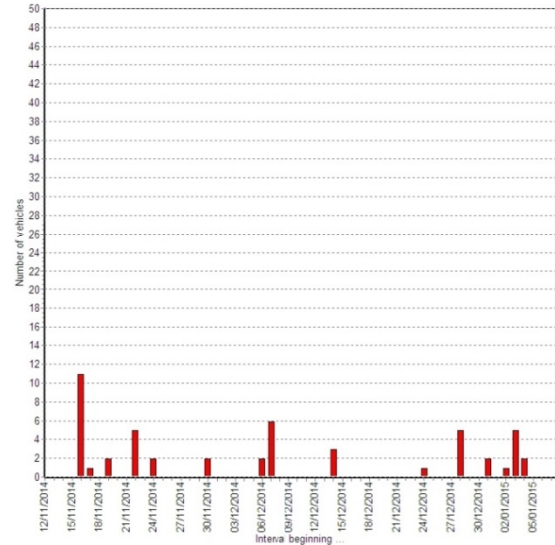


Motorised Vehicle Use

Use in Autumn 2012



Use in Winter 2014/15



Accessibility

Car parks are available at either ends of the route. An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. DCC undertook resurfacing works in Summer 2014 and as part of the reinstatement refurbished the carpark at Dennis Knoll. The NPA has since widened and resurfaced the access at this location. The route has been categorised by the Disabled Ramblers as a Grade 2 route - suitable for heavy-duty Powerchairs and outdoor mobility scooters. Their first ramble on this route took place in August 2016.

Leys Lane



The Route

Leys Lane runs from Dale Farm (Grid Reference SK 195 722) where it proceeds in a north-north-west and then north-west direction for a distance of 1000 metres or thereabouts and ends at the point where its direction changes to westerly (Grid Reference SK 190 728). The route is a Byway Open to All Traffic.

Restriction

Peak District National Park Authority full-time permanent restriction made in January 2015 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature.

Ecological Interest

The route lies 200m from the Longstone Moor Site of Special Scientific Interest (SSSI) and Section 3 Limestone Hill/Natural Zone. Great crested newts are found in dew ponds adjacent to the route. The lane acts as a linking corridor between calcareous, acid and lowland hay meadow grasslands and which serve as a habitat for butterflies. The verges of the lane include species rich neutral grassland and an ancient woodland ground flora.

Archaeological Interest

Archaeological surveys were undertaken in 1999. Lead mining remains are found in the vicinity of the route including a priority site at Mootlow Vein. The route runs through a range of Historic Landscape Character areas and is of probable medieval origin.

Landscape Interest

The route lies within the White Peak landscape character area – an elevated limestone plateau dissected by deeply cut dales and gorges. Regular field boundaries have generally been built using quarried stone, (and) isolated stone field barns are often incorporated within the pattern of stone walls. Lead-mining and quarrying (have produced) industrial features very important to the White Peak landscape character. The pattern of straight roads (is) defined by stone walls, reflecting the late enclosure of the land from common and waste. There are panoramic and far reaching views along sections of the route providing a contrast between farmland and open country/limestone heath. The route leads to open country providing a sense of remoteness.

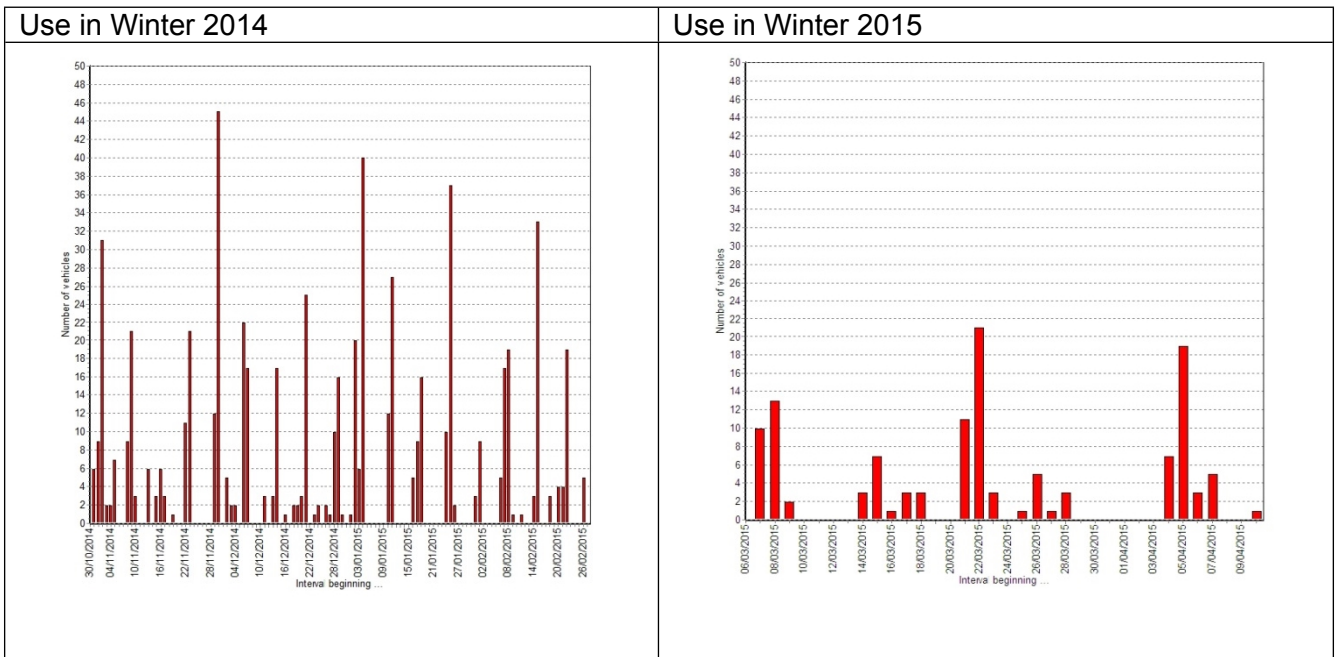
Recreational Interest

Leys Lane is an important recreational asset for all users. It forms part of the Black Harry Trails. It provides a means of access from Great Longstone and the Monsal Trail and for recreational and educational activities in the area and links to the rights of way network and access to open country.

Condition



Motorised Vehicle Use



Accessibility

An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Leys Lane is accessed from Great Longstone or via Chertpit lane which is an unsurfaced route. Works are planned to restore and the reinstate the former picnic area at the western end of Leys Lane to allow for dedicated disabled parking.

Derby Lane



The Route

Derby Lane commences from Summerhill Farm, Monyash, (grid reference SK 154 656), proceeds in a south easterly direction for a distance of approximately 2000 metres and ends where it meets the Long Rake Road (grid reference SK 167 640). Determination of the legal status of this route is ongoing.

Restriction

Peak District National Park Authority full-time permanent restriction made in February 2017 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature and the character of the route.

Ecological Interest

The route passes through a part of the Lathkill Dale Site of Special Scientific Interest (SSSI) and lies adjacent to another part of the SSSI at Cales Dale which is also an area of Section 3 Limestone Dale/Natural Zone. The SSSI was designated for its limestone woodland, grassland, lichens and invertebrates and for the limestone geology and caves. The underground interest above which the route passes contains features of cave passage morphology, sediment sequences and cave formations.

Archaeological Interest

The route passes through historic landscapes, including medieval. It is considered to be the surviving section of the old road between Derby and Manchester and is marked by a post medieval guidepost. A high priority lead mining site and long barrow is located immediately adjacent to the route. The nationally designated Arbor Low prehistoric monument is located to the south of the route.

Landscape Interest

The route lies within the White Peak landscape character area – an elevated limestone plateau dissected by deeply cut dales and gorges. Regular field boundaries have generally been built using quarried stone, (and) isolated stone field barns are often incorporated within the pattern of stone walls. Lead-mining and quarrying (have produced) industrial features very important to the White Peak landscape character. The pattern of straight roads (is) defined by stone walls, reflecting the late enclosure of the land from common and waste. There are panoramic and far reaching views along sections of the route.

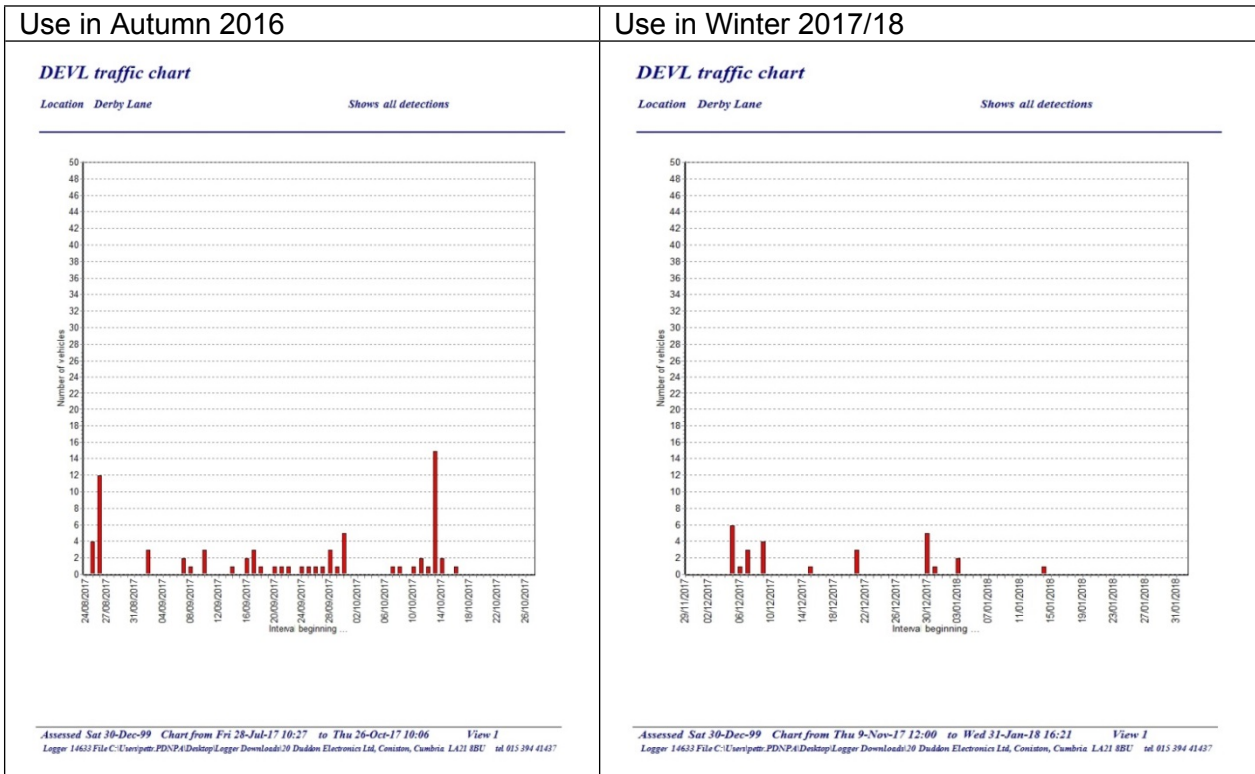
Recreational Interest

Derby Lane is an important recreational asset for all users and provides a route from Monyash to Long Rake Road and the Arbor Low Scheduled Monument. The route is used for access for caving and provides an alternative to Lathkill Dale and the Limestone Way.

Accessibility

An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988. Derby Lane is accessed from Monyash by a sealed road which becomes a track after Summerhill Farm before continuing across fields.

Motorised vehicle use



Washgate



The Route

Washgate in the County of Derbyshire, commences from Booth Farm (grid reference SK 057 680), proceeds in a south westerly direction for a distance of 1000 metres or thereabouts to meet the county boundary at the River Dove and bridge (grid reference SK 053 674) and in the County of Staffordshire, from the county boundary at the River Dove and bridge, proceeds for a distance of 500 metres or thereabouts ending at Tenterhill (grid reference SK 049 673).

Restriction

Peak District National Park Authority full-time permanent restriction made in July 2017 on all mechanically propelled vehicles on grounds of amenity and natural beauty, recreation and the study of nature. An exemption provides for the Bemrose Trail and the Reliance Cup.

Ecological Interest

A short section of the route abuts onto the southern block of Colshaw Pastures Site of Special Scientific Interest (SSSI) and Section 3 Semi-natural Woodland/Natural Zone. The lane is bordered by a wide range of acid and neutral grassland, heathland, wet flush, scrub and broad-leaved woodland communities. The adjacent land is managed in Higher Level Stewardship. The verges of the lane support exceptionally high quality grasslands and heathland. Downstream, the River Dove is within the Peak District Dales Special Area of Conservation and supports 3 species associated with the river.

Archaeological Interest

The route runs through a range of Historic Landscape Character areas and is considered to be post- medieval origin. The packhorse bridge is grade II listed. A former sheepwash and yard area is known as Washgates.

Landscape Interest

The route lies within the South-west Peak landscape character area – an area of upland and associated foothills. Roads and tracks cross the landscape...some tracks link upland grazing to lowland settlements, while others are former transport routes. In places 18th century roads follow almost direct routes, while elsewhere such roads were abandoned and more sinuous replacements were built...to avoid steep gradients which wagons could not negotiate in winter. This is a generally peaceful landscape with small winding lanes which are often sunken on slopes.

Recreational Interest

Washgate is an important recreational asset for all users. The route leads to a convergence of rights of way at the River Dove and for access to open country.

Accessibility

An exemption is provided to the traffic regulation order for recognised invalid carriages as defined in the Use of Invalid Carriages on Highways Regulations 1988.

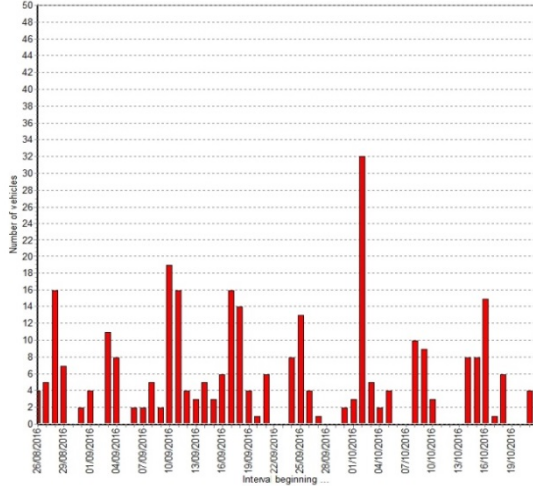
Motorised Vehicle Use

Use in Autumn 2016

DEVL traffic chart

Location Washgates

Shows all detections



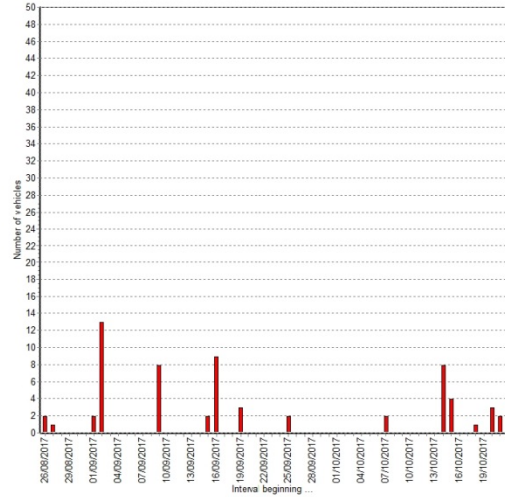
Assessed Sat 30-Dec-99 Chart from Fri 26-Aug-16 11:13 to Fri 21-Oct-16 14:52 View 1
 Logger 28684 File C:\Users\pmp\PDNPA\Desktop\Logger Downloads\20 Duddon Electronics Ltd, Coniston, Cumbria LA21 8BU tel 015 394 41437

Use in Autumn 2017

DEVL traffic chart

Location washgates

Shows all detections



Assessed Sat 30-Dec-99 Chart from Fri 11-Aug-17 11:35 to Fri 10-Nov-17 15:44 View 1
 Logger 14618 File C:\Users\pmp\PDNPA\Desktop\Logger Downloads\20 Duddon Electronics Ltd, Coniston, Cumbria LA21 8BU tel 015 394 41437

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Objectives for Green Lanes

Heritage routes connect the access of today with discovering the use of the past.

Conservation routes connect people with nature for its study and understanding.

Community routes connect communities with their wider area for the well-being of residents and visitors.

Recreational routes form part of a promoted trail or an integral link to wider access for enjoyment, escape, or adventure.

People Objectives

- Reduce impact of use on local community
- Improve amenity and safety for route users
- Promote responsible use
- Encourage voluntary action
- Provide for exploration and escape
- Allow for the study of nature

Route Objectives

- Improve condition of route
- Maintain the character of the route
- Enhance the heritage features of the route
- Clarify legal status and/or line of the route
- Remove barriers to accessibility
- Integrate with access and rights of way network

Area Objectives

- Protect the environment of the area
- Enhance the biodiversity and wildlife connectivity of the route
- Minimise illegal use onto adjacent land
- Prevent deviation from the route

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Green Lanes Action Plan 2018/19

Monitoring

Vehicle Logging

We monitor vehicle use using electronic vehicle loggers. During 2018/19 we will focus our monitoring on the following routes: Wetton Hills, Minninglow and Galloway Lanes, Hurstclough Lane, Nether Bretton and Riley Lane at Eyam, and School Lane at Great Hucklow. We will also react to developments on priority routes and other routes where there is intensification or excessive or inappropriate use and monitor accordingly.

Visual Inspections

We monitor routes by visual inspections and photographic records. This is carried out at the same time as placing vehicle loggers on those routes meriting action. We also undertake other visual inspections, as required. During 2018/19 our focus will be on the routes where vehicle logging is proposed and other priority routes, as required.

Traffic Regulation Orders

Consulting on TROs

The Authority has powers to make traffic regulation orders. These are similar powers to the Highway Authorities. The Authority also facilitates meetings of the Local Access Forum who are a statutory consultee for consultations on TROs. The process for TRO consultations involves at least 2-stages: a 28 day consultation with statutory consultees, a 6-week public consultation and, if required, a consultation to modify a proposed draft order. During 2018/19 we will be consulting, reporting and considering a proposal to permanently exclude mechanically propelled vehicles from the route at Wetton Hills, near the Manifold Valley. The public consultation expires 6 April 2018. We will also be keeping under review other routes throughout the National Park if it is felt that a traffic regulation order may be a possible course of action.

Responding to consultations on TROs

The Authority is a consultee on consultations on traffic regulation orders carried out by the National Park's constituent Authorities. During 2018/19 we are aware that a consultation may be forthcoming from Derbyshire County Council on a proposal at Jacob's Ladder, Stoney Middleton and expect to respond to this. We will also contribute to any other consultations by the Highway Authorities.

TRO exemptions

On those routes where we have made TROs, exemptions may allow access for specified purposes, on application. In the case of Derby Lane this is access along part of the lane from Monyash for the purposes of caving. In the case of Washgate this is for two named motorcycle events which take place annually. During 2018/19, we will consider applications for exemptions for these purposes and compliance with the terms on which they may be granted. Applications for access by registered disabled users may also be received on all suitable sections of the TRO routes

Voluntary Restraint

Formal restraint

Vehicle users have been continuing with the established voluntary restraint over the winter months at Minninglow and Gallowlow Lane. During 2018/19 we will support their measures for restraint. We will continue to monitor the level, type and pattern of vehicle use that takes place, both during and outside the periods of restraint, work with those proposing restraint, and promote the measures.

Responsible use

Everyone who visits and passes along a green lane has a right to do so with respect. The National Park's Green Lanes Code promotes responsibility amongst all users. During 2018/19 we will be promoting this code and will input into any other work which may form part of the National Park Management Plan's Delivery Actions.

Legal Status

Determination of legal use

The Highway Authorities have a duty to determine legal rights and to ensure the definitive map and statement is correct. Derbyshire County Council has been dealing with the priority routes as a priority. The Authority can contribute to this through the provision of evidence. During 2018/19 we will respond to consultations with any relevant information we hold.

Signage

The Authority supports the Highway Authorities in the signing of public rights of way in the National Park. We do this by waymarking routes and providing advisory signage where appropriate. During 2018/19 we will check, replace and erect signage on those routes identified for monitoring. This will be encompassed into the surveys proposed to commence this year.

Repairs & maintenance

Repairs by Highway Authorities

The Highway Authorities have a duty for maintenance commensurate with the level of use. Where schedules of repairs are identified, and which may be as a result of the work on priority routes, the Authority will offer advice on repairs in sympathy with the National Park. During 2018/19, the Authority will provide a response on any schemes proposed.

Work by the Authority

The Authority will encourage the use of volunteers for small scale works including routine maintenance. The Authority can also liaise with and work with landowners to protect and enhance the National Park and users' enjoyment of it. The Authority does not have a budget for this work and is reliant on support from the Highway Authorities, grant funding and donations. During 2018/19, further work is proposed on the stone pitching at Washgate and resurfacing of a section of the track at Brushfield.

Surveys & Audits

Use Surveys and Accessibility

During 2018/19, surveys of all byways and unsurfaced unclassified roads in the National Park are proposed to commence to assess their appropriateness for walkers, cyclists, horse riders and motorised vehicles and the character of the route and area. Accessibility audits of all byways and unsurfaced unclassified roads in the National Park to identify barriers to access and improve accessibility where achievable will also commence this year.

Reporting

Route Summary reports

During 2018/19, we will update the route reports for priority routes with the latest vehicle logging data, changes in legal status and environmental information.

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Priority Routes in the Peak District National Park

The plans below show the number of routes considered to be priority routes. From 35 in 2012, there are now 25. This reduction is due to a mixture of restrictions and clarification of legal status. Details can be viewed at www.peakdistrict.gov.uk/priorityroutes.

A summary of actions from 2012-18 is provided below.

TROs made by PDNPA

- Chapel Gate
- Derby Lane
- Long Causeway
- Leys Lane
- The Roych
- Derby Lane
- Washgate

Current TRO consultations by PDNPA

- Wetton

Temporary TROs made by HAs

- Bamford Clough
- Chapel Gate
- Swan & Limer Rakes

Legal status changes confirming no vehicle use

- Black Harry Lane
- Bradley Lane
- Brushfield - Upperdale
- Monksdale Lane
- Riley Lane

Legal status changes affecting vehicle use

- Moorlands Lane (cul-de-sac)
- Riley Lane (cul-de-sac)
- Shatton Lane (cul-de-sac)
- The Cop (cul-de-sac)

Voluntary restraint by PDNPA

- Minninglow & Gallowlow Lane

Repairs - undertaken

- Black Harry Lane
- Bradley Lane
- Brough Lane
- Chapel Gate
- Chertpit & Leys Lane
- Clough Wood
- Cumberland Lane
- Hay Dale
- Houndkirk Road
- Jumble Lane
- Moscar Cross Road

Repairs – undertaken (cont.)

- Moorlands Lane
- Nether Bretton
- School Lane
- The Roych
- Washgate

Repairs/Annual Maintenance – proposed confirmed

- Bamford Clough
- Brushfield-Upperdale
- Chapel Gate
- Hurstclough Lane
- Munninglow & Gallowlow Lane
- Moscar Cross Road
- Riley Lane
- Swan & Limer Rakes

Other Priority Routes

- Charity Lane
- Cumberland Lane
- Kiln Bent Road
- Pindale
- Ramsden Lane
- Sough Lane
- Three Shires Head

Illegal Use Action Plan 2018/19

Recording Use

Vehicle logging

We monitor vehicle use using electrical vehicle loggers. We focus illegal vehicle logging on TRO routes and on routes where the legal status has recently been resolved. During 2018/19 we will be monitoring all seven TRO routes, Black Harry at Stoney Middleton, Pretty Wood at Eyam, Brushfield and any other routes where we are aware of continuing illegal use or concerns over illegal use.

Register of reports received

Reports of illegal use are received from Rangers, landowners, the police and the public. For action to be taken by the police, reports should be made directly to the police. During 2018/19, we will continue to record and co-ordinate reports of illegal use.

Enforcement

Priorities for police action

The routes where we have made traffic regulation orders are a focus for police operations. Other areas of focus include those where there are repeated or increasing use or where there are designations on the land and harm would result from motorised vehicle use. During 2018/19, we will be asking the police to enforce the 7 routes where TROs have been made.

Supporting police operations

The vehicle logging that we carry out enables us to build up patterns of use which we pass on to the police to target operations. We also monitor routes and liaise with landowners as an increased presence can help deter use. At the request of the police, we may provide signage and support them during their advisory days.

Signage

Erecting & maintaining signage

We erect and maintain signage for the routes where we have made TROs. We also support the Highway Authorities in erecting and monitoring signage to clarify the legal status. During 2018/19, we will be monitoring TRO signage and at any of the other routes upon request and in the course of our day to day work.

Managing Use

Preventing use & remediation

Detailed schemes of action may be identified in conjunction with landowners, and others including Natural England and the Highway Authority if the use entails driving or riding on a public right of way where no rights exist. Schemes may include the erection of physical barriers. We also liaise with local vehicle user groups and the Local Access Forum.

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Green Lanes Communications Action Plan 2018/19

Key Messages

- Green lanes are a valuable part of the access network which are accessible for a range of different uses and abilities.
- Green lanes provide a sense of place in the landscape and for the study of nature.
- Where there is conflict with the conservation of the special qualities of the National Park, then action will be taken including the use of TROs where appropriate.
- All users can reduce impact on other users and the environment by using the lanes in a legal, responsible and sustainable manner.
- The well-being of local communities and all visitors can be enhanced through a properly maintained, accessible and safe rights of way network
- A consensus-based approach and partnership working will provide for long-term effective management of green lanes.
- Illegal use is unacceptable.

NPA's Role & Actions

- Work to conserve the special qualities of green lanes and the National Park
- Promote opportunities for everyone to understand and enjoy these special qualities in a responsible way
- Work with Highway Authorities, communities and user groups to minimise damage and disturbance
- Support the police in their enforcement

Highway Authorities' Role & Actions

- Carry out their duties in relation to management of use, maintenance, enforcement, signage and determining legal status
- Support the PDNP purposes and priorities, work together on delivering improvements and have regard to statutory requirements

Police Role & Actions

- Carry out their duties in relation to enforcement

Users' Role & Actions

- Use green lanes responsibly and minimise the negative impacts of inappropriate use on the special qualities of the National Park
- Promote and implement voluntary actions
- Promote the Green Lanes Code

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7. **MOORS FOR THE FUTURE PARTNERSHIP OPERATIONAL PLAN 2018 - 2019 (SLD/CD)**

1. **Purpose of the report**

This report puts before Committee the sixth Operational Plan from the Moors for the Future Partnership. This plan is for the commitments in the financial year 2018/19 and includes a look forward, both at commitments for the following year (2019/20) and the expectations of business development during and beyond this timeframe. The Operational Plan is an appendix to this report.

Key issues

In September 2017 the first Year in Review (covering 2016/17) was produced. It is intended to produce this document annually.

During the year of this 2018/19 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £5.6m. The value of projects in the pipeline (subject to approval) is an additional £477,000. This is supported by £93,000 contribution from this Authority and a further £129,500 direct core funding from partners, with an anticipated £57,000 additional core funding from projects.

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

The implementation of these business cases bring significant investment into the moorland landscape of the Peak District and South Pennines and all have then been successfully out-turned over the past 15 years. Over £34m has been secured and invested by the Partnership's team over this period.

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

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

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

Programme management

There are typically around 20 projects being delivered at any one time, delivering three objectives outlined in the section below.

Recruitment has been undertaken in the last two months, increasing the capacity of the Conservation Works Officers (3 additional posts) and Research and Monitoring Officers (0.6 wte post) which will strengthen our project delivery resource over the period.

During 2018/19, in addition to managing the delivery of this project the programme management team will review business documents and develop a new Vision and Strategy to give direction and secure the future of the partnership.

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

We are actively managing the core funding deficit - exploring additional projects with partners is one of the programme managers' core activities, responding to calls for potential work and proactively seeking financial resources with current and future partners, including maximising match funding opportunities. We have a high level of confidence that we will achieve this funding during the year. This is a business approach supported by the 2014 – 2020 business plan approved by this committee.

Communications and Engagement

We will continue to develop projects that enable us to achieve our first objective *“To raise awareness and promote positive action for the conservation of the moorland landscape.”*

As part of the MoorLIFE 2020 Project we will complete the work to develop a Bogtastic experience with the addition of interpretation at partner sites across the South Pennine Moors SAC. Six sites including the Moorland Centre at Edale have been identified for interpretation aimed at inspiring visitors about the importance of blanket bog and upland habitats.

We will run a programme of face to face engagement for urban and rural communities, land managers and partner organisations to inform and educate people about the important benefits of the uplands. As part of this we are taking every opportunity to embed the citizen science delivered by our Community Science Project in all areas of our work.

We will work closely with the appropriate teams at the National Park Authority to develop a new partnership website.

The Community science project will continue to engage new and existing volunteers in the three levels of moorland monitoring. We will finalise our volunteer strategy and legacy planning documents. We have obtained approval from Heritage Lottery Fund (HLF) for an extension to the project so that we can embed the important work of the team and begin to deliver on the legacy plan.

Conservation and Land Management

We will continue to develop projects that enable us to achieve our second objective *“To develop and deliver sustainable land management for these important upland resources, ensuring appropriate consideration of all of their benefits”.*

Through our Private Lands Portfolio we will deliver a number of Higher Level and Countryside Stewardship projects delivering conservation works including bare peat revegetation, drainage management, bracken control, bridleway repair and species diversification work including sphagnum application.

This year will see our biggest work period on the MoorLIFE 2020 project, with restoration actions from the Noe valley in the south to Keighley moor in the north. We will also look to maximise the opportunities to work effectively for our partners, by continuing to deliver projects for the ML2020 partners, such as the recent work for Yorkshire Water, planting sphagnum on Snailsden Moor.

Work will continue to engage with land managers on the benefits of woodland creation, including undertaking the Forestry Commission's Woodlands for Water Advisor role within Yorkshire and the North East. We will continue to work with the Clough Woodland Project Board members and other stakeholders to set the strategic direction and define future goals of the project.

We will hear in February 2018 whether we have been successful in our application to Defra's Peatland Restoration Fund, which received approval from this Committee in early January.

We will be looking to complete drainage management on 58.5 kilometres of grips and gullies, initial revegetation of 47 hectares of bare peat and sphagnum planting on 777 hectares.

Science and Monitoring

We will continue to develop projects that enable us to achieve our second objective *"To develop expertise for the sustainable management of moorlands ensuring that the programme is properly resourced with the capacity and capability to achieve this"*

We will develop a 10 year evidence strategy to inform the delivery and development of our conservation and land management, communications and engagement and business development programme of works. As part of this we will produce a long-term monitoring strategy to evidence the trajectories of recovery and ecosystem service provision from our partnership's blanket bog restoration works as well as trials evidencing the efficacy and effectiveness of novel restoration techniques. This will enable us to develop and communicate a resource plan and funding strategy to best ensure we are able to collect, analyse and interpret data over the long-timescales to fully evidence the benefits and lifecycle of the impacts of our work.

Through MoorLIFE 2020, we will continue to monitor the recovery of bare peat stabilisation and Sphagnum reintroduction on blanket bog condition and ecosystem service provision (originally set up in our Making Space for Water Project) on the introduction of Sphagnum into dwarf shrub heath dominated blanket bog (heather); and grass dominated blanket bog – on purple moor grass dominated bog and cotton-grass dominated bog. We will continue to develop our capability and capacity to use Unmanned Aerial Vehicles (UAVs) to monitoring these impacts at a landscape scale.

We will continue delivery of our award winning Community Science Project that aims to engage and increase knowledge, understanding and value placed on our blanket bog and the wider moorland habitats through citizen science. This project focuses on monitoring biodiversity across the south Pennine and peak district uplands and the impact climate of climate change on our wildlife. We aim to develop and increase our use of citizen science across our partnership's work as informed by the MFFP evidence strategy.

We will continue to develop and deliver a breeding bird survey across the phase 1 South Pennine Moors Special Areas of Protection. In this we MFFP will collaborate with the British Trust for Ornithology to secure additional resources to undertake a comprehensive data analysis to fully evidence the impact that different land management interventions, and particularly the huge amount of blanket bog restoration work, has had on upland breeding birds since the last comprehensive survey in 2004.

We will continue have provided a valuable research facilitation service to universities. We will support at least one student placement per academic year and help facilitate at

least 20 student projects. We will continue being a partner in, and support, two PhD studentships, one looking into the socio-economic impacts of rewilding the uplands and one looking into the effectiveness and impact of blocking peat pipes. We will aim to identify, develop, and respond to requests to collaborate on additional PhD studentships and research and monitoring projects with external research organisations; the number of proposal will reflect the capacity and resources within MFFP (which is therefore dependent on success). We have two collaborations ongoing into 2018/19, both with the University of Manchester: *EnviroSAR*, an initiative use radar and other satellite technology to deliver all-weather wildfire burned-area products; and *Optimising Natural Flood Management in Headwater catchments to Protect Downstream Communities* ('Protect').

We will work with the Environment Agency to develop Natural Flood Risk Management scheme and funding solutions across all the upper catchments in the EA areas represented within our core working area.

Recommendation

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

How does this contribute to our policies and legal obligations?

- 3.** The successful delivery of our projects contributes to the four directional shifts of the Corporate Strategy and directly input into the indicators of success. We will continue to deliver conservation land management on a landscape scale, contributing to inspiring visitor experiences and connecting people by direct engagement and obtaining and reporting scientific evidence to audiences as appropriate. Project delivery also contributes to the Authority's sustainability objectives.

PDNPA Management Plan contribution – There is an opportunity during this planning period, within the new Management Plan for the National Park, to promote and link the activities of the Partnership into the outcomes of the National Park Management Plan and in so doing form a much stronger Management Plan and a clear delivery role for the Partnership.

The strategic fit of the Operational Plan is relevant to the Peak District National Park Management Plan strategic themes and covers many aspects which will support the delivery of the National Park Management Plan. For the management plan under development it supports all 7 special qualities and for the current management plan specifically:

DL1

- Deliver conservation on a landscape scale through a diverse range of models, in keeping with the Landscape Character Assessment and supporting adaptation to climate change
- Ensure that the conservation of landscape character areas extends beyond the national park boundaries

DL3

- Conserve and enhance geo and bio-diversity by continued action for priority habitats, sites and species within the national park in line with the Biodiversity Action Plan
- Focus on the natural environment, ecosystem services and the part we play in these systems through integrated action and fostering greater understanding.

- Manage river water quality and supply within the National Park
- Respond appropriately and adequately to new animal and plant health risks and invasive species

DL4

- Develop a better understanding of carbon use in the national park

ES1

- Enable more farmers and land managers to access advice and reward payments

WI4

- Work together to minimise damage and disturbance on unsealed routes
- Enhance recreational opportunities and management at key sites through joint partner approaches

Background

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

At the time that the 2017/18 Operational Plan (currently in delivery) was approved by this Committee the team intended to complete the suite of revised management tools, with a new future strategy and an annual reporting process to fully celebrate the work the Partnership is delivering. Our first annual review was produced in July 2017.

The work to produce a new strategy will be progressed during 2018/19. An application will be made to HLF Resilient Heritage fund in February 2018 to support this work.

The Resource Management Meeting on 8 January 2018 endorsed this Operational Plan with suggested changes which have been made. Consultation has been undertaken with Senior Leadership team, Chief Finance Officer, Head of Law, Head of Information Management and suggested amendments included in this report.

Proposals

5. The intention (agreed at ARP in January 2013) is to have an on-going Moors for the Future Operational Plan which will be reviewed once a year, bringing the next financial year version to an appropriate Committee. The annual reporting to Committee will follow the programme below with some flexibility to fit around large projects in order for the reporting to encompass work in a meaningful way. Individual reports will continue to be brought to Committee as necessary to gain authority for new initiatives as required, to meet Standing Orders.
6. The reporting structure is:
- **Resource Management Meeting in January** The draft Operational Plan for the following year will be presented for comments.
 - **Moors for the Future Partnership Strategic Management Group in February**
Comment on the draft Operational Plan for the upcoming financial year.
 - **Audit Resources and Performance Committee in March**
Final version of Operational Plan put to Committee for approval; Committee then to recommend the final version (after any changes required by Committee) to Moors for the Future Partnership Strategic Management Group.

- **Moors for the Future Partnership Strategic Management Group in May**
Accept the Operational Plan for the upcoming financial year.

Are there any corporate implications members should be concerned about?

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

Financial summaries are included in the Operational Plan in terms of core income and project expenditure. Project expenditure in 2018/19 is likely to be between £6-7m.

The Authority's core contribution to the Partnership in 2018/19 is £93,000. The corporate overhead related to the Moors for the Future Partnership staff will be £283,659 in 2018/19.

The shortage in core funding (aim £320k, projected £222k) is a high priority for the programme team. One of the outputs of the Moor Business Project is a funding strategy. The programme managers will be dedicating 20% of their work programme to business development during 2018/19.

The Partnership has a history of sound financial management, income control (including draw down of funding and claims) are of great importance and overseen by the Programme Office Manager. Regular updates are held with the Chief Finance Officer with monitoring of cash flow to ensure the 'books' are balanced.

8. **Risk Management:**

The 2018/19 Service Risk Register is attached as an appendix. Risks identified in this register are reviewed quarterly and reported within the corporate performance management regime. Risks, Issues and Dependencies of the programme of projects are monitored and reviewed quarterly alongside the Programme Progress Log. Project Managers update their project risk logs weekly and report via the weekly programme status update meetings.

To mitigate the risk associated with the core funding, advocacy work by senior leadership team with the Environment Agency has been identified as a priority.

The risk identified within the project fee element core funding is twofold -

- 1 The Moor Business Project is not funded - therefore £13k for business development time will not be available. We have a high level of confidence that this amount is achievable as the grant application to HLF has been rewritten and
- 2 The programme management element of projects - we anticipate £57k associated with projects and to mitigate the risk of this (certainty until later in the year) we monitor our core expenditure budget very carefully and restrict any expenditure until income is assured.

The Head of Programme Delivery, Moors for the Future Partnership and the programme management team will continue to pay close attention to partner advocacy during the 2018/19 delivery year in order to maximise any available resources. Engaging additional funding partners is an objective which is included in our individual work programmes.

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

Appendices:

1. The Moors for the Future Operational Plan 2018/19
2. Moors for the Future Service Risk Register 2018/19

Report Author, Job Title and Publication Date

Sharon Davison, Programme Office Manager, Moors for the Future Partnership, 22 February 2018

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MOORS FOR THE FUTURE PARTNERSHIP



Operational plan 2018–2019

Protecting the uplands for the benefit of us all

Produced - December 2017



Contents

1	Introduction	2
2	The Purpose of the Operational Plan.....	3
3	The Policy and Funding Landscape Surrounding the Partnership in 2018-19	4
4	This Year’s Activity – 2018/19.....	5
5	Risk Management	15
6	Look Forward – 2019/20	16
7	Look forward - Business Development (Expectations)	17
8	Monitoring This Operational Plan.....	19

1 Introduction

This is the annual Operational Plan produced by the Moors for the Future Partnership (MFFP). It is the Partnership's strategic approach to our programme of work for the 2018/19 financial year. It covers:

- The contractual commitments of work which we will deliver in 2018/19 - these are projects which already have funding and approval.
- The pipeline of expected new work which
 - we anticipate will come forward for approval, or
 - have in principle approval but contracts are not yet in place, during this Operational Plan period.
- Business development – projects that we are developing for partners during this Operational Plan period or in subsequent years.

To Note

This document is a look forward; it sits alongside “A year in review” which is the look back at the previous year's activities.

Each project mentioned in this plan has separate project governance and steering arrangements which are appropriate to the requirements of the funder and complexity of the project and within PDNPA Standing Orders.

In our Business Plan 2013 – 2020 we address the bigger picture of how the programme team will develop the funding streams for further remediation and legacy management.

The longer term vision which guides the work of the partnership is available through the planning documents of our partners such as the National Park Management Plan, Defra's emerging 25 year Environment Plan and the 2019 Price Review process which will guide the investment of our Utility Company partners to 2025.

What is the Moors for the Future Partnership?

Moors for the Future is a partnership of organisations that since 2003 has been working together across the Peak District and South Pennines to protect the most degraded landscape in Europe.

The work of the partnership to protect peat moorland is delivered by the Moors for the Future staff team, who are employed by the Peak District National Park Authority, which also acts as the lead and accountable body.

The current partners include the Environment Agency, National Trust, RSPB, Severn Trent Water, United Utilities, Yorkshire Water, Pennine Prospects and the Peak District National Park Authority. Natural England and representatives of the moorland owner and farming community advise the partnership.

Executive Highlights of 2018/19 Activities

The Partnership is now entering its 15th year of activity and continues to successfully deliver a range of technical solutions that address our mission - **“to restore the quality of the South Pennine Moors, to improve its benefits as a quality water catchment area, a diverse ecological, recreational and**

agricultural resource which will be managed to ensure the enduring legacy of these benefits.” This mission is delivered through the three objectives in the next section.

The contractual commitments make up the bulk of the delivery items in this plan and the resources to deliver these are in place. If we also include the most confident expectations from bids submitted so far, project spend this year is likely to be over £6m.

As well as continuing to deliver existing projects, the continuing challenge for this year will be to identify and develop new projects which will continue the programme, particularly beyond 2021 when MoorLIFE 2020 comes to a close. There are two significant opportunities on the horizon, Defra’s 25 Year Environment Plan and the next Asset Management Plans of the utility companies (AMP7 which starts in 2020). Both of these will allow us to continue our work to protect the upland landscape of the southern Pennines. The partnership will continue to influence these in addition to being continually alive to any opportunities which arise (such as Defra’s recent peatland restoration fund).

A key priority will be to seek funding to focus on the business of the partnership:

- to evaluate and refine our business model;
- to develop a future funding strategy to support business development;
- to increase the effectiveness of our processes; and,
- to enhance the partnership’s standing as a leader in this field.

Our key priority to achieve this is a revised submission to the HLF Resilient Heritage for the Moor Business project, detailed further later in this document.

2 The Purpose of the Operational Plan

The purpose of the Operational Plan is to bring all of the partnership’s projects (approximately 20 in 2018/19) together in one document to give easy visibility of the whole programme, as well as explaining how, why and when we will develop business development opportunities in the coming year. The progress of delivering this plan is monitored by a Programme Progress Log (PPL) on a quarterly basis reporting to the Partnership’s Strategic Management Group (SMG). This Plan and the PPL gives the partners a means of monitoring progress of current projects and how we are addressing the outcomes required by PDNPA - and our other partners. It is the business tool by which MFFP manages its annual activities to achieve its strategic objectives which are:

- **Objective One – Awareness Raising**

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

- **Objective Two – Conservation Management**

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

- **Objective Three - Science**

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

3 The Policy and Funding Landscape Surrounding the Partnership in 2018-19

Brexit

All the work of the Partnership has, directly or indirectly, been influenced by funding and regulatory guidance from the EU. Leaving the EU and its existing environmental legislative framework poses significant risks to the environment if current drivers for environmental protection and improvements are weakened, eg the Habitats Directive, Water Framework Directive and the Birds Directive.

Blanket bog, a key peatland habitat, is a priority habitat in the EU's Species and Habitats Directive, supporting a nationally and internationally important assemblage of wildlife, with many of these populations in decline. Peatland is a priority for action under the UN Convention on Peatlands and the RAMSAR Convention on Wetlands, (Reed et al, 2010).

The hydrological function of these blanket bogs have critical impacts on the UK's inhabitants as they are vital instruments for supplying clean water throughout the year, sequestering carbon to reduce climate change and reducing flood risk. All of these public benefits are at risk as the UK leaves the EU and Common Agricultural Policy. The cost of inaction in terms of climate change impacts alone could reach billions of pounds (Keenleyside and Moxey, 2011).

The referendum decision will have an enormous impact on future environmental policy in the UK and on the UK's wild habitats. The Partnership (led by the Peak District National Park Authority) has a unique and important view of this, because it has implemented a high proportion of the landscape-scale conservation work across the English uplands. The programme team will continue to represent our partnership and will stay alert and responsive to new opportunities which will benefit our partnership. We will contribute to debates and initiatives, supporting Defra and our partners in discussions and development of new instruments to support the upland landscape as we leave the EU.

4 This Year's Activity – 2018/19

Continuing commitments

HLF Community Science Project and citizen science

This HLF project will continue to increase knowledge, understanding and appreciate moorlands and the English upland through engaging in citizen science activities to monitor the impact of climate change on moorland habitats and wildlife. This year our volunteer strategy and legacy planning documents will be finalised and the HLF project has a revised completion date of December 2018. As part of the legacy planning, we will work on how we can continue the award-winning citizen science work that we have done over the past three years of the project.

MoorLIFE 2020 Project

Conservation works for 2018 include bare peat preparation and work on the following moors: Alport, Saddleworth, Moscar, Derwent and Howden, Turley Holes, Twizlehead, Dovestones, Langfield, Readycon, Walsden, Butterly, Close Moss and Stalybridge. Elsewhere, in the same time period, we will be gully blocking on Alport, Ashop, Saddleworth, Moscar, Birchinlee, Ronksley, Derwent and Howden, Thurlstone, Snailsden, Warley, Heptonstall and Widdop, Turley Holes, Dovestones, Langsett, Readycon, Walsden, Butterly, and Close Moss.

Also on the agenda is cutting and Sphagnum introduction on Moscar, Birchinlee, Derwent and Howden, Warley, Readycon, Walsden, Butterly, Close Moss, Keighley, Wessenden, Rishworth, Soyland, Dean Head, Pikenaze and Bradfield. The schedule of works is subject to change.

We are continuing with stakeholder management engagement with a degree of focus on the stakeholders impacted towards the end of the project. The engagement has been supplemented with the production of the Land Management Guidance for Active Blanket Bogs which was introduced at BogFest in Sept 2017.

The four monitoring sites (bare peat, heather, purple moor grass and cotton grass) will continue capturing baseline data up until August when the sites will receive restoration works and move out of baseline capture and into the collection of restoration trajectory data. Members of the MFFP science team will continue to capture baseline aerial photography of the monitoring sites using the UAV, with a particular focus on the summer months. This data will be used to reference against in future years as we monitor the restoration trajectory of each site.

The work on blocking peat pipes and monitoring the effectiveness and efficiency of blocking continues and will include a survey of the proposed trial sites and design of the blocking and monitoring in preparation of the monitoring starting in March 2018.

We will have a database of wildfire incidents collated from across the South Pennine Moors SAC by 28 February. The next Carbon Audit running from 1 April 2017 to 31 March 2018 will be published in August 2018. The work to complete the baseline socio-economic impact of MoorLIFE 2020 will continue during 2018.

2018 will see the Bogtastic Experience in full swing including incorporating static installations and a mobile element of the Bogtastic experience in the form of the Bogtastic van. A calendar of Bogtastic events will continue to be updated and developed.

Building on the fantastic exposure we achieved by holding BogFest in Edale in September 2017, the communications team will continue co-ordinating the media profile of MoorLIFE 2020. We will also be conducting research into upgrading the Moors for the Future website during 2018.

We will continue with our extensive engagement with more LIFE-funded and other projects during the year; we proved a popular destination in 2017 and we expect to host similar visits in 2018.

Private Lands Portfolio

The Private Lands portfolio is working with private moorland owners to help them to deliver their large-scale Higher Level Stewardship schemes and has been running, in one form or another, for 10 years. The portfolio will enter its fourth year of capital delivery in 2018/19 having passed the project mid-point in terms of spending in 2017/18. In 2018/19 four active HLS capital works plans will continue, following the successful completion of works on both Moscar and West Crowden. This will bring to a close three years of works on these sites revegetating bare peat and blocking gullies.

On the remaining sites, we have been asked to do more bare peat revegetation and gully blocking on The Roych. Works on this site will be completed before the end of November. We are also hopeful for further works assignments on Wessenden Head. The capital works on this site have been on hold for some time and we couldn't progress with them this year. This project remains a pipeline project for the Private Lands Portfolio, and we hope that we can start works in 2018/19.

Below is a summary of the capital works anticipated for delivery in 2018/19.

Grindsbrook

This project enters its final year of capital delivery following the successful planting of sphagnum into areas of hydrological restoration in winter 2017/18. The remaining action on this site is to deliver the final phase of bracken control. This will draw to a close a treatment spread over a four year period addressing 35 hectares of bracken stands on the south facing slopes of Kinder Scout around Grindsbrook.

The treatments to date have been very successful and the final actions will be a spot treatment designed to ensure any regeneration is managed. After this, on-going management will be delivered by the land manager.

Mossy Lea

Mossy Lea will enter its third year of capital delivery in 2018/19 following the successful completion of planned brash top up treatments in 2017/18. The remaining actions for bare peat revegetation on the site in 2018/19 will comprise of follow-up lime and maintenance fertiliser treatments to sustain the nurse crop grasses whilst the re-establishment of moorland species continues.

In 2018/19 we also plan to undertake gully blocking on the site. This work will deliver hydrological restoration over the site and create the conditions required for sphagnum introduction, which should also happen during 2018/19.

We will also make sure that we develop close co-ordination of the HLS funded capital works, with Environment Agency funded gully blocking for Natural Flood Management in 2018/19. The objectives of both funding streams will be fully integrated over the site and will also facilitate the set-up of the NERC funded, Protect Project being run and delivered by the University of Manchester. The set-up of monitoring sites will occur in 2018/19 and continue beyond the end of the capital works in March 2019. This is a really exciting project for us, integrating our three objectives and demonstrating how partnership working can deliver significant additional benefits.

As at the time of writing the EA and NERC funded aspects of this project are pending confirmation in quarter four of the 2017/18 financial year, following full engagement with and approvals from the relevant stakeholders.

Peaknaze

The Peaknaze HLS capital works will be in the final year of delivery in 2018/19 with all actions due to be complete by the end of November. Winter 2017/18 saw the completion of revegetation actions addressing bare peat on the site, gully blocking works for hydrological restoration and sphagnum introduction. The remaining HLS funded action on the site for 2018/19 is the application of lime and fertiliser in the spring to sustain the nurse crop during the natural re-establishment of moorland species.

In addition to the HLS funded works an Environment Agency funded project will be delivered on this site in tandem with the gully blocking on Mossy Lea. This project will retro-fit gully blocking measures for Natural Flood Management over the site, building on the achievements of the HLS funded gully blocking. The timescale for this will be delivered with that planned on Mossy Lea.

As of the time of writing the EA funded project is pending confirmation in quarter four of this year following full engagement with and approvals from the relevant stakeholders. The works will be for delivery by the end of 2018/19.

The Roych HLS

Following the successful completion of the Brown Knoll Path in 2016/17 further engagement with the HLS agreement holder and Natural England has resulted in the assignment of further capital works to the Partnership which was confirmed in quarter 4 of 2017/18. The additional assignments include bare peat revegetation and hydrological restoration in grips on the site. All work on this site will be completed by the end of the 2018/19 financial year

Wessenden Head HLS

Final confirmation of the assignment of the Wessenden Head HLS capital works remains outstanding as at the time of writing (January 2018). It is hoped and anticipated that the capital works will be in a position to progress into delivery in the 2018/19 financial year. This is pending Natural England approval for MFFP to be the delivery agent on this project once all stakeholders have given approval for the works to proceed.

If approval to start these works comes this year, works will include stock proof fencing in advance of bare peat revegetation, with heather brush and lime, seed and fertiliser applied in the 2018/19. We will

do 50% of the required heather brash in year one due to the large amount of brash required. The remaining 50% of the area will be treated in the following winter.

Working with MoorLIFE 2020 partners and private landowners

Papers were approved by the Audit Resources & Performance Committee in January 2017 and Resource Management Team allowing us to work with MoorLIFE 2020 partner organisations and private land managers respectively to deliver works outside MoorLIFE 2020, within certain financial constraints. These works, ideally, will be delivered with existing projects from the Moors for the Future Partnership programme of works, maximising our efficiencies. Approval for these has been delegated to the Director of Conservation and Planning together with the Chief Finance Officer. We will continue to offer our skills and services to all MoorLIFE2020 partners and private landowners to improve the condition of the upland habitats of the Peak District and South Pennines, including PDNPA, if requested.

Currently, we have had requests to scope and potentially deliver projects from Yorkshire Water, United Utilities, RSPB, PDNPA and one private landowner to undertake work. These projects are currently in development.

Snailsden and Thurlstone HLS agreements

Having successfully delivered capital works to undertake grip and gully blocking, we have also been asked to plant sphagnum on these sites.

Moss Rake East

We are currently working with the Minerals Enforcement team to project manage the restoration of a disused mineral extraction site at Moss Rake East, near Bradwell in the White Peak.

Co-operation Across Boundaries on Biodiversity (CABB)

We are working with the RSPB and partners (including NI Water) in Northern Ireland to advise on further restoration work on Dungonnell bog on the Garron Plateau and Montiagh's Moss on the edge of Lough Neagh, as part of a significant Interreg project in Northern Ireland, Eire and Scotland. This follows up on work that we undertook in 2015.

Sphagnum Planting – Arnfield

We will be undertaking further planting of sphagnum mosses on behalf of a private landowner in the Longendale valley. This is a new round of work following successful planting in 2016/17.

Trawden Natural Flood Risk Management Scoping Study 2015-17

The project will submit the final scoping study in summer 2018. However, we anticipate that there may be a role for MFFP in either the delivery or monitoring of NFM interventions should the scheme gain approval from the Environment Agency. Currently the peatland revegetation works identified through the scoping study are included as part of the tender submission to Defra's Peatland Restoration Fund.

Pipeline and Business Development

Moor Business and other funding applications

During the past year we applied for funding to the Resilient Heritage (HLF) Fund for £122,000 to support our Moor Business Project - this was not supported. We have received advice and feedback from HLF and will submit a revised application in February, for consideration in April 2018. We are also developing projects to submit to the Environment Agency's Water Environment Grant, for projects which look to improve water quality or reduce the risk of flooding.

Clough Woodland projects

Work will continue to engage with land managers on the benefits of woodland creation, including undertaking the Forestry Commission's Woodlands for Water Advisor role within Yorkshire and the North East using the revised Guiding Principles for the Dark Peak and South Pennine Moors. This has gained additional impetus with the Government's announcement of the Northern Forest, along the M62 corridor. We will look to make full use of opportunities provided by other projects within our programme including Price Review 2019, University of Manchester's NERC funded Headwater Natural Flood Management (NFM) research project, MoorLIFE 2020 and the Private Lands Portfolio.

DEFRA Peatland Restoration Fund Project 2018-2021

Following a bidding process in November 2017 it is hoped that the Peak District National Park Authority will be awarded a grant on behalf of the partnership to address bare and eroding peat on eight sites in the Peak District and South Pennines that we have not been able to treat before, for a variety of reasons. The sites proposed include: Wessenden Head, Noe Stool, Stalybridge, Thurlstone, Combs Moss, Trawden, Scout Moor & Stubbins and Holcombe Moors.

The funding for this project focussed on reducing carbon loss through bare peat revegetation, but as is the case for many of our projects, the works will have other significant benefits. The work in year one of this three year project will include the application of heather brush to half of the bare peat areas and lime, seed and fertiliser application to an area of 832 hectares.

As at the time of writing permissions and consents for the project work sites have yet to be confirmed. We engaged with the key stakeholders during the bidding process and we will develop a programme of wider stakeholder engagement for each site in quarter 4 of the 2017/18 financial year to confirm the necessary approvals. We hope that capital works on this project will start in autumn 2018.

Breeding Bird Survey

The project was developed during 2017/18 and, subject to funding, the surveying will commence in the 2018 breeding bird season. It is a repeat of the 1990 and 2004 Breeding Bird Surveys of the South Pennine Moors SPA Phase I. Natural England will use the results to present the Natural England assessment of bird numbers. We are collaborating with the British Trust for Ornithology who will be conducting a more comprehensive analysis of the data, incorporating data from previous bird surveys and exploring drivers of change in bird populations. We hope that the results and subsequent analysis will help to assess the impact of past land management works and inform future land management decisions.

Climate Change Vulnerability Assessment for the Peak District National Park

We will continue the development and hopefully proceed to the delivery of this project for the Peak District National Park Authority. In collaboration with the PDNPA Strategy and Performance team, we will lead on implementing the recommendations of the Authority's 2016 Climate Change Adaptation Report. This will involve prioritising the important features of the Park's special qualities and undertaking a climate change vulnerability assessment on approximately 25% of the National Park's features. It also includes developing a programme of monitoring and evaluation to manage uncertainty and measure the effectiveness of adaptation measures.

Programme Work

We have significant work that is being delivered by a combination of the programme team and staff working on other projects. These are the pieces of work that derive from working as a programme, maintaining some key strands of work beyond the original project end dates, building projects with no specific project funding but which can help with future project development, increased understanding, greater awareness or efficiency of works delivery.

Continued monitoring across our programme of monitoring sites

For projects that are no longer live we will keep monitoring ongoing at sites to evidence the long-term trajectories of recovery of 'restoration' works on blanket bog. This includes biodiversity, key ecosystem services, and impact of and resilience to climate change. We will develop an evidence strategy to determine which sites will continue to be monitored. This will enable us to develop a resource plan and funding strategy for collecting critical data we require to evidence the impact of the partnership's work over a longer timescale. This will include monitoring of the restoration work undertaken by our partner organisations.

Upland Woodland Monitoring project

We will continue to monitor the sites we have set up in the Upper Derwent Catchment to evidence the impact of clough woodland establishment on water flows and water quality.

Monitoring of Sphagnum Donor Sites project

We will continue our monitoring of the impact of harvesting wild sphagnum on donor sites and their recovery.

Trials for Diversifying Molinia Swards with Sphagnum Plugs

We set up a project in 2014 to look at diversifying purple-moor grass dominated bogs, with funding from Natural England on Yorkshire Water and National Trust land in the South Pennines. Sphagnum plugs were planted in June 2015 and by the time of the third survey in November 2016, and had shown highly successful establishment, although surprisingly there was no benefit from pre-flailing treatments. We are continuing to support these trials and will be seeking funding for another full survey in autumn 2018.

Monitoring Restoration Trajectories

This project developed from a Natural England initiative to understand how restoration work affects the plant communities and water table depth of blanket bogs over time. Under MoorLIFE 2020 we are also looking at three other key variables (water flow, water quality and peat erosion/ sedimentation).

Research Facilitation

Student Placements

We aim to support at least one placement student per academic year. We currently have a student from Manchester Metropolitan University with us until May 2018 and will identify a student for the following academic year to fit with our organisational needs as identified from our strategy.

Student Projects

We aim to provide support to at least 20 student projects.

Data Requests

We aim to fulfil all data requests where practical.

Student Projects supported

We will continue to support three PhD studies in 2018/19 as a contribution to our objectives:

- Joe Glentworth, University of Manchester: Socio-economic impact of rewilding the English uplands
- Taco Rosenburg, University of Leeds: The treatment of peat pipes in blanket peat: effectiveness and impact.
- University of Aberystwyth (student TBC) Sphagnum genetic, structural and physiological adaptations that facilitate ecosystem modification.

New PhD opportunities will be identified, developed and acted on as appropriate to the needs, resources and capacity within MFFP.

Research Collaborations

We aim to collaborate on 10 external research proposals for submission for external funding towards delivering MFFP's aims and objectives.

We will continue to support ongoing successful collaborations into 2018/19:

Optimising NFM in Headwater Catchment Project

A NERC funded research project led by the University of Manchester investigating the impact and optimisation of management of upland headwater catchments on downstream NFM benefit, which will work with the HLS delivery on Mossy Lea and Peaknaze.

EnviroSAR Project

A Copernicus (the EU Programme for the establishment of a European capacity for Earth Observation) funded initiative to develop and deliver targeted solution for moorland & heathland using radar and other satellite technology to deliver all-weather wildfire burned-area products.

Advice and project delivery

We are keen to use the expertise that we have developed over the last 14 years, in project delivery, communications and working at a landscape scale in the uplands (particularly on peatlands and woodlands) to help other organisations and protected landscapes achieve improvements in biodiversity and ecosystem function.

Recording and reporting

We will produce reports and make claims during the year for the Community Science Project, MoorLIFE 2020 Project, Defra Peatland Fund Project and Private Lands Portfolio. We will also produce quarterly reports for the Environment Agency and PDNPA.

Advocacy and events

The team will continue to represent the Moors for the Future Partnership and its interests at a wide range of relevant regional, national and international meetings and initiatives and disseminate our scientific findings generated from our research and monitoring programme, to best evidence future land management initiatives and best practice. We will host a platform meeting for the LIFE funding programme, sharing our understanding and expertise with projects from across Europe.

Communications strategy

A new communications plan will be developed with the input of the partner communication group which will continue to deliver the communications strategy. It is anticipated that there will be further work to review and develop branding and strengthen our visual identity.

The team will continue to identify opportunities to work with partners on aligned issues, for example in supporting the National Park and BMC Mend our Mountains fundraising bids for Cut Gate and The Great Ridge in our public engagement work. We will be seeking further opportunities to work with partner communications teams to promote the importance of the South Pennines SAC.

Training and Development

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

Programme Management - 2018/19

Table 1: Core Funding 2018/19

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	93,000		93,000
Environment Agency	60,000		60,000
National Trust	15,000		15,000
Pennine Prospects	2,000		2,000
RSPB	7,500		7,500
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
Sub total	222,500	0	222,500
Project Partners			
HLF (Community Science)		571	571
NE (Private Lands Portfolio)		18,000	18,000
EA (Trawden NFM)		5,862	5,862
Sub total	0	24,433	24,433
Total	222,500	24,433	246,933

Pipeline			
Project Partners			
HLF (Moor Business)		13,740	13,740
Multiple partners		57,429	57,429
Pipeline total	0	71,169	71,169
Total			318,102

The 'multiple partners' figure above is income from multiple projects where we are able to cost in programme management input. Our establishment costs are c.£318,000 - to support a core team of 5 permanent staff with additional technical, and administration staff assistance (approximately 1 wte) where required. This amount includes a budget for costs which are not directly funded by projects (eg partnership visits, advocacy, travel).

Exploring additional projects with partners is one of the programme managers' core activities, responding to calls for potential work and proactively seeking financial resources with current and future partners. We monitor core funding and adjust our budget aims accordingly.

The Core team:

Head of Programme Delivery - Chris Dean

Communication Programme Manager – Debra Wilson

Programme Manager – Conservation and Land Management - Matt Buckler

Programme Office Manager – Sharon Davison

Science Programme Manager – Jonathan Walker

The core team is responsible for leading on:

- Business development and leadership
- Advocacy and opportunity creation
- Providing expert advice, techniques and methodologies on topic areas which MFFP has developed
- Programme management and logistics
- Performance management and reporting
- Communications and branding
- Staff management, recruitment and induction
- Trouble shooting and emergency cover
- Financial monitoring and management
- Setting and monitoring protocols

Table 2: Project Funding 2018/19

Projects contracted/approved	ARP Committee Minute Reference	Anticipated gross expenditure of project work 2018/19 £	Funders
Community Science	39/14	121,029	HLF, EA, NE, NT, STW, UU, YWS
Private Lands Portfolio	48/13, 38/14	1,300,963	NE
MoorLIFE 2020	38/15	2,537,017	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	RMT 46/16	5,000	STW, UU, YWS
Defra Peatland Capital	(ARP 19 Jan 2018)	1,603,243	Defra
Working with Partners (note this is max per annum) details below:	05/17	[1,500,000]	STW, UU, YWS, NT, PP, RSPB
• Slow the Flow Monitoring (Calderdale)		6,500	NT
• NFM across upland catchments of GMMC		5,800	EA
• PR19/AMP7		15,000	STW, UU, YWS
• CaBB		1,708	RSPB (Interreg)
Sub Total		5,596,260	
Pipeline – subject to relevant approval or contract			
Moor Business		60,700	HLF +
Climate Change Policy		46,000	PDNPA
Working with Partners (note this is max per annum) details below:	05/17	[1,500,000]	STW, UU, YWS, NE, NT, PP, RSPB, Moorland owners
• Breeding Bird Survey		120,000	STW, UU, YWS, NE, NT, PP, RSPB
• Glossop Catchment Project		250,000	EA
Sub Total		476,700	
Total		6,072,960	

Partners (abbreviations where used):

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

Project Teams

Further recruitment will take place as appropriate for project delivery in accordance with programme planning and approval. Our team will be strengthened in the early part of 2018/19 following recruitment in the Conservation and Land Management and Science teams.

5 Risk Management

The Moors for the Future Partnership's risk register is attached as an annex to this plan. 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. Project managers constantly monitor their individual (Risks, Issues and Dependencies (RID) logs and report to a weekly programme status update.

The shortage in core funding (aim £320k, projected £222k) is a high priority for the programme team. One of the outputs of the Moor Business Project is a funding strategy. The programme managers will be dedicating 20% of their work programme on business development during 2018/19.

6 Look Forward – 2019/20

Commitments 2019/20

We will:

Continue to deliver the MoorLIFE 2020 Project, the Defra Peatland Restoration Fund Project and the Private Lands Portfolio. The second (of two) mid-term report and financial claim will be made for the MoorLIFE 2020 Project. Reports and claims will continue to be made for the Defra Peatland Restoration Fund Project and the Private Lands Portfolio.

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

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

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

Project Commitments 2019/20

Table 3 Core and Project Funding 2019/20

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
Operational Partners			
PDNPA	94,000		94,000
Environment Agency	60,000		60,000
Pennine Prospects	2,000		2,000
National Trust	15,000		15,000
RSPB	7,500		7,500
Severn Trent	15,000		15,000
United Utilities	15,000		15,000
Yorkshire Water	15,000		15,000
Sub total	223,500		223,500
Project Partners			
Sub total	0		
Total	223,500	0	223,500

Pipeline	Core funding £	Core funding from projects £	Total core funding £
Project Partners			
Defra		2,000	
Total		2,000	0

Table 4: Projects 2019/20

Projects contracted/ approved	ARP Committee Minute Reference	Anticipated gross expenditure of project work 2019/20 £	Funders
Private Lands Portfolio	48/13, 38/14	714,545	NE
MoorLIFE 2020	38/15	2,477,038	PDNPA, EU Life, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	RMT 46/16	5,000	STW, UU, YWS
Defra Peatland Capital	(ARP 19 Jan 2018)	2,176,853	Defra
Sub Total		5,373,436	
Pipeline – subject to relevant approval or contract			
Working with Partners (note this is max per annum)	05/17	[1,500,000]	STW, UU, YWS, NT, PP, RSPB

7 Look forward - Business Development (Expectations)

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

Core Funding

We will continue to engage with current core funding partners to establish new Statements of Intent and negotiate core funds / membership fees into the future. We will also look to bring on board new funding partners who either manage land or can benefit from our work and support our mission.

In addition the methods laid out in the Business Plan will be implemented to ensure all projects are full cost recovery and contribute at an appropriate level to fund the core support requirements. This is without doubt the most difficult area to fund but without this resource it is not possible to continue to develop the programme of work.

Funds will be sought to develop the general infrastructure of the MFFP team, bidding for funds to improve processes and systems of work and infrastructure. This is required to fully expand the capabilities of the team to undertake extensive programmes of work. During 2018/19 we will be again pursuing a HLF Resilient Heritage fund bid for this purpose.

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

The team will continue to keep funding opportunities under constant review and will explore all of those which have strong possibilities for funding the Partnership's objectives. The current programme could provide match funding to set against other bids both by the staff team and by individual partners. This will be constantly reviewed during the year.

There are a number of business development initiatives currently being followed;-

High Expectation Business Development (pipeline ready projects)

- A bid has been made to Defra's Peatland Restoration Fund. The fund is worth £10m and the partnerships bid is for £4.7m. This would tackle some of the most degraded sites remaining across the South Pennines, Dark Peak and West Pennine moors.
- Breeding Bird Survey of the Dark Peak, analysis of this and the previous survey done across the South Pennines. This will be delivered during spring 2018 providing Natural England is successful with its internal bid. The staff team were tasked with raising £55k as a match to the NE bid and this has already been pledged through a number of partners.
- Continuation of the work through the 2019 Price Review Process to help our three utility partners put successful bids together which will produce an Asset Management Plans which support further restoration work from 2020 to 2025.
- Assisting the PDNPA in forming a new National Park Management Plan and a means of delivering the aspirations for the Dark Peak and South Pennines within this. Therefore we will work to promote and link the activities of the Partnership into the outcomes of the National Park Management Plan and in so doing form a much stronger National Park Management Plan and a clear delivery role for the Partnership.
- Bidding and delivering (if successful) to the HLF Resilient Heritage Fund for the Moor Business Project, maintaining capacity to rapidly respond to an emerging business opportunity. This will include production of a new vision and processes to better support business development. This will be the second attempt at this fund.
- Catchment based projects in those catchments which are known to be at risk of causing downstream flooding, particularly the major aspiration for work surrounding Manchester.
- Direct works for individual partners. It is likely that project management support and policy production work will be undertaken for PDNPA. It is also likely that other direct work for individual partners will come forward during the year.
- Mend our Mountains commitment to assist with the fundraising operation through 2018/19 by the Peak District National Park and British Mountaineering Council (BMC) and project delivery the later in that year or the following one for Cut Gate and the Great Ridge.

Other Important Business Development Work (not currently pipeline ready or fit for funding bids)

- Corporate Social Responsibility and public giving opportunities – we feel there are opportunities within the extensive population and business community surrounding the Partnership's working area to bring in funding. This is now a more pressing priority considering the uncertainty of funding availability post-2020 when the current EU LIFE funded project comes to an end. The previous work on this with Interserve has not produced a working project. Work will continue in

18/19 to bring forth opportunities for PES (Paying for Ecosystem Services) to realise new income streams

- Making use of all the projects currently being delivered as a match fund for further bidding opportunities, including the Environment Agency's Water Environment Grant.
- Significant development of clough woodland schemes and identifying and taking opportunities to develop this area of proven project work.
- Continuation plans and business development work for Citizen Science work following the end of the present HLF funded Community Science project grant in November 2018.

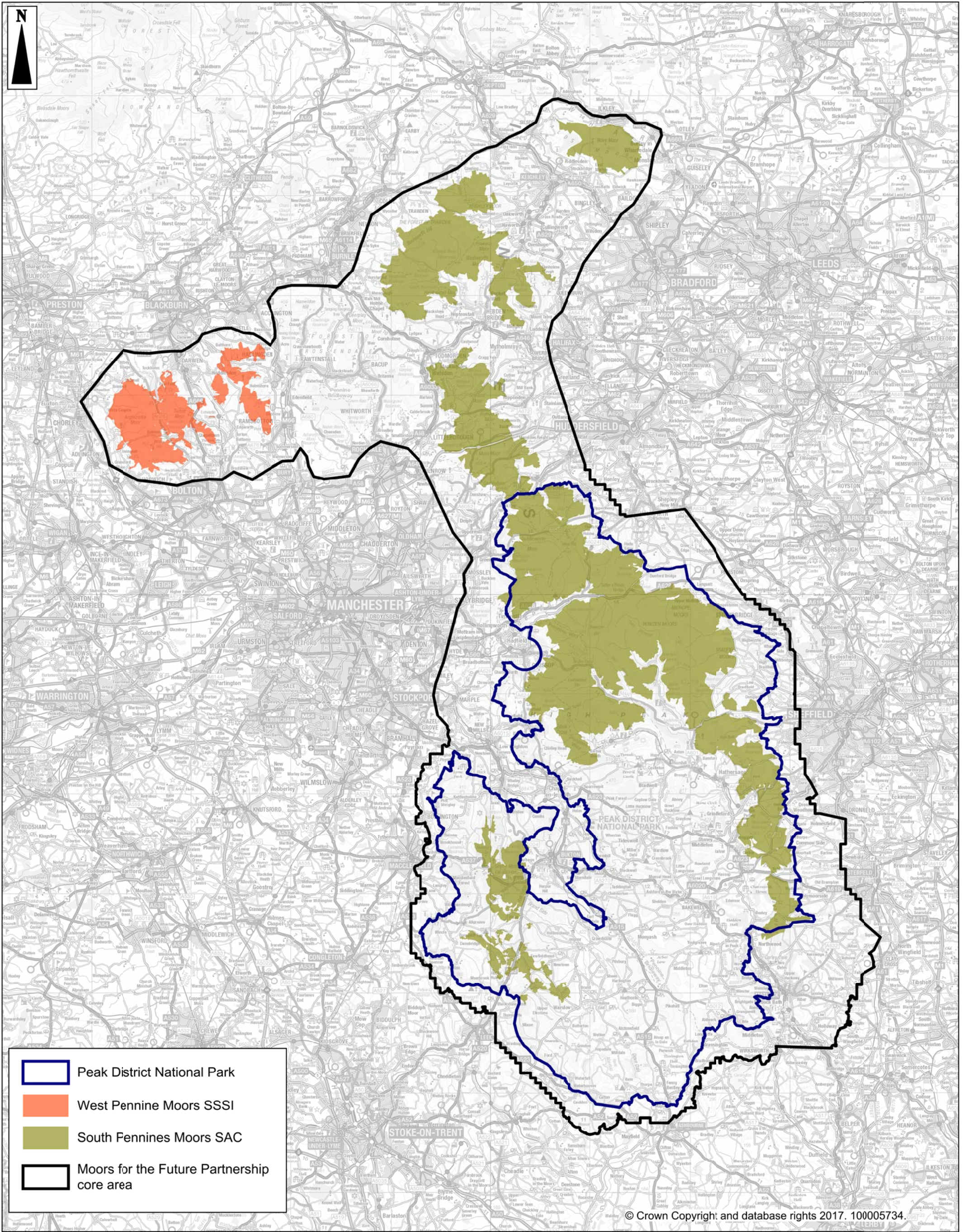
Any new opportunities will be subject to the Standing Orders and approval process of the PDNPA as is normal practice. We will continue to look at all projects that could increase the provision of benefits to society, from improved health, well-being and cultural importance, to provision of water and storage of carbon. We will look to identify how we can maximise those benefits to society, whilst improving the status of biodiversity across our core work area, including the contiguous landscapes across to the West Pennine Moors.




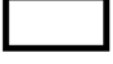
8 Monitoring This Operational Plan

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

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

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



-  Peak District National Park
-  West Pennine Moors SSSI
-  South Pennines Moors SAC
-  Moors for the Future Partnership core area

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Scale: 1:300,000



Moors for the Future Partnership

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Drawing Name:		Moors for the Future Partnership	
		2018-2019 Operation Plan	
Drawn by:	JA	Date:	Page 77 19/12/2017

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Appendix 2: Service Risk Register

Likelihood: Refer to Risk Scoring System for guidance
Low Medium High
Impact: Refer to Risk Scoring System for guidance
Low Medium High

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 risks	GREEN Accept but review periodically	GREEN Accept but monitor
		Low	Med	High
		LIKELIHOOD		

Overall Risk Rating

Risk Register for Moors for the Future Partnership Service. Year: 2018/19

Corp . Obj.	Risk Description	Existing controls	Risk rating before mitigation L x I	Additional mitigating action (add to service plan)	Risk rating with mitigating action L x I (expressed as Red, Amber, Green)					Time frame of action	Lead officer	How monitor/ Indicator	Quarterly update
					Start	Q1	Q2	Q3	Q4				
	<i>A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or "failure to"</i>	<i>Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders</i>	<i>This should take into account existing controls</i>	<i>If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take</i>	<i>The risk level taking into account the mitigating action you are proposing</i>					<i>To complete the mitigating action (s)</i>		<i>Monitoring you intend to use to ensure the action is completed</i>	Against mitigating action and source of assurance <i>To be completed prior to 1/4ly meetings</i>
Authority Risks (as lead partner)													
	Failure to maintain core income - insufficient funding for core team, loss of key personnel. Adverse impact on Corporate Strategy. NP Management Plan adversely affected.	Funding opportunities with strategic focus identified and followed up as appropriate. Financial contingency in place. Reduce hours/redundancy of core team.	Medium Likelihood High impact	High level advocacy by PDNPA Senior Leadership Team members and Partners.	R						John Scott	Core budget monitored monthly and reported to Strategic Management Group quarterly.	
	Programme team reduced (see above) Reputational risk for NP - impact on Corporate Strategy, NP Management Plan adversely affected. Inability to meet contractual commitments.	Funding opportunities with strategic focus identified and followed up as appropriate.	Low likelihood High impact	Corporate resource identified to cover programme management The Moor Business Project will assist funding strategy for 19/20 onwards.	A					Sept 18	John Scott	Core budget monitored monthly and reported to Strategic Management Group quarterly.	
	IT - inadequate provision for remote working.	Developing IT infrastructure.	Low Likelihood high impact	Specific software identified (GIS), resourced and training rolled out.	A					June 18	John Scott, David Hickman	Sysaid reports.	
	Accommodation - inadequate standard. Health & Safety and resource implications.	MFFP staff required to undertake property support work.	Medium Likelihood high impact	Develop action plan. Prioritise on asset register Engage janitorial support.	A					June 18	John Scott, David Hickman		

Appendix 2: Service Risk Register

Failure to obtain project funding PDNPA Management Plan adversely affected	Maintenance of core programme team.	Medium Likelihood High impact	The Moor Business Project will assist funding strategy.	A				March 19			
Health & Safety incident. Impact on individuals. Reputational risk Future funding and grants adversely affected	Staff trained in CDM and risk assessments and aware of H&S responsibility	Low Likelihood high impact	Actively participating in NP H&S Working Group. (MFFP) H&S Task & Finish group active.	A				On going	Chris Dean	Accident and near miss reporting procedure. MFFP Health & Safety issues log monitored by Team Managers.	
Poor project delivery. Reputational risk.	Programme management toolkit in place.	Low Likelihood high impact	Toolkit, monitoring, reporting, review	A				On going	Program me team.	Weekly status updates. Monthly updates with Project Managers. Quarterly service plan reporting.	
Adverse media attention Reputational risk	Communication strategy and work plan in place	Low likelihood medium impact	Regular meetings with Tom Marshall	G				On going	Debra Wilson	Media reporting monitored daily.	
Financial management and administration	Standing Orders in place. Partner agreements in place. Quality assurance role in programme office.	Low likelihood medium impact	Cash flow closely monitored.	G				On going	Sharon Davison	Income register maintained. Project management updates monthly.	

Appendix 2: Service Risk Register

Partnership risks												
Failure to maintain core income leading to loss of key personnel. Programme management affected. Bidding for future work and funding impacted PDNPA Management Plan adversely affected. Failure to obtain future project funding.	Funding opportunities with strategic focus identified and followed up as appropriate.	Medium Likelihood High impact	The Moor Business Project will assist funding strategy for 19/20 onwards.	A					March 2019	MFFP Programme team	Dependent upon HLF funding.	
Failure to engage partners. Current and future projects	Key role and objective of Head of Programme Delivery (MFFP) role. Robust Action Plan; active engagement, communication and awareness raising.	Medium Likelihood High impact	The Moor Business Project will assist communications strategy and stakeholder analysis.	A					March 2019	MFFP Programme team	Dependent upon HLF funding.	
Inadequate staff resource. Long term staff sickness. Staff overwork to cover. Programme management and delivery affected	Monitor workload and working time. Robust health and safety practices at work. Staff trained and appropriate skills base to backfill.	Low Likelihood Medium impact	Moor Business Project will assist with succession and resource planning. Adequate resources engaged in timely manner.	G					On going	MFFP Programme team	Staff working time monitored. Monthly staff updates.	
Poor project delivery. Reputational risk.	Programme management toolkit in place.	Low likelihood medium impact	Toolkit, monitoring, reporting, review	G					On going	MFFP Programme team	Weekly status updates. Monthly updates with Project Managers. Quarterly service plan reporting.	

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8. **PRIORITY ACTIONS FOR 2018/19 (YEAR 3 OF THE CORPORATE STRATEGY)**
(A91941/HW)

1. **Purpose of the report**

This report seeks approval for the proposed priority actions for the third year (2018/19) of our Corporate Strategy (2016-19).

2. **Key Issues**

- The priority actions are what we want to achieve by the end of the third and final year of our 2016-2019 Corporate Strategy.
- They are supported by performance measures and targets, service plans and individual work programmes.
- Each priority action is clearly aligned and focussed on achieving our Corporate Strategy.
- Each priority action has been assigned a lead officer and a lead member to drive progress.
- We are seeking approval of the 2018/19 priority actions before the financial year begins in line with the revised timescales for our Business Planning Framework.

Recommendations

3. **1. That Members approve the priority actions for 2018/19 on Appendix 1 to this report.**

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*. Priority actions are how we deliver against our Corporate Strategy and are a key element to how we measure our performance.

Background

5. Our priority actions are what we want to achieve by the end of the third and final year of our 2016-2019 Corporate Strategy. These are our high level actions supported by performance measures and targets, service plans and individual work programmes – reflecting that we will work as one team and one organisation to achieve our collective ambitions. Each action is clearly aligned and focussed on achieving our Corporate Strategy.
6. In line with the revised Business Planning Framework timescales, Members are now able to agree the proposed priority actions for the upcoming year of the Corporate Strategy prior to its start. Previously, Members would have signed off the priority actions at the May Authority meeting, which is after implementation had begun.
7. These proposed 2018/19 priority actions in Appendix 1 were discussed with Members at a workshop on 20 October 2017. Members' comments were taken into account and the revised priority actions were then fed back to members at a further workshop on 24 November 2017 and subsequently circulated by email to all Members.

8. Members should note that Appendix 1 shows only the actions that are to be taken in 2018/19 in order to achieve the corporate strategy by the end of the 2016-19 period. The rows for 'Our focus' and/or 'Key activity 2016-19' that have already been achieved have been removed.

Proposals

9. Information is given so that Members of the Audit, Resources and Performance Committee, in accordance with the scrutiny and performance management brief of the Committee, can review the forward planning of the Authority and the proposed priority actions for 2018/19 before the financial year begins.
10. Members are asked to review and approve the priority actions for 2018/19 as detailed in Appendix 1 to this report.

Are there any corporate implications members should be concerned about?

11. Agreeing the priority actions for 2018/19 earlier than previously enables implementation to begin from 1 April 2018.
12. There are no additional implications for Health and Safety, ICT, finance, risk management or sustainability.
13. **Background papers** (not previously published) – None

Appendices

1. Appendix 1: 2018/19 Priority Actions

Report Author, Job Title and Publication Date

Holly Waterman, Senior Strategy Officer - Research, 22 February 2018

Appendix 1: Priority actions 2018/19

Our priority actions are what we want to achieve by the end of the third year of our 2016-2019 Corporate Strategy. These are our high level actions supported by performance measures and targets, service plans and individual work programmes – reflecting that we will work as one team and one organisation to achieve our collective ambitions. Each action is clearly aligned and focussed on achieving our Corporate Strategy.

Shift 1: THE PLACE AND THE PARK, ON A LANDSCAPE SCALE

This means: Conservation on the ground at a large scale: for wildlife, cultural heritage and the landscape

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
1. The Dark Peak	<ul style="list-style-type: none"> Ensure a balanced approach to moorland management 	We will have agreed and be implementing actions for the four key moorland issues identified through the partnership with moorland owners. (These are visitor engagement, fire risk, resilient sustainable moorland and moorland birds)	Sue Fletcher – Head of Landscape & Conservation (SF)	Penny Anderson – Thriving & Natural Environments
		We will have a clear vision for our work in the Dark Peak and South Pennines to 2050.	Chris Dean – Head of Programme Delivery MFTF	Penny Anderson – Thriving & Natural Environments
3. The White Peak	<ul style="list-style-type: none"> Establish a White Peak Delivery Partnership to manage, protect and enhance in a way that reflects the character of land ownership, and connects to other major landscape projects 	We will have a White Peak Partnership that is delivering agreed priority actions.	SF	Penny Anderson – Thriving & Natural Environments
4. The Whole Park	<ul style="list-style-type: none"> Ensure that our species, habitat, cultural heritage and land management project work is delivering / connecting on a landscape scale Influence the direction of payment for eco-system services to secure more benefits in future 	We will have agreed and established a system of monitoring at a landscape scale working with our partners and local communities.	SF	Penny Anderson – Thriving & Natural Environments
		We will have continued to build the case for public payment for public goods with the support of NPE (Future of Farming	SF	Penny Anderson – Thriving &

		paper and using the White Peak as an example) and other partners through the NPMP. We will support farmers through the changes in support schemes to help them keep farming in a way that sustains and enhances the special qualities.		Natural Environments
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Shift 2: CONNECT PEOPLE TO THE PLACE, THE PARK

This means: Enabling everyone, especially those who currently don't benefit, to connect with the National Park so that they value and support the Park

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
1. Build support for the Park through a range of approaches to enable people to give time, money or valued intellectual support	<ul style="list-style-type: none"> Design and launch new support programme 	We will have developed, agreed and be implementing comprehensive strategies for: <ul style="list-style-type: none"> Volunteering Fundraising through giving and sponsorship; and The National Park and Authority brands. 	Sarah Wilks (SW) – Head of Outreach Development Debbie Read – Head of Marketing & Fundraising (DR) DR	Jamie Macrae – Tourism & Participation Charity working sub group Lesley Roberts – Authority Chair
	<ul style="list-style-type: none"> Establish resources, systems and processes 			
	<ul style="list-style-type: none"> Commission marketing materials 			
	<ul style="list-style-type: none"> Explore opportunities to create business supporters 			
3. Improve access to the National Park for less represented audiences, in particular people living with health	<ul style="list-style-type: none"> Research and develop an evidence base for national parks in improving the nation's health, in collaboration with health professionals 	Using the Accord and insight on data, we will have identified the best route for PDNP to engage in the well-being and health agendas, including the identification of relevant funding streams.	SW	Lesley Roberts – Health and Well Being
	<ul style="list-style-type: none"> Deliver a range of funded service interventions to people living with 			

inequality	health inequalities (particularly mental wellbeing)			
4. Improve our volunteering opportunities and processes to nurture and build National Park volunteer supporters	<ul style="list-style-type: none"> Implement improvements to how volunteers are managed and developed 	<p>We will have:</p> <ul style="list-style-type: none"> clarity on the scale of our volunteer recruitment and retention ambitions; created the processes for recruitment and retention (including any beneficial integration with supporter relationship management systems); tested recruitment campaigns. 	SW	Jamie Macrae – Tourism & Participation
	<ul style="list-style-type: none"> Identify the services where new National Park volunteer opportunities can be offered, including any target audiences 			

Shift 3: VISITOR EXPERIENCES THAT INSPIRE AND MOVE

This means: Providing and developing opportunities to enjoy the National Park so people are moved to care and willing to pay

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
1. Look after the whole Park as a public asset in a way that encourages access and responsible behaviour	<ul style="list-style-type: none"> Increase the identity and welcome to the National Park and raise its profile, especially around northern fringes Encourage respect and understanding of the special qualities of the National Park by visitors through positive engagement. 	<p>We will have:</p> <ul style="list-style-type: none"> A plan, including funding to support this, to upgrade existing and create and install new markers at key access points. Maximised relationships with water companies and maximised the presence of the Peak District national park at our own visitor service locations. 	<p>Emma Stone – Head of Visitor Experience Development (ES)</p> <p>ES</p>	<p>Jamie Macrae – Tourism & Participation</p> <p>Jamie Macrae – Tourism & Participation</p>
	<ul style="list-style-type: none"> Develop recreation hub policies to look after and enhance targeted visitor sites with improved facilities and interpretation 	<p>We will have developed a draft Supplementary Planning Document for public consultation.</p>	<p>Brian Taylor – Head of Policy & Communities (BT)</p>	<p>Jamie Macrae – Tourism & Participation</p>
2. Provide a quality experience	<ul style="list-style-type: none"> Identify a marketing plan for the properties and services 	<p>We will have:</p> <ul style="list-style-type: none"> completed and got agreement for the long-term 	Simon	Jamie Macrae

for anybody who visits our property or uses our visitor services that people are willing to pay for.	(target audiences, product development requirements, promotional and pricing plan) as part of business plans	Commercial Development & Outreach plan; • increased the impact of the refurbishments of our visitor centres to support our engagement and income aspirations.	Malcolm – Director of Commercial Development & Outreach DR	– Tourism & Participation Jamie Macrae – Tourism & Participation
	<ul style="list-style-type: none"> • Deliver a programme of site based improvements to raise brand identity, interpret the site special qualities and experiences, and ensure a quality experience, linked to income targets, where possible 			
	<ul style="list-style-type: none"> • Ensure a programme of enhancing relationships with key user groups, including site based events and activities 			
3. Provide quality new experiences that will generate new income to fund the place	<ul style="list-style-type: none"> • Appraise and develop opportunities for new experiences 			

Shift 4: GROW INCOME & SUPPORTERS

This means: diversifying and growing our funding, building on our valued government grant

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
1. Increase our income from giving	<ul style="list-style-type: none"> • Implement our cause-based giving strategy focusing on income from supporters, campaigns and events initially by: <ul style="list-style-type: none"> ○ Establishing the team, systems, processes ○ Commissioning marketing campaign materials ○ Launch a major campaign for giving on the trails 	We will have developed, agreed and be implementing a comprehensive strategy for fundraising through giving and sponsorship and increased the proportion of funds received.	DR	Charity working sub group

4. Secure external funding for major programme and partnership delivery	Secure funding for:			
	<ul style="list-style-type: none"> ○ Millers Dale Station, as part of trails masterplan 	<p>We will have:</p> <ul style="list-style-type: none"> • identified the most relevant funding sources; • submitted PI for the whole site redevelopment; • submitted Stage 1 application to HLF. • 	ES	Tony Favell – Asset Management
	<ul style="list-style-type: none"> ○ White Peak landscape approach 	We will have explored funding opportunities for delivery of the agreed priority actions.	SF	Penny Anderson – Thriving & Natural Environments

Cornerstone 1: OUR ASSETS

This means: Looking after the places we own and operate, and our brand

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
Strategic action that is above all foci in this Cornerstone.		We will have all the relevant information (in particular condition surveys of all our properties), plans and resources to undertake a review of the Asset Management Plan.	Chris Manby – Corporate Property Officer	Tony Favell – Asset Management
2. Ensure that the Trails, Stanage North Lees and Warslow Estate are well-managed assets able to support the delivery of our directional shifts	<ul style="list-style-type: none"> • Develop, review and implement the asset management implications of site management and business plans 	As per strategic action above.		

This means: Delivering our planning and other advisory services in a way that helps communities deepen their understanding and support for the special qualities of the National Park

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
1. Deliver our services in a customer focused way	<ul style="list-style-type: none"> Provide a high quality planning and advice service that is valued, whatever the outcome (and take a 'yes if' attitude to working with local communities, by delivering our services in a constructive, responsive and consistent way in line with National Park policies) 	We will have an integrated conservation service for land managers and communities.	John Scott – Director of Conservation & Planning (JS)	Paul Ancell – Chair of Planning
2. Ensure clear policies are in place through facilitated and effective engagement and communication	<ul style="list-style-type: none"> Review the framework of policies and strategies and ensure they are embedded into all our work 	We will have an updated Corporate Strategy for the period 2019/20 – 2023/24.	Emily Fox – Head of Strategy & Performance (EF)	Lesley Roberts – Chair of Authority
	<ul style="list-style-type: none"> Develop the Development Management Plan, set in the context of the Landscape Strategy, and engage with communities and partners to communicate it effectively 	We will have an agreed mechanism to review the Core Strategy.	BT	Paul Ancell – Chair of Planning
	<ul style="list-style-type: none"> Review and update the National Park Management Plan 	We will have an updated National Park Management Plan that includes the special qualities and is supported by partners.	EF	Lesley Roberts – Chair of Authority

Cornerstone 3: OUR ORGANISATION

This means: developing our organisation so we have a planned and sustained approach to performance at all levels

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
3. Develop key business processes underpinning the Corporate Strategy	<ul style="list-style-type: none"> • Design and implement business processes changes for: <ul style="list-style-type: none"> ○ Giving and sponsorship ○ Volunteers management 	We will have: <ul style="list-style-type: none"> • a single platform for volunteering; and • increased the proportion of income received through fundraising through giving and sponsorship. 	SW	Jamie Macrae – Tourism & Participation
			DR	Charity working sub group

Cornerstone 4: OUR PEOPLE

This means: empowering and developing staff to maximise their potential to achieve for the Place and the Authority

Corporate Strategy Our focus:	Corporate Strategy Key activity 2016-19	Priority action By the end of 2018/19	Lead officer	Member Representative
2. Retain, develop and recruit the right people in the right place at the right time, with the right resources	<ul style="list-style-type: none"> • Develop and implement a workforce plan 	We will be implementing our Workforce Plan, monitoring progress and taking corrective action as appropriate.	Theresa Reid – Head of Human Resources	Andrew McCloy – Chair of ARP

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9. DEVELOPMENT OF MILLERS DALE STATION (ES)

1. Purpose of the report

This report is to request approval for a capital project to improve the visitor experience at Millers Dale Station..

This report also sets out our longer term plans and approach to developing the site describing how those plans link to maintenance of the trails network, with a summary of progress to date.

Key Issues

- **The project is an identified corporate priority and contributes to the Business Objective identified in the Commercial Development and Outreach 5 year Strategy – Sustained/sustainable growth in awareness, understanding, support and income.**
- **This work was initiated in response to ARP Minute no 94/14 (3) “*Business cases are prepared by the Trails Manager working to the Integrated Property Board for the refurbishment and re-design of the facilities at Parsley Hay, so allowing for diversified income streams and Millers Dale, so developing this under-utilised site, by 30 June 2015*”. An initial assessment of the opportunities and constraints at each site has led to a focus on Millers Dale Station.**
- **There are two scenarios for funding and scheduling of the first phase of this project but approval is required now, for both scenarios, to enable the work to progress to plan.**
- **External funding from Rural Development Programme for England (RDPE) Growth Programme and Heritage Lottery Fund Our Heritage fund is being sought to maximise the return on this project.**
- **The project will restore important cultural heritage features, enhance the visitor experience and generate new income.**

2. Recommendations(s)

- 1. Approve borrowing of up to £370,000 to contribute to a capital project with a total value of up to £657,000 (Phase 1)**
- 2. In respect of urgent works identified through the site condition survey, to approve substitution of up to £130,000 of the borrowing referred to in Recommendation 1, from either revenue resources or the capital fund, should funds become available as set out in paragraph 32 of this report.**
- 3. That the Authority may, subject to compliance with procurement standing orders, enter into contracts for the delivery of Phase 1**
- 4. Approve development of long term plans for Millers Dale Station (Phase 2)**

How does this contribute to our policies and legal obligations?

3. Legal Obligations

The proposed project contributes to the achievement of both of our Statutory Purposes by conserving and enhancing the cultural heritage interest at Millers Dale Station and providing a better opportunity for understanding and enjoyment of the National Park’s special qualities.

Corporate Strategy

Directional Shift 2 – Connect People to the Place, the Park. Visitor services and outreach activities are key elements of the project.

Directional Shift 3 – Visitor Experiences that Inspire and Move by providing a quality new experience that will generate new income to fund the place.

Directional Shift 4 – Grow Income and Supporters. A priority action identified for 2017/18 was to have approved short and long-term plans for Miller Dale. This report sets out those plans for approval and will help to achieve the Authority's commercial programme income targets.

Cornerstone 1 – Our Assets. Corporately the Authority is focussing on getting the basics right on the visitor infrastructure that it owns and operates and increasing the value and reach of its brand. For many years Millers Dale Station has been an under-used and neglected asset adjacent to one of the most popular Peak District attractions for visitors and residents (the Monsal Trail). Recent photographs of the Authority's assets at Millers Dale Station are included as Appendix 1. A layout plan of the site is included as Appendix 2.

Background Information

4. The Authority's Trails Management Plan (2012-2018) identified a growing revenue deficit in managing and maintaining its 34 miles of multi-user trails and associated infrastructure. In response the Authority commissioned Atkins Consultants to examine the financial viability of the operational and management procedures and draw up concepts for potential future development. The options presented by Atkins Consultants in relation to Millers Dale Station were, "to consider major development with new build and development of historic building/structures to deliver an activity centre/visitor hub. This would include retail, café, small business units, cycle hire, training centre with access to outdoor facilities such as an adventure playground/area, bunk barn and potentially BMX ramps. Essentially this would be a hub site from which various outdoor pursuits could be explored...it would be a place for specialist purchases (niche craft and food), so would attract markets not interested in using the trails."
5. These were intended to be considered as a single proposition, since each could contribute to the overall draw of the site. However, early consultation with planning officers revealed that new build proposals would be unlikely to receive approval, as would proposals that aimed to bring more visitors to the site by road.
6. RMT provided a steer in June and September 2015 (RMT Minute 20b/15) indicating that, "the focus should be on visitor experience, including the industrial/heritage interpretation and with an emphasis on cycling and walking access, but without office accommodation or cycle hire".
7. Further development of the proposal for Millers Dale Station has continued following the redesign of the Commercial Development and Outreach Directorate and continues to be a corporate priority.
8. The following delegated approvals have already been gained in relation to this proposal: Submission of external funding application over £50K in value (RMM in consultation with the Chair of ARP); temporary disposal of property as a concession amounting to between £50k and £100K in value (RMM in consultation with Corporate Property Officer, Chair and Vice Chair of ARP and Asset Management Member Representative).
9. The original buildings at Millers Dale Station have been largely unmaintained for many

years. A decision is needed now to safeguard them from further deterioration and to protect the reputation of the Authority. If funding cannot be approved the site will become increasingly redundant and ultimately derelict.

Proposals

10. Redevelopment and restoration of the site will be undertaken in two phases which are summarised below. Appendix 3 proposes a detailed schedule.
11. **Phase 1 – Development of the booking office and urgent work to conserve the goods shed.**
12. The project will allow the Authority to achieve its two purposes of conserving and enhancing cultural heritage and promoting understanding and enjoyment of the National Park's special qualities in a sustainable way that will help secure the future of Millers Dale Station and the Trails. By developing the visitor experience at Millers Dale income will be generated that will help to offset the cost of maintaining and interpreting the Monsal, High Peak and Tissington Trails, important visitor attractions in their own right, as well as the station itself.
13. The visitor offer at Millers Dale Station consists of a seasonal mobile concession and limited interpretation. The site comprises a former booking office that is structurally sound and water-tight but requires some repair, a goods shed (masonry construction) that has no roof and has become structurally unsound, a pay and display car park with capacity for 80 cars and public toilets. The goods shed had been used for storage but is now unsafe to access and the exterior is surrounded by Heras-style fencing to protect visitors from falling masonry. The booking office has been used as Rangers' office accommodation, mess room and workshop space for the Countryside Maintenance Team. Very little maintenance has been carried out to the buildings, which is evident from the rotten condition of the timber window frames and vegetation growing out of the goods shed walls.
14. Following the reopening of 4 tunnels in 2012 the number of cyclists using the Monsal Trail increased by 600% but to date there has been no corresponding improvement made to the visitor offer, particularly at Millers Dale Station. The majority of tourists start their journey on foot or bike from Hassop Station or Millers Dale Station and travel between those two points, a distance of almost 9km. Market research conducted in 2015 confirmed that the majority of visitors to the site would like better food and beverage provision (80% of respondents), improved heritage interpretation (49%) and visitor information (29%). This research has informed the proposals.
15. The proposed development will utilise existing indoor space providing a more welcoming offer for visitors and extending the season outside the usual busy period of May to October. This will benefit other tourism businesses and the wider rural economy. By providing refreshments, more engaging interpretation and information about places to visit in the local area visitors will be encouraged to stay longer. Restoration and sensitive interpretation of the original station buildings will add a depth of interest to the experience. The provision of a visitor centre/cafe with some retail will increase the spend per head, create 6 jobs (approx.) and will signpost visitors to other local attractions providing benefits to the tourism economy in the National Park. Income generated by the cafe and retail element will contribute directly to the maintenance of the Trails network and infrastructure, which draws around 800 visitors per day on average. Parking facilities will be improved as part of this phase to alleviate on-road parking issues reported by the local community.
16. The Department for Transport-funded [White Peak Loop project](#) is currently underway to link up the Monsal, Tissington and High Peak Trails creating a 60 mile circular route for cyclists. This will increase visitor numbers to Millers Dale Station and the Monsal Trail generating new trade. The development of Millers Dale Station as a visitor experience will help to support the White Peak Loop project by ensuring a suitable welcome for visitors

and adding depth of understanding to the experience. It will enable us to promote the National Park's messages to those visitors, increasing support and understanding.

17. An initial application to the LEADER fund has received a positive response but also advice that RDPE Growth Programme would be a better option. The criteria for both funding streams are very similar but the Growth Programme can accommodate larger projects. Following this advice an expression of interest has been submitted in relation to the Growth Programme and it is anticipated that this will receive approval to proceed to full application. A potential contribution from Digital Derbyshire to fund improved connectivity at Millers Dale Station is also being sought. Funding from these sources cannot be guaranteed so two funding scenarios are proposed in paragraphs 35-40, below. If external funding is not secured the extent of conservation work that can be carried out to the goods shed will be reduced and a lower level of interpretation will be provided but the aims of improving the visitor experience and generating income will still be achievable.
18. **Phase 2 – Incorporating the whole site, potential partnership development and significant external funding bids.**
19. This phase would be dependent on securing significant external funding (primarily from the Heritage Lottery Fund) to carry out further restoration and development of the original station buildings and of the historic structures associated with the Trails. At Millers Dale Station the proposal would create a more engaging Visitor Information/Interpretation Centre with options of:
 - a) bunk barn accommodation for Outreach groups and public hire
 - b) improved retail facility
 - c) refurbished railway carriage sited on the track to be used as a classroom facility and interpretation space.
20. Partnership potential is currently being explored. Officers are in dialogue with Derbyshire Wildlife Trust and Accessible Derbyshire. Both have expressed an interest in the site and could contribute greater diversity to the visitor offer, improving the prospect of securing external funding and enabling access to more diverse funding streams for this the Authority is ineligible.
21. Further market research, public consultation and business case development is needed to refine the proposal for Phase 2, however, initial conversations with HLF advisors have been encouraging. A significant staff resource will be required to develop a successful bid and to manage the resulting project. The anticipated duration is 5-6 years. The project will focus on the heritage of the trails, their environs and communities, connecting people to diverse Peak District landscapes. Previous consultations relating to the development of the Trails Management Plan have highlight varied visitor connections with the Trails and a need to manage them sustainably while interpreting heritage in exciting ways that capture people's imagination. The visitor experience will be enhanced further to connect people, place and heritage, develop new audiences and enable people to understand, appreciate and enjoy the trails and the wider landscapes they traverse, working with communities to explore the varied stories around the Trails.
22. Three suggested major strands (aligning with HLF priorities) are:
23. Engagement - The Trails are where many people experience the Park (800 per day on average throughout the year). People will be at the centre of project development and delivery. Offering different levels of involvement we will provide learning opportunities and events to deepen connection including volunteering, Peak District Award and a community research project. Heritage stories will be shared with a wide range of communities of place and interest to increase community support and sense of ownership. The Trails' accessibility makes them ideal for first visits for under-represented groups. The project will provide a range of opportunities that connect people with the natural environment, working

with existing visitors and offering opportunities for those who are unable to visit to connect with the National Park. Interpretation and discovery will be key elements of the Authority's outreach work, achieved by events, workshops, wild play, walks/rides, volunteering and skills development to reach existing and new audiences.

24. Capital Investment - Developing Miller's Dale Station as a hub to develop and promote the Project's heritage tales and trails, providing a base for interpretation/engagement and providing some income to support the trails infrastructure. Capital investment is needed to restore railway heritage structures. There are over 100 historic structures on the trails: lime kilns, bridges, viaducts, tunnels, stations, huts, embankments and sidings. Some are listed, many are recognised and appreciated by visitors and vital to the future understanding, appreciation and enjoyment of the trails and their landscapes.
25. Developing Different Ways of Working - Working with communities and partners to develop a sustainable funding future for the trails and their heritage assets, engaging people in looking after them through enhanced levels of ownership, guardianship and giving. Ensuring connectivity with other projects including Play Wild, Peak District Award, Peak District Mosaic, Better Outside and the suite of projects set out in the South West Peak Landscape Partnership. Potential partnerships will be explored including National Railway Museum, Peak Rail, Barrow Hill Roundhouse and local authorities.
26. **Outcomes to be achieved by Phases 1 and 2:**
27. By taking a measured, staged approach as described above the financial risk to the authority is reduced;
28. Phase 1 will address the urgent conservation need at Millers Dale Station, protecting the Authority's reputation as the guardian of this cultural heritage asset
29. Income and useful customer insight will be generated while officers refine plans for Phase 2, including developing larger funding bids, prior to submission for Committee approval.
30. Phase 2 will help to address the wider funding issues on the trails network in relation to the repair of railway structures while making a significant contribution to the fulfilment of the Authority's purposes.

Are there any corporate implications members should be concerned about?

Financial:

31. The capital strategy identifies a potential £600,000 investment in the site, financed by borrowing.
32. Feasibility plans and costings have been prepared for both Phase 1 and Phase 2 of the project. Phase 1 will require a **maximum** capital expenditure by the Authority of £370,000, depending on the outcome of external funding applications. This investment will enable urgent works to be carried out on the goods shed to make it safe; restoration/development of the booking office and improvements to the car park. Funding will comprise capital financed by borrowing up to a maximum of £370,000, with Members being asked to approve substitution of £130,000 from either: a) 2017/18 revenue resources in May 2018 (subject to Member approval) or b) from the capital fund subject to available capital receipts in a revised Capital Strategy and CFO approval.
33. A successful application to the Growth Fund will enable the scope of works to include re-roofing the goods shed to better protect this important cultural heritage feature and facilitating Phase 2 plus a greater level of investment in interpretation.
34. Officers have made a separate approach to HLF with regard to the *Our Heritage* funding

stream. HLF is interested in supporting the development of an interpretation app based on Millers Dale and the Monsal Trail as a trial project for wider digital interpretation in the Peak District. An application to this source will be submitted, dependent on Growth Fund support. An element of Growth Fund support will be used as match funding for the Our Heritage project. Together these sources of funding will enable significant improvements to the interpretation of the trail and surrounding area without negative visual impact.

35. **Phase 1 - breakdown of costs (including contingency)**

36. Scenario 1 - Essential works in the event of failure to secure ERDF funding.

Item	Cost (£)
Capital works to booking office and sewerage system	220,000
Work to goods shed - as per condition survey	120,000
Installation of fibre cable	9,600
Fibre connection fee	672
Improvements to car park	3,600
Total (capital borrowing)	353,872

37. Scenario 2 - Increased scale project as a result of ERDF funding (40%) and HLF Our Heritage funding (40% - applicable to interpretation element only)

Item	Cost (£)	Grant contribution (%)	Grant contribution (£)
Capital works to booking office	222,000	40	88,800
Capital works to goods shed – inc. re-roof	360,000	40	144,000
Interpretation	60,545	80	48,436
Installation of fibre cable	9,600	40	3,840
Fibre connection fee	672	40	268
Improvement to car park	3,600	40	1,440
Total	656,417		286,784
Capital borrowing	369,632		

38. The Growth Fund may contribute up to 80% of eligible costs but this is considered to be unlikely and therefore not included as a scenario. Should the level of funding exceed expectations, the element of capital borrowing will be reduced accordingly.

39. The table below shows projected annual income and expenditure in relation to Phase 1 of the project.

INCOME/EXPENDITURE	CURRENT	PROJECTED
COSTS		
Borrowing costs p.a on £370,000 capital borrowing over 25 yr	0	21,360
Revenue costs	8,728	8,728
Cost of sales (retail)	0	9,000
TOTAL COST	8,728	39,088
INCOME		
Car Park	38,411	46,093
Café (concession)	15,000	30,000
Retail	0	15,000
TOTAL INCOME	53,411	91,093
SURPLUS p.a. (total income less costs)	44,683	52,005

40. Explanatory notes:
41. Increased car parking capacity of 20% should lead to corresponding increase in income;
42. The visitor centre/café/retail element will operate as a concession but with requirements to promote the PDNPA brand by stocking PDNPA products and leaflets and providing a service to visitors in addition to commercial activities. These requirements will be clearly defined as part of the concession tender process. Concession income at Castleton Visitor Centre is £40,000 p.a. where the annual footfall is 9% higher than the annual footfall on the Monsal Trail. The offer is quite different as there is little or no competition at Millers Dale Station by comparison, however, the spend per head for trail users is likely to be lower, consisting of lighter meals and drinks. An estimate of £30,000 (25% less than Castleton concession) should be achievable. For benchmarking purposes, the annual fee for concession licences for basic kiosks with no indoor seating at Parsley Hay and Tissington car park in 2016 were £16,000 and £11,000 respectively.
43. Potential retail income is difficult to predict. Consultants advised that 15% of trail users would spend an average of £4.00 per head but this was based on extending the existing building to accommodate a larger shop. The figure of £6000 net is considered to be achievable given the limited space for retail in the proposed shared visitor centre and café space. Net profit is estimated at 40% of the gross income.
44. **Phase 2 costs and potential funding mix**
45. At this stage all costs are indicative but would be anticipated to include medium and lower priority repairs to the trails structures as well as further restoration of the goods shed to bring it back into use, potentially as classroom space and accommodation.
46. The HLF Heritage Fund can contribute up to 90% of project costs but a more conservative 60% contribution has been anticipated in the illustration below. Additional external funding or donations would be required to make Phase 2 viable within the overall £600K borrowing limit set in the current capital strategy. Any capital borrowing associated with Phase 2 would be repaid from revenue generated by the proposals. Therefore, financial sustainability would inform development of any proposal.

Item	£	HLF Grant contribution (%)	HLF Grant contribution (£)
Development phase	125,000	60	75,000
Capital investment including conservation of structures and interpretation	994,150	60	596,490
Engagement officer	125,000	60	75,000
Engagement activities	75,000	60	45,000
Promotion and marketing	100,000	60	60,000
Programme of activities	150,000	60	90,000
Project manager	190,000	60	114,000
Total	1,759,150		1,055,490
Cost to Authority	703,660		
External funding other sources inc. partners	373,660		
Capital borrowing	330,000		

- Risk Management:**
47. The following risks and mitigation measures have been identified in relation to Phase 1:

- Advice from the Development Control Service has been sought and has helped to shape this proposal, however, it is subject to planning consent
- Anticipated levels of income are not achieved – Budget monitoring will be put in place to ensure that action is taken to address any shortfall and the Trails Reserve will be utilised in the first year of trading, if required. Should the income projections prove unachievable, alternative options for the site will be evaluated, including disposal.
- The substitution of revenue funds or capital funds, as described in Recommendation 2, will reduce the annual borrowing charge.
- Negative response from local businesses with regard to competition – There is a small number of businesses in the immediate area that may perceive the development of Millers Dale Station as a potential threat. However, the business model is based on new business from existing visitors to the trail rather than drawing visitors from other attractions in the area. A communications plan will be prepared to address any potential negativity.

Sustainability:

48. The core aim of this project has always been to contribute to the sustainability of the trails network as a whole. Phase 1 has been shown to be financially sustainable, based on the projections included in this report and the potential increase in visitors as a result of development of the White Peak Loop and Peak Resort is likely to ensure sustainability into the future. Further research is required with regard to the financial sustainability of Phase 2 before these proposals are presented to ARP Committee.
49. With regard to environmental sustainability, work is currently underway into the feasibility of utilising solar tiles and biomass heating system as part of the proposed development.

Equality:

50.

N/A

51.

Background papers (not previously published)

None

52.

Appendices

Appendix 1 - Photographs of the site showing current condition

Appendix 2 - Plan of proposed layout and elevations of booking office.

Appendix 3 - Draft schedule of proposal

Report Author, Job Title and Publication Date

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APPENDIX 1

REAR ELEVATION



GOODS SHED DOORS



GOODS SHED DOORS WITH SAFETY FENCE



POST ROOM



ROT TO DOOR FRAME – BOOKING OFFICE



ROT TO WINDOW FRAME – BOOKING OFFICE



GOODS SHED INTERNAL ELEVATION SHOWING VEGETATION GROWTH



PLATFORM EXTERNAL FAÇADE WALL



GOODS SHED EXTERNAL PLATFORM ELEVATION

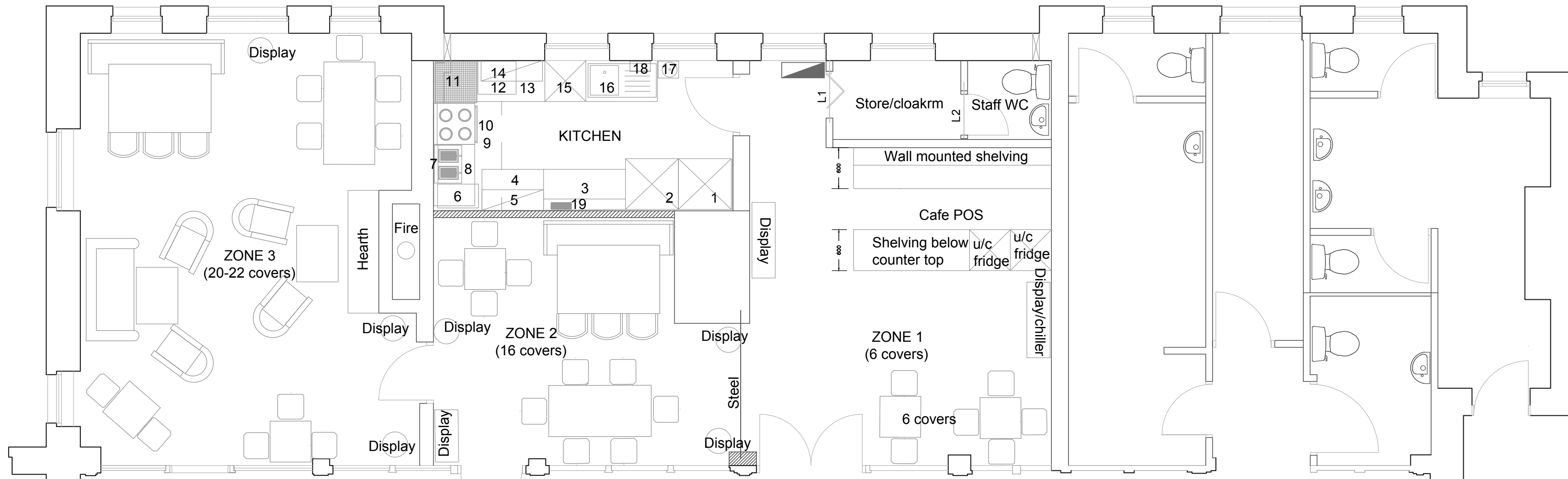


BOOKING OFFICE FRONT ELEVATION

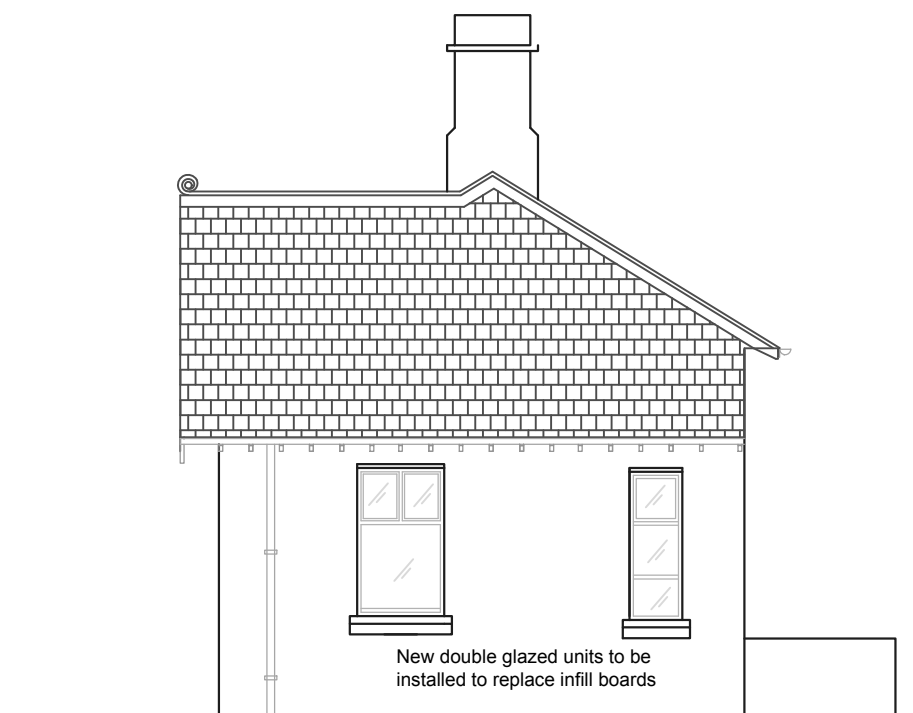
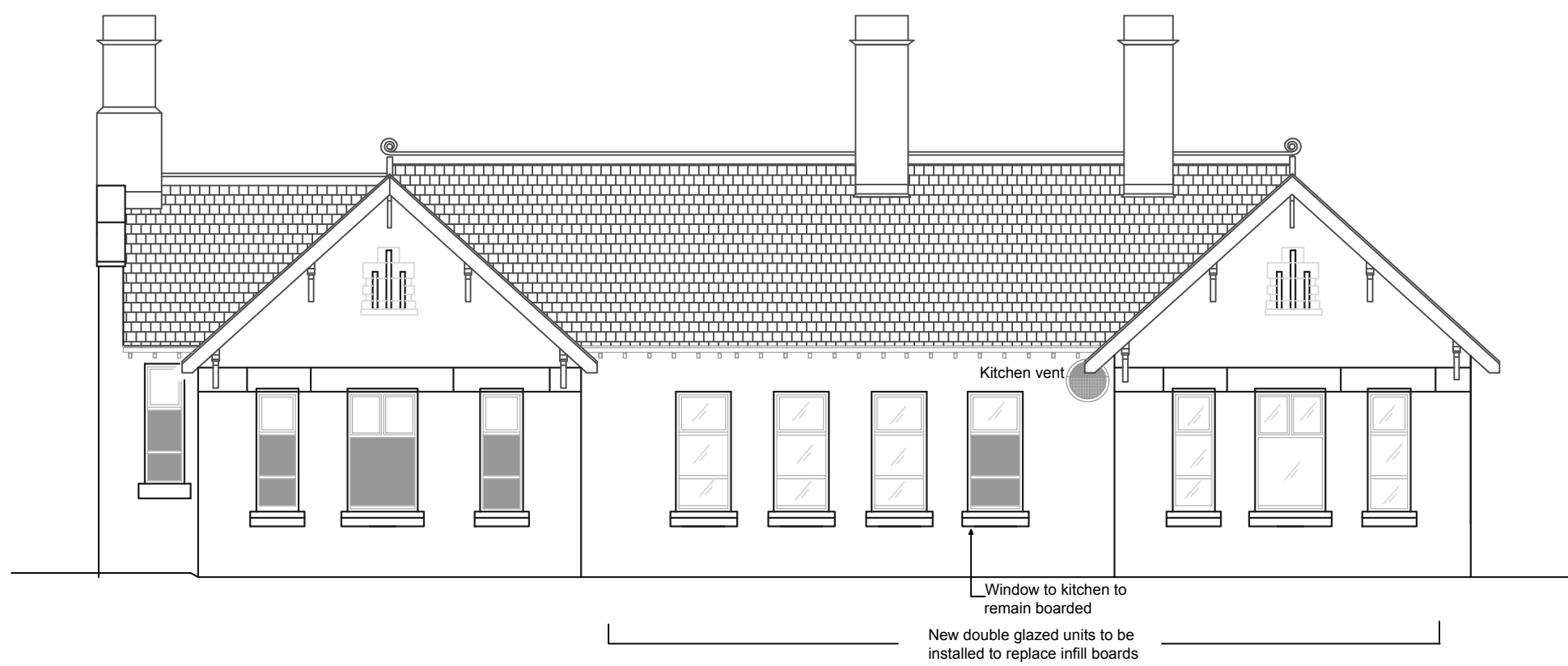
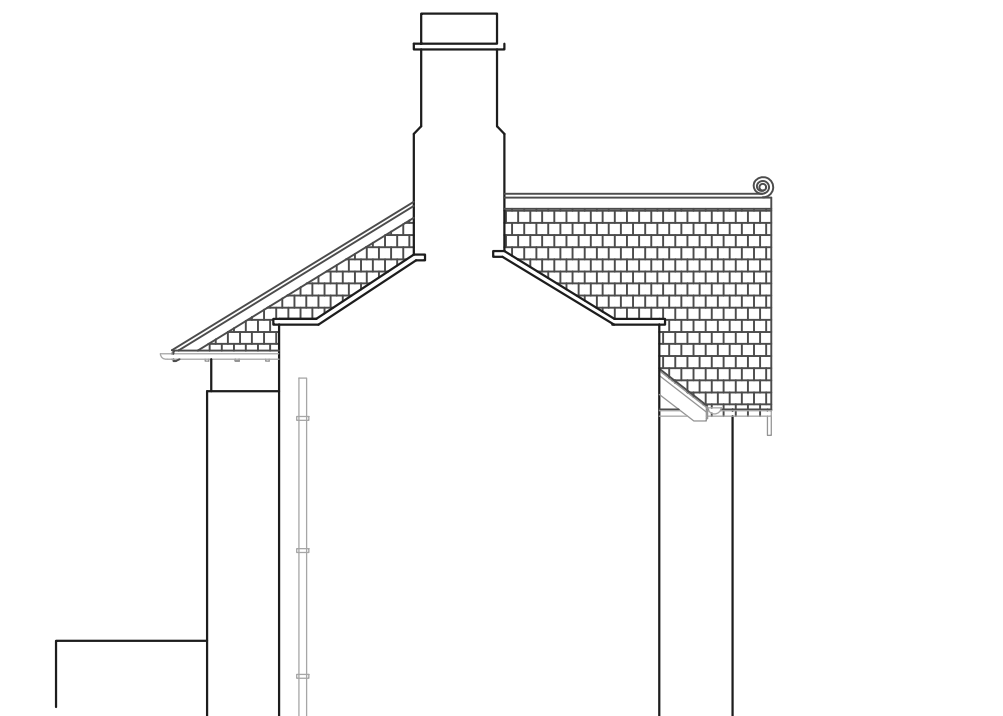
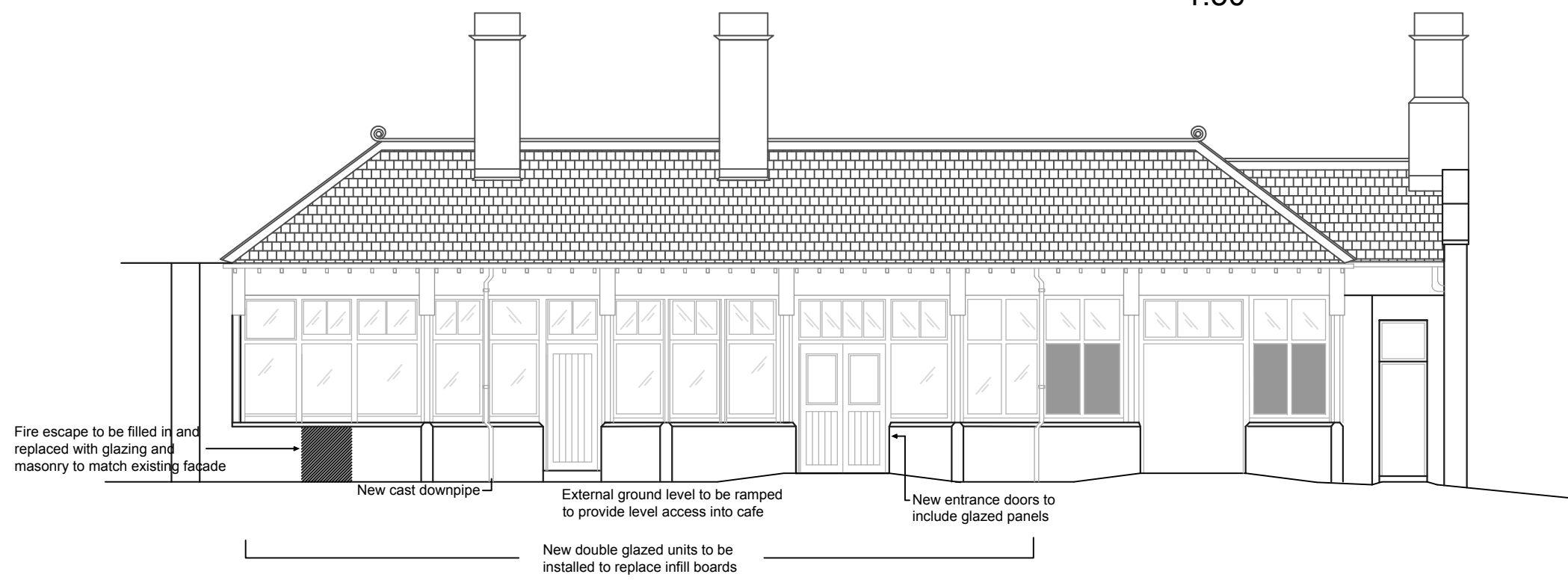


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ALL DIMENSIONS TO BE CHECKED ON SITE AND VERIFIED BEFORE FABRICATION/CONSTRUCTION
 REV ANY DISCREPANCIES TO BE REPORTED TO THE CONTRACT ADMINISTRATOR



MILLERS DALE PROPOSED
1:50



PROPERTY
Millers Dale Station
Millers Dale

PROJECT
Cafe Refurbishment

DRAWING
Proposed Layout & Elevations

DRAWN LA DATE Dec 2018

SCALE 1:50, 1:100 SHEET SIZE A2

DRAWING NUMBER REVISION

10804_002

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PHASE 1	05 02	12 02	19 02	26 02	05 03	12 03	19 03	26 03	02 04	09 04	16 04	23 04	30 04	07 05	14 05	21 05	28 05	04 06	11 06	18 06	25 06	02 07	09 07	16 07	23 07	30 07	06 08	13 08	20 08	27 08	03 09	10 09	17 09	24 09		
Submit Growth Fund EOI	Development works																																			
Submit Planning Application	Development works																																			
Issue tender (booking office)	Development works																																			
RMM approval			Development works																																	
Submit full Growth Fund application									Development works																											
Issue tender (car park improvement/septic tank renewal)				Development works																																
Issue tender for interpretation				Development works																																
ARP approval					Development works																															
Planning decision										Development works																										
Tenders returned (booking office)				Development works																																
Tender returned (car park/septic tank)										Development works																										
Tenders returned (interpretation)										Development works																										
Refreshment concession tender period											Development works																									
Essential training for concession staff																																				
Approval/rejection of Growth Fund application																			Development works																	
Works to booking office																				On site																
Works to car park and sewage sytem																				On site																
Facility opens																																				
Works to goods shed																																				
KEY																																				
Development works																																				
On site																																				

