

# Public Document Pack

**Peak District National Park Authority**

**Tel: 01629 816200**

E-mail: [customer.service@peakdistrict.gov.uk](mailto:customer.service@peakdistrict.gov.uk)

Web: [www.peakdistrict.gov.uk](http://www.peakdistrict.gov.uk)

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



Our Ref: A.1142/2391

Date: 12 March 2020



## NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 20 March 2020**

Time: **10.00 am**

Venue:

SARAH FOWLER  
CHIEF EXECUTIVE

## AGENDA

**1 Apologies for Absence**

**2 Minutes of Previous Meeting held on 17 January 2020** *(Pages 5 - 8)* 5 mins

**3 Urgent Business**

**4 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.

**5 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.

## FOR DECISION

**6 Moors for the Future Partnership 2020/21 Operational Plan** *(Pages 9 - 40)* 45 mins  
Appendix 1

Appendix 2

**7 MFFP AMP7 2020-24 Works** *(Pages 41 - 50)* 15 mins  
Appendix 1

**8 Exempt Information S100 (A) Local Government Act 1972  
RECOMMENDATION:**

**To exclude the public from the meeting during consideration of agenda Item 9 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)'**

**9 Exempt Minutes of meeting held on 17 January 2020 (Pages 51 - 52) 5 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](mailto: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](mailto: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](http://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 Programmes and Resources Committee:

Chair: Mr Z Hamid  
Vice Chair: Mr J W Berresford

Cllr J Atkin	Cllr C Farrell
Cllr C Furness	Prof J Haddock-Fraser
Cllr Mrs G Heath	Cllr B Lewis
Cllr A McCloy	Cllr C McLaren
Cllr V Priestley	Cllr P Tapping
Cllr R Walker	Mrs C Waller
Ms Y Witter	Cllr B Woods

## Other invited Members: (May speak but not vote)

Cllr D Birkinshaw	Mr R Helliwell
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Constituent Authorities  
Secretary of State for the Environment  
Natural England

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



## MINUTES

Meeting: **Programmes and Resources Committee**

Date: Friday 17 January 2020 at 10.00 am

Venue: Aldern House, Baslow Road, Bakewell

Chair: Mr Z Hamid

Present: Mr J W Berresford, Cllr J Atkin, Cllr C Farrell, Cllr C Furness, Prof J Haddock-Fraser, Cllr B Lewis, Cllr A McCloy, Cllr C McLaren, Cllr P Tapping, Mrs C Waller, Ms Y Witter and Cllr B Woods

Apologies for absence: Cllr Mrs G Heath, Cllr V Priestley and Cllr R Walker

### 1/20 MINUTES OF PREVIOUS MEETING HELD ON 6 DECEMBER 2019

The minutes of the last meeting held on 6 December 2019 were approved as a correct record.

### 2/20 URGENT BUSINESS

There were no items of urgent business.

### 3/20 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest.

### 4/20 PUBLIC PARTICIPATION

There was no public participation.

### 5/20 MICRO SCRUTINY - MINOR PROPERTIES

The Committee considered a report on a request received by the Chair of the Committee to undertake a micro scrutiny review of the process for disposing of minor properties. The Committee was asked to consider this request to determine whether a micro scrutiny was appropriate in this case and if so set up a Scrutiny Panel.

As he had made the request Cllr A McCloy provided details on why he thought this was a suitable topic for Member Scrutiny. It was agreed that, as the Officers involved had already carried out a review of the process, this report would be the starting point to make sure it addressed the following issues identified by Members:

- How the process could be improved.

- The timescales for carrying out the disposal process and the resources allocated to it.
- Whether the process represented value for money.
- If best practice was followed.
- Possible improvements to consultation and community involvement.

In terms of timescale it was agreed that the review would be completed so that a final report could be considered at the meeting of the Committee to be held on 15 May 2020.

**RESOLVED:**

- 1) To establish a Panel of four Members of the Programmes and Resources Committee to carry out a Micro-Scrutiny of the process for disposing of minor properties.**
- 2) To appoint Cllr C Furness, Prof J Haddock-Fraser, Cllr A McCloy and Cllr B Woods to the Panel and confirm that attendance at meetings of the Panel will be an approved duty.**
- 3) To ask the Panel to report back to the meeting of the Committee to be held on Friday 15 May 2020.**

**6/20 THE ENGLISH NATIONAL PARKS EXPERIENCE COLLECTION - APPLICATION TO YEAR 5 DISCOVER ENGLAND FUND 2020/21**

The Director of Corporate Strategy & Development presented a report seeking approval to submit a £250,000 bid to round five of the Visit England Discover England Fund to further develop the English National Parks Experience Collection. The report also asked that, should the bid be approved, the Chief Executive be authorised to accept the funding and appoint as necessary the resources to implement the work programme.

In considering the report Members asked for feedback about how successful the previous project had been. It was confirmed that consultants were in the process of finalising an impact assessment which could be used to inform future delivery if the bid was approved. Some Members suggested that the next stage should consider sustainable tourism particularly encouraging domestic overnight visitors.

It was noted that the project was dependent on match funding and that the Authority and the bid partners had identified sources of this match funding.

**RESOLVED:**

- 1. To authorise the Chief Executive, in consultation with the Heads of Law and Finance and the National Park Authorities Sustainable Tourism Officers Group, to finalise and submit an application by the Peak District National Park Authority, as the accountable body, to the Visit England Discover England Year 5 projects of a value up to £250,000.**
- 2. If the bid is successful, to delegate to the Chief Executive authority to:**
  - accept the grant and enter into a grant agreement with Visit England to the Chief Executive, in consultation with the Heads of Law and Finance**

- enter into partnership arrangements and all necessary work to implement the actions within the bid (including recruitment of fixed term posts) to the Chief Executive in consultation with the Sustainable Tourism Officers Group of the National Park Authorities and Director of Commercial Development and Engagement, and on recruitment matters the Head of Human Resources.

3. To confirm that the Authority may, subject to compliance with procurement standing orders, enter into contracts for the delivery of the programme.

During consideration of this item Cllr B Lewis declared a personal interest in this item as he had been appointed as a Local Government Association representative on the steering group meeting of the previous Discover England National Parks programme.

## **7/20 EXEMPT INFORMATION S100 (A) LOCAL GOVERNMENT ACT 1972**

### **RESOLVED:**

To exclude the public from the meeting during consideration of agenda Item 9 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:**

8/20 Insurance Contract

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## **6 MOORS FOR THE FUTURE PARTNERSHIP 2020/21 OPERATIONAL PLAN**

### **1. Purpose of the report**

This report puts before Committee the eighth Operational Plan from the Moors for the Future Partnership. This plan is for the commitments in the financial year 2020/21 and includes a look forward at the expectations of business development during and beyond this time frame. The Operational Plan is an appendix to this report

#### **Key Issues**

During the year of this 2020/21 Operational Plan the Moors for the Future Partnership has so far raised and committed funds of £4.8m. The value of projects in the pipeline (all approved, subject to contract) is an additional £848,426. This is supported by £100,000 contribution from this Authority and £129,500 direct core funding from partners, with an anticipated £85,031 (£34,287 secured, £50,744 pipeline) additional core funding from projects.

The Authority's Senior Leadership Team 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 17 years. Over £40m 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 2018-23; outcomes and Key Performance Indicators of the 2019-24 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, 24 important partners and private landowners. This will give the Authority good engagement opportunities with key 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 few months, increasing the capacity of the Conservation Works Officers, and a Research and Monitoring Officer - which will strengthen our project delivery resource over the period. Our aim is to have sufficient core funding to employ a part time Business Development Officer to directly support our work in engaging new partners; especially core funding partners.

During 2019/20, in addition to managing the delivery of our projects the programme management team (as part of the Moor Business Project), working with partners, developed a new Vision for the Peak District and South Pennines to give direction to the

future of the partnership work. We have reviewed our costings methodologies and revised them, also as part of our Moor Business Project. At the time of writing an interim Business Plan 2020-21 is in progress. We are developing a succession plan as part of our continuing programme management.

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

We continue to actively manage 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.

### **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."

We will continue to deliver our programme of engagement activities. Working through MoorLIFE 2020 and other projects, we will continue 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 delivering a programme of youth engagement. We are also building on the success of Community Science Project by embedding citizen science across our programme. We will continue to work with the PDNPA volunteer coordinator to strengthen support for existing volunteers and recruit new ones.

### **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".

MFFP will achieve this through the continuing programme of landscape scale restoration delivery in 2020/21. This will include additional restoration through our EU LIFE funded MoorLIFE 2020 project (ML2020). This will be achieved in an extension to the project that has been secured as a result of the excellent cost performance on the project which has achieved all the project KPIs by March 2020. The extension to the project period will allow us to deliver more vital conservation work and achieve project and habitat outcomes far in excess of the original project KPIs.

2020/21 will be the final year of the Defra funded Moor Carbon project which will deliver significant working during the year to address bare and eroding peat on some of the worst remaining degraded sites, to include those sites devastated by wildfires in recent years. This is vital work, and this project plays an essential role to reversing the damage caused and placing these sites and others onto a positive trajectory towards functioning ecological status.

MFFP's Water Environment Grant (WEG) funded Building Blocks project will also be in full delivery in 2020/21. This project will increase the biodiversity and resilience of degraded blanket bog habitat through hydrological restoration and species diversification. This project has undertaken detailed hydrological modelling to identify priority areas where outcomes can be maximised based on hydrological factors and a suite of linked criteria.

This project will undertake landscape scale gully blocking in 2020/21 and also provide a blue print for prioritising hydrological restoration across the Peak District and South

Pennines (in the form of the hydrological modelling data), which will be invaluable for focusing efforts across the Partnership's work on future projects.

Other key projects in capital delivery in 2020/21 include restoration through the Private Lands portfolio completing 6 years of capital works delivering on behalf of landowners through High Level Stewardship. In 2020/21 MFFP will also develop and agree restoration proposals with our water company partners to deliver their peatland and wider habitat restoration objectives between 2020 and 2024 in line with Asset Management Period 7 (AMP7).

As an integral part of all of our conservation work we will continue to work with and engage land managers on the benefits of working with the Upland Management Groups' Land Manager Guidance. As part of this we will seek opportunities to work directly with land managers to facilitate and deliver sustainable land management through our ML2020 project extension, and develop new projects beyond the end of ML2020 to continue this engagement and advocacy work.

### **Research and Monitoring**

Through our third core objective, we will continue to develop our expertise in the sustainable management and restoration of moorlands, monitoring the outcomes of our restoration work, and taking an active lead in research and development in this field of conservation. We will continue to focus on the ecosystem benefits delivered by peatland restoration, such as natural flood management, water quality, biodiversity, and carbon sequestration.

We will continue to monitor our core sites and maintain the monitoring of vegetation and water table depth across the Peak District and South Pennines which will feed into our trajectories of restoration. Supplementing this monitoring work, we will maintain our research and teaching facilitation with academics and students at Universities across the UK, and will continue to support external research projects, working toward becoming a hub for moorland research in the UK.

## **2. Recommendation**

**That the Programmes and Resources 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?**

The strategic fit of the Operational Plan is relevant to the Peak District National Park Management Plan Vision and covers many aspects which will support the delivery aims of the National Park Management Plan 2018-23 - specifically:

Special quality 1: Beautiful views created by contrasting landscapes and dramatic geology

Special quality 2: Internationally important and locally distinctive wildlife and habitats

Special quality 3: Undeveloped places of tranquillity and dark night skies within reach of millions

Special quality 4: Landscapes that tell a story of thousands of years of people, farming and industry

Special quality 6: An inspiring space for escape, adventure, discovery and quiet reflection

Special quality 7: Vital benefits for millions of people that flow beyond the landscape boundary

Areas of impact:

- 1: Preparing for a future climate
- 2: Ensuring a future for farming and land management
- 3: Managing landscape conservation on a big scale
- 4: A National Park for everyone
- 5: Encouraging enjoyment with understanding
- 6: Supporting thriving and sustainable communities and economy

In addition the Operational Plan will support and contribute significantly to the National Park's Corporate Strategy 2019-24 by contributing towards key outcomes including:

- A Sustainable Landscape that is conserved and enhanced (specifically KPI 3 & 4)
- A National Park loved and supported by diverse audiences and
- Thriving and sustainable communities that are part of this special place.

## Background Information

An outcome of the Moor Business Project, (working alongside consultants), is to produce a new Investment Planning Strategy and other relevant business documents. Our third Annual Review document (covering 2018/19) was produced in January 2020.

The Resource Management Meeting on 11 February 2020 endorsed this Operational Plan with suggested changes which have been made. Consultation has been undertaken with Senior Leadership team, Chief Finance Officer, Heads of Services, the Moor Business project consultants - and suggested amendments included in this report.

## Proposals

The intention (agreed at ARP in January 2013) is to have an on-going Moors for the Future Operational Plan which will be reviewed once a year, bringing the next financial year version to 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.

The usual reporting structure is:

- **Resource Management Meeting in December** The draft Operational Plan for the following year will be presented for comments.
- **Programmes and Resources Committee in January**  
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 February**  
Accept the Operational Plan for the upcoming financial year.

(note the Plan was delayed this year due to delays in confirmation of funding for

2020/21)

### 3. Are there any corporate implications members should be concerned about?

#### **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 (pages 14 and 16) in terms of core income and project expenditure. Project expenditure in 2020/21 is currently £4.8m already approved, with a potential £5.6m if the known pipeline projects come to fruition.

The Authority's core contribution to the Partnership in 2020/21 is £100,000. The corporate overhead paid to the Authority related to the Moors for the Future Partnership staff teams will be £307,944 in the same period.

There is a current shortage of £32k in core funding (aim £346k, projected £314k). Business development is the highest priority for the programme team and the £346k includes a part time Business Development role – which we will recruit to as and when funds are available. New, additional funding partners are being sought. We are producing a funding strategy which we will work to, ideally with business development support.

The Partnership has a history of sound financial management, income control (including draw down of funding and claims) is 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.

#### **Risk Management:**

The 2020/21 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 weekly and reviewed quarterly alongside the Programme Progress Log. Our health & safety log is reviewed weekly.

Project Managers update their project logs weekly and report via the weekly programme status update meetings with in-depth updates held monthly.

We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with issues 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.

To mitigate the issue associated with the core funding, assistance from Senior Leadership Team in terms of advocacy work with senior personnel from partners, or potential partners, is requested.

There is a level of uncertainty identified within the project fee element of core funding which will not be clarified until part way through the year. We anticipate c.£85k associated with projects (contracted £34k, pipeline £51k) and to mitigate this risk 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 2020/21 delivery year in order to maximise any available resources. Engaging additional funding partners is an objective which is included in our individual work programmes.

### **Sustainability:**

From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Partnership interim Business Plan 2020-2021 (under development at the time of writing). Undertaking additional projects for our partners, building on work which is already being done, is a key part of our business model and has allowed immense improvements to the landscape and conservation of the Dark Peak and beyond. Creating synergies between projects is a key component of the sustainability of the Moors for the Future programme.

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

The revegetation and conservation of peatlands is a vital role in reducing erosion, enhancing the quality of the landscape and transforming a source of carbon into a carbon sink. Our work, to date, has avoided the loss of 62,000 tonnes per annum of CO<sup>2</sup>.

In addition, the moorland fires and drought conditions have shown how the upland landscape needs to be in the best ecological condition to withstand the shocks and stresses of a changing climate in order to deliver positive benefits for the downhill, downstream and downwind communities in places such as Manchester.

By revegetating the areas of damaged blanket bogs, we aim to:

- halt the erosion of peat from the moors
- reduce the loss of carbon
- increase the amount of carbon absorption
- turn the damaged carbon sources back into carbon sinks

## **4. Equality**

There are no equality issues arising from this report.

## **5. Background papers (not previously published)**

None

## **6. Appendices**

Appendix 1 - Moors for the Future Partnership Operational Plan 2020-21

## Appendix 2 - MFFP Service Risk Register 2020-21

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

Sharon Davison, Programme Office Manager, Moors for the Future Partnership,

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# Operational Plan 2020-2021



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## **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 2020/21 financial year. It covers:

- The contractual commitments of work which we will deliver in 2020/21 - 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.
- Future 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.

This Plan for 2020/21 also sits alongside an Interim Business Plan, currently in development through the Moor Business project, which provides the strategic context for MFFP's work including an updated direction for both the current partnership and bringing on board potential future partners.

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.

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 Moors for the Future staff teams, employed by the Peak District National Park Authority - which also acts as the lead and accountable body - deliver the work of the partnership.

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

## **Executive Highlights of 2020/21 Activities**

The Partnership is now entering its 17th 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 water quality 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 anticipated to be a little over £5.6m.

As well as continuing to deliver existing projects, the continuing challenge for this year will be to identify and develop new funding and projects which will continue the vitally important restoration programme, particularly beyond 2022 when MoorLIFE 2020 comes to a close. There are significant opportunities on the horizon, working through the delivery aspirations of the new Peak District National Park Management Plan, the plans of all our partners and in particular Defra’s 25 Year Environment Plan and the next Asset Management Plans of the utility companies (AMP7 which starts in 2020). Combined with opportunities to continue the work of the partnership to protect the upland landscape of the South Pennine Moorland Special Area of Conservation, work will continue to provide advisory, communications and science delivery in a wider area to meet the requirements of the partnership. The Partnership will continue to influence strategic planning such as responding to future Defra consultations post-Brexit - and proposals for new water regulations, in addition to local consultations such as that for Transport for the North and continuing to influence the vision for the moorland landscape generally.

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

- To put large structural projects together continuing the restoration priorities;
- to continually 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 means of delivering this through 2020/21 will be to action the advice to the partnership which has been generated from the Moor Business project which concluded in March 2020.

## **2 The Purpose of the Operational Plan**

The purpose of the Operational Plan is to bring all of the partnership’s projects 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 Operational Plan and the PPL gives partners a means of monitoring progress of current projects and how we are addressing the outcomes required by PDNPA and our other partners.

MFFP's strategic objectives 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 2020-21**

#### **A new funding and policy Landscape**

The success of MFFP to date has been shaped by the support of longstanding partners and their commitment to restoration of the uplands, facilitated by significant funding from the European Union and shaped by its regulatory guidance. The UK's exit from the EU and its existing environmental legislative framework may pose significant risks to the environment if current drivers for environmental protection and improvements are weakened, e.g. the Habitats Directive, Water Framework Directive and the Birds Directive. The citation dedicating the South Pennine Moorlands as a Special Protection Area (SPA) and a Special Area of Conservation (SAC) has been a major driver for the recent conservation efforts and it is currently uncertain what the future will be for this protection.

The Government's 25 Year Environment Plan is now seen as a major delivery aspiration and is being underpinned by policy and legislation such as Defra's emerging Peatland Strategy, the new Agriculture Bill (making its way through parliament as this is being written) and last year's review of protected landscapes by Julian Glover. This brings opportunities for the partnership and MFFP is planning to play a leading role in a new initiative - The Great North Bog - across the blanket peat landscape of the North of England, which will have a more significant landscape-scale offer into the 25 Year Environment Plan. The Peak District National Park Management Plan identifies a number of activities to protect the special qualities of the National Park; the work of the partnership will make a significant contribution to delivering these requirements particularly in improving access, carbon security and the conservation of the moorland landscape.

#### **The strategic importance of our upland landscape**

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 blanket bogs have critical impacts on the UK's inhabitants as they are vital habitats 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 Partnership will use its influence to 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 environmental policy area, because it has implemented a high proportion of the landscape-scale conservation work across the English uplands. The programme team will continue to represent the partnership and will stay alert and responsive to new opportunities, which will benefit the partnership. We will contribute to debates and initiatives, supporting Defra and partners in discussions and development of new instruments to support the upland landscape as we leave the EU.

### **Natural Capital and Civic resilience opportunities**

The interest in climate change has seen a dramatic increase throughout the past 12 months and this has brought about an urgency in maximising the benefits, which the upland landscape can offer to society. The Government's stated wish in both the 25 Year Environment Plan and now the new Agriculture Bill to focus farm subsidies on paying for environmental benefits could have a big impact in the uplands. In addition, the continuing high risk of moorland fires and drought conditions have shown how the upland landscape needs to be in the best ecological condition to withstand the shocks and stresses of a changing climate in order to deliver positive benefits for the downhill, downstream and downwind communities in local communities such as Manchester.

COP26 (United Nations Climate Change Summit) will be held in Glasgow in November 2020 and this will provide a national focus from which the Partnership will be able to gain more traction for continuing the restoration of this landscape.

## **4 This Year's Activity – 2020/21**

### **Ongoing projects**

#### **MoorLIFE 2020**

The MoorLIFE 2020 project successfully applied for a 12 month extension of the project to February 2022, with the approval coming through from the EU LIFE Programme in October 2019. The project is in a very healthy condition and is on track to deliver the full scope, to time and to budget.

With the extension in place, 2020-21 will deliver more bare peat treatment, additional cutting and gully blocking as well as additional sphagnum planting across our working area. The main emphasis of the conservation work will be addressing the two significant wildfires at Stalybridge/Arnfield and the Roaches.

The extension will allow an additional year for data collection across all of the science areas of the project, including field data collection and earth observation data collection, alongside the carbon audit for the project. MoorLIFE 2020 has taken on our work on trajectories of restoration, formerly listed as “Natural England Favourable Condition Monitoring”, which are a keystone piece of research around the benefits of moorland restoration.

The project will be building on the Bogtastic Experience, continuing to raise awareness within the general public of the risk and impact of wildfire and how to avoid increasing these risks. The Wildfire Risk Map will be used to focus the Bogtastic Experience on specific audiences and areas ahead of periods of high fire risk. We will continue to build on the excellent relationships that have developed with land managers and owners at a time of significant change in the business environment in which they operate.

#### **Building Blocks – next steps in gully blocking**

The 24 month Water Environment Grant ‘Building Blocks’ project continues restoration works in the South Pennine Moors, entering its second (and final) year in 2020/21. The project aims to firstly improve biodiversity, through re-wetting and improving the condition of the blanket bogs and secondly, helping to reduce water colouration.

The project established the next generation in gully blocking; working with hydrological consultants at the first stage of the project, producing a prioritised list of the next 100,000 gully blocking locations across the SAC that would restore the hydrological regime towards that of an active blanket bog, with a view to moving the vegetative community towards favourable condition. The project will install 7,800 gully blocks and plant 400ha of sphagnum moss in the South Pennine Moors, guided by the prioritised list of gully blocking locations, with works completing in March 2021.

The project is developing engagement with landowners in areas where MFFP have not worked before and this positive engagement will continue into 2020/21.

## **Private Lands Portfolio (PLP)**

### **Overview**

The Partnership's delivery of Higher-Level Stewardship (HLS) funded capital works had functionally come to completion by Autumn 2019. There are two projects remaining in the programme that have outstanding capital items, Mossy Lea HLS, which includes hydrological restoration (gully blocking) and sphagnum planting, and the Roych HLS, which includes hydrological restoration phase 2 (stone gully blocking). Both projects are held up by Rural Payments Agency (RPA) issues surrounding confirmation of funds. No work will be planned on these projects until the RPA can guarantee the funds and all necessary permissions are granted. We will baseline these for delivery as soon as they are able to proceed. They will remain hibernated projects until that time.

### **Newly assigned PLP works**

MFFP in collaboration with NE, the landowners and HLS agreement holder and tenants successfully started delivery of HLS funded capital works on Wessenden Head. These works will continue into the 2020/21 financial year and include fencing works and bare peat revegetation works. The scope of these works covers approximately one-third of the bare peat on the site and NE will be seeking to draw further funding into the HLS if possible in 2021 to extend the scope of works on the site.

### **Cost Recovery**

With the work on Wessenden Head and the hibernated works highlighted above, the only remaining activity on this project is to complete the cost and income recovery for the portfolio. In 2019/20 a number of long term outstanding debts with HLS agreement holders linked to PLP capital works delivery were re-baselined and cost recovery plans have been formalised through the PDNPA Legal Services. Outstanding cost repayment will be ongoing throughout the 2020/21 financial year.

A specific point of note is that a proportion of the debts are as a result of delayed RPA payments to HLS agreement holders and delays in the RPA processing claims for MFFP's costs. Both have served to create significant cash flow issues for HLS agreement holders in paying MFFP invoices. It is vital that the RPA resolve all issues relating to this to allow income recovery to take place effectively. In 2019/20 MFFP made repeated efforts to engage with the RPA to seek resolutions. Progress has been limited but MFFP has obtained an undertaking at director level from the RPA to meet with the programme management team to resolve all the issues that have been highlighted to them.

### **Future Agri-Environment funded capital works**

With Higher-Level Stewardship now an outgoing scheme no new HLS projects are anticipated to be added into this portfolio in 2020/21. MFFP are however engaged in writing Countryside Stewardship (CS) feasibility studies (PA2s) for a number of sites which, if developed into live schemes between NE and agreement holders could represent future capital works opportunities to achieve further peatland restoration through Agri-Environment funding streams. These plans are anticipated to be in development over the next two years as HLS agreements come to an end and successor scheme arrangements are put in place.



### **Working with MoorLIFE 2020 partners and private landowners**

Papers were approved by the PDNPA 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 MFFP 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 MoorLIFE 2020 partners and private landowners to improve the condition of the upland habitats of the Peak District and South Pennines (including PDNPA), if requested and properly supported.

### **GMC-NFM (Stalybridge)**

A key project under the MoorLIFE 2020 Partner Projects authority commencing delivery in 2019/20 and continuing into 2020/21 is the Stalybridge Natural Flood Management Project funded by the EA. This project will undertake hydrological restoration on the wildfire damaged area on Stalybridge, improving habitat condition but also providing '*slow the flow*' measures through dynamic (temporary) water storage on the hill to benefit communities at risk of flooding. This project will also facilitate the delivery of capital works that are vital to the PROTECT-NFM project, a major natural flood management experiment funded by NERC, and being delivered by University of Manchester in collaboration with MFFP (see below). These works are being undertaken by MFFP in tandem with ongoing restoration works on the site through the MoorLIFE 2020 and Moor Carbon projects in 2020/21.

### **PROTECT-NFM: Optimising Natural Flood Management in Headwater Catchments 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 Natural Flood Management (NFM) benefit, which is working in tandem with ongoing restoration works on Stalybridge.

In 2020/21 MFFP will continue as a key delivery partner on the Protect NFM project as highlighted above. This is a collaborative project between University of Manchester, MFFP and EA. As mentioned in the previous section, MFFP has developed and is using its programme of capital restoration works to facilitate the gully blocking experiments of this project. These experiments are evidencing the NFM benefits of the suite of gully blocking techniques in common usage by MFFP and other peatland restoration initiatives, in addition to testing NFM optimised versions. The output of this will be robust evidence for the NFM benefits of these techniques, leading to a greater evidence base with which to attract further investment into healthy peatlands/uplands from funding streams linked to flood risk mitigation. Following baseline monitoring being set up in 2019/20, post-intervention monitoring will be ongoing throughout 2020/21.

The PROTECT-NFM project has also taken on monitoring of the upland woodland monitoring sites, listed in previous operational plans as "Upland Woodland Monitoring".

## **Moor Carbon**

The Moor Carbon project, delivered under Defra's Peatland Restoration Fund will enter its final year in 2020/21. Restoration works will continue on Stalybridge Moor, Stubbins and Holcombe Moor, and Winter Hill. The project has delivered bare peat revegetation works across five sites (Thurlstone, Combs Moss, Noe Stool, Trawden and Stalybridge) from 2018 to early 2020.

Restoration works on Scout Moor were unable to be carried out under the Moor Carbon Project. An alternative site, Winter Hill, has been selected that requires substantial restoration due to a significant wildfire in 2018 which burned approximately 715 hectares of moorland. Works to restore the moor in 2020/21 include bare peat revegetation, restoring hydrology through the installation of dams and bunds in partnership with the Woodland Trust.

## **Mend Our Mountains**

The Mend our Mountains project is scheduled to complete the work to repair the Great Ridge, Cut Gate and the North America Farm bridleways by the end of March 2021.

The Great Ridge straddles the heart of the Peak District and provides a fantastic ridge walk. The path, which is extremely popular with walkers with stunning views of the Hope Valley, is badly eroded by footfall and in need of repair. About 450m of path improvements, between Hollins Cross and Back Tor, will complement work that was carried out on the path in early 2000s between Hollins Cross and Mam Tor. The work is needed to repair the heavily worn and eroded path on the remaining section along the Great Ridge. This will improve conditions underfoot, making the route safer, more accessible and visually in keeping with the landscape. It will also protect the delicate moorland surrounding the route by keeping walkers to the path.

Cut Gate bridleway, which connects the Derwent and Little Don valleys between Ladybower and Langsett reservoirs, is popular with walkers, horse riders and mountain bikers. The route is thought to have been used for over a thousand years and has more recently become recognised as a classic in the mountain biking world. It also forms part of the iconic long distance horse riding route 'Kinder Loop'. Although much of the route is passable all year round, three sections at the highest points are prone to flooding and saturation of the ground. This results in people taking a wide berth to avoid muddy pools, which leads to erosion. The path improvements will improve accessibility for walkers, mountain bikers and horse riders.

North America Farm, from which this bridleway gets its incongruous name, is an abandoned farmstead on the Langsett moors. It was destroyed during the Second World War by being used for target practice by tanks on the Midhope tank range. The route forms a smaller circular route with the iconic Cut Gate bridleway, which was a pack horse route across the Pennines and is now an important recreational route, particularly for cyclists.

### **Etherow Monitoring**

Our monitoring of the River Etherow's water quality will continue on its fortnightly sampling period, contributing to a long term data set of water quality from the site. This is subject to continuing partner funding.

### **Crompton Moor**

All of the Sphagnum planting and the monitoring set-up is now complete. In 2020-21 work on the project will be completed through a summer of surveys on the 90 quadrats set up on site. This will be through events that we will organise with The Friends of Crompton Moor and City of Trees to give them the skills to survey in their own time. At the end of the project, a report will be produced for the EA and funders.

### **Natural Capital Investment Readiness**

As identified through the Moor Business project, there is a business need to develop opportunities to unlock sustainable sources of funding for conservation work, which move beyond traditional grant funding.

Faced with the challenge of shrinking funding streams, and the UK exit from the European Union, MFFP are bidding to win a development project to enable an opportunity to establish a Natural Capital based investment scheme for degraded peatland. If successful, this funding will allow MFFP to develop a Natural Capital Investment Pilot proposal to put to potential investors, and in the process develop our skills in stakeholder management, financial structuring and commercial acumen.

This project will contribute towards the Peak District National Park Management Plan 2018-23, specifically Area of Impact 3.3: Maintain existing landscape scale delivery. By developing opportunities to grow our sources of project funding through the Natural Capital agenda, which is completely in line with the Defra 25 Year Environment Plan, we can contribute towards developing a clear long term strategy to secure funding for the conservation of the Dark Peak and South Pennines to 2050.

The project application was submitted in January 2020 and if successful the project will be in active delivery in the 2020/21 financial year.

### **Water Company Asset Management Plan 7 (AMP7): Development of conservation proposals with Water Company partners**

At the start of the 2020/21 financial year MFFP will have completed its work with the water companies delivering actions through the AMP6 period as part of the MoorLIFE 2020 project. During the last quarter of 2019/20 collaborative work has been ongoing with water company partners to agree the scope and contracts for conservation works to be delivered by MFFP for them. It is anticipated that contracts for this will be in place by April 2020 with Severn Trent Water for working together until 2024. Discussions are ongoing with Yorkshire Water and United Utilities for their AMP7 commitments. Due to the partnership decision not to bid to the EU for further LIFE funding, any contracts for conservation works in AMP7 will be direct with MFFP rather than as match funding.

## Pipeline and Business Development

### Funding applications

#### Radcliffe and Redvales NFM

Radcliffe and Redvales are two towns in the district of Bury, Greater Manchester that lie within the catchment of the River Irwell

The project is being delivered as part of the national DEFRA Flood Defence Grant in Aid (FDGiA) Catchment Scale programme aimed at delivering innovative Natural Flood Management across the Upper Irwell Catchment.

The objectives in the Upper Irwell are to reduce flood risk to communities at risk of flooding (c@r) (in particular those of Radcliffe and Redvales), to deliver additional benefits, and to monitor and record the degree of benefit of the interventions.

The project will be delivered alongside and in complement to other NFM measures being delivered under Moors for the Future Partnership's (MFFP) wider blanket bog restoration programme.

## Programme Management

#### Continued monitoring across our programme of monitoring sites

##### **Trials for Diversifying *Molinia* Swards with *Sphagnum* Plugs**

Following five years of monitoring, funded by Natural England, Yorkshire Water, and National Trust, data is currently showing excellent growth of *Sphagnum* plugs in *Molinia* dominated habitat, but not the reduction in *Molinia* cover which was expected. The drought of 2018 appears to have impacted the growth of key indicator species in the plots, and further monitoring throughout 2020/21 will help us to understand how the community develops following drought.

#### Research Facilitation

##### **Student Placements**

Following three previous successful student placements, the MFFP team are looking to support another undergraduate placement student in 2020/21, and there is potential to test a three month PhD internship through the summer of 2020.

##### **Student Projects**

In 2020/21 we are trialling a more structured approach to student projects than in previous years, actively advertising projects with specific supervisors at various universities, to ensure maximum efficiency in delivering valuable outcomes to the partnership through our research facilitation. These will variously cover undergraduate and masters level student projects aiming to investigate questions which we cannot cover using traditional projects.

### **Student Projects supported**

We will continue to support two PhD studies in 2020/21:

- Joe Glentworth, University of Manchester: Socio-economic impact of rewilding the English uplands
- Taco Regensburg, University of Leeds: The treatment of peat pipes in blanket peat: effectiveness and impact.

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

### **Research Collaborations**

Through 2020/21 we will continue to support external research proposals which advance and develop the knowledge base around moorland restoration and protection. These are particularly valuable to produce supporting theoretical and conceptually aligned work, which is often difficult to fund through the partnership's main funding sources.

### **Advice and project delivery**

We are keen to use the expertise that we have developed over the last 17 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 MoorLIFE 2020 project, Moor Carbon project, Building Blocks project, Mend our Mountains project, River Etherow Monitoring, GMC-NFM Project (Stalybridge), and the Private Lands Portfolio. We will also produce quarterly reports for the Environment Agency, PDNPA and other partners according to commitments.

### **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.

### **Research and Monitoring strategy**

The Research and Monitoring Strategy will be refined, providing a framework around which our research and monitoring work will be structured going forward.

### **Communications strategy**

The revised Communications Strategy will be used to inform a Communications Plan for 2020/21 which will be developed and implemented to pull together project communications into a unified programme.

The team will continue to identify opportunities to work with partners on aligned issues and we will be seeking further opportunities to work with partner communications teams to promote the importance of the Peak District National Park and South Pennines.

### **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. A robust training and development plan has been developed following the Moor Business project and we will pursue this during the year. Our aim is for all our project managers to hold a professional qualification (e.g. Prince 2) which will continue our consistent project management and is a strong advocacy for continued business development.

## Programme Management - 2020/21

Table 1: Core Funding 2020/21

Contracted/approved	Core funding £	Core funding from projects £	Total core funding £
<b>Operational Partners</b>			
PDNPA	100,000		100,000
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	<b>229,500</b>	<b>0</b>	<b>229,500</b>
<b>Project Partners</b>			
Multiple partners		34,287	34,287
Sub total	<b>0</b>	<b>34,287</b>	<b>34,287</b>
<b>Total</b>	<b>229,500</b>	<b>34,287</b>	<b>263,787</b>

<b>Pipeline</b>			
<b>Project Partners</b>			
EA		5,000	5,000
Esmée Fairbairn, Triodos Bank, Defra, EA		45,744	45,744
<b>Pipeline total</b>	<b>0</b>	<b>50,744</b>	<b>50,744</b>
<b>Total</b>		<b>85,031</b>	<b>314,531</b>

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

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 and actual spend accordingly.

The Core team:

Head of Programme Delivery - Chris Dean

Communication Programme Manager – Debra Wilson

Programme Manager – Conservation and Land Management - Matt Scott-Campbell

Programme Office Manager – Sharon Davison

Science Programme Manager – David Chandler

With additional support from Programme Administrator and Administration Officers and GIS Officers.

Our aim for 2020/21 is to appoint a part-time Business Development Officer to support our business development work, so important in achieving the funding which allows us to spend time on applying for future project funding. This would increase our establishment costs by £28.5k.

**The core team is responsible for leading on:**

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



Table 2: Project Funding 2020/21

Projects contracted/approved	ARP Committee Minute Reference	Anticipated gross expenditure of project work 2020/21 £	Funders
Private Lands Portfolio	48/13, 38/14	500,000	NE
MoorLIFE 2020	38/15	2,003,000	PDNPA, EU LIFE, STW, UU, YWS, NT, PP, RSPB
River Etherow Monitoring	RMT 46/16	8,000	STW, UU, YWS
Moor Carbon	09/18	315,000	Defra
Mend our Mountains	ARP 61/18	170,000	BMC, Sheffield City Council, EOCA, EPIP
Working with Partners (note this is max per annum) details below:	05/17, 50/18	[2,500,000]	STW, UU, YWS, NT, PP, RSPB
• Building Blocks		1,700,000	NE
• GMC NFM (Stalybridge)		76,500	EA
Crompton Moor		5,000	City of Trees, Community Forest Trust
Science monitoring projects		2,500	NE, STW
<b>Sub Total</b>		<b>4,780,000</b>	
<b>Pipeline – all approved, subject to contract</b>			
Natural Capital Investment Readiness	RMM 12/19	120,000	Esmée Fairbairn, Triodos Bank, Defra, EA
AMP7 Works	(RMM 11/2/20, P&R 20/3/20)	300,000	STW, YWS
Working with Partners (note this is max per annum) details below:	05/17, 50/18	[2,500,000]	STW, UU, YWS, NE, NT, PP, RSPB, Moorland owners
• Leaves to Clean		128,500	EA
• Radcliffe and Redvales NFM		300,000	EA
<b>Sub Total</b>		<b>848,500</b>	
<b>Total</b>		<b>5,628,500</b>	

Partners (abbreviations where used):

PDNPA	Peak District National Park Authority
BMC	British Mountaineering Council
EOCA	European Outdoor Conservation Association
EA	Environment Agency
EPIP	East Peak Innovation Partnership
EU LIFE	European Commission - Environment - LIFE Programme
GMC	Greater Manchester, Merseyside and Cheshire
NE	Natural England
NT	National Trust
PP	Pennine Prospects

RSPB	Royal Society for the Protection of Birds
STW	Severn Trent Water
UU	United Utilities
YWS	Yorkshire Water Services

## **Project Teams**

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

## **5 Risk Management**

The Moors for the Future Partnership's risk register for 2020/21 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 £346k, current secured £264k with an additional 51k pipeline) is the highest priority for the programme team and partnership manager. We will be working to our funding strategy to new partners and develop our business development during 2020/21.

## **6 Look forward - Business Development**

We will continue to work with existing partners alongside developing relationships with new partners and will use the methods agreed in the partnership's Business Plan and Funding Strategy (currently in development) to achieve a balanced budget.

### **Core Funding**

Most of the partner Statements of Intent currently finish in 2020/21. We are engaging with current partners to establish new Memoranda of Understanding 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.

The funding strategy developed by the Moor Business project will have a direct impact on our core funding. In addition, the commitments set 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.

Allocating resource to business development is crucial, ensuring we are continually aware of opportunities, acting on bid development and always have a pipeline of priorities for funding opportunities. 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 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.

## **Business Development**

While the future status of environmental work is in flux pending the withdrawal of the country from the EU, there are currently available opportunities to continue and develop the strategic priorities of the partnership across the Peak District, South Pennines, and potentially further afield. The MoorLIFE 2020 project, which offers a strategic spine to the programmes delivered by the partnership, is able to drive many other smaller opportunities, but is due to end in February 2022 (the recent extension request has been successful). It would be greatly advantageous to replace this with at least one other major strategic project. The EU LIFE programme and National Lottery heritage and climate programmes offer excellent opportunities to deliver these large spinal projects against the outcomes of the partnership. They provide strong links with the opportunities presented by the Review of Protected Landscapes. Through Natural Capital and Corporate Social Responsibility approaches, there is scope for increased peatland restoration, particularly as peatlands have been identified nationally as a priority for environmental protection, as demonstrated by recent central government funding.

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, whilst, whilst improving the status of biodiversity across our core work area.

Previous Operational Plans have listed the opportunities being followed, also those of a more aspirational nature. In future, this will be managed through a more visible working process as the volatility of funding makes any statement in time quickly out of date. The Programme Progress Log has been successful at providing an ongoing monitor of work "on the books" and a similar process will be used to track the current bidding and funding opportunities.

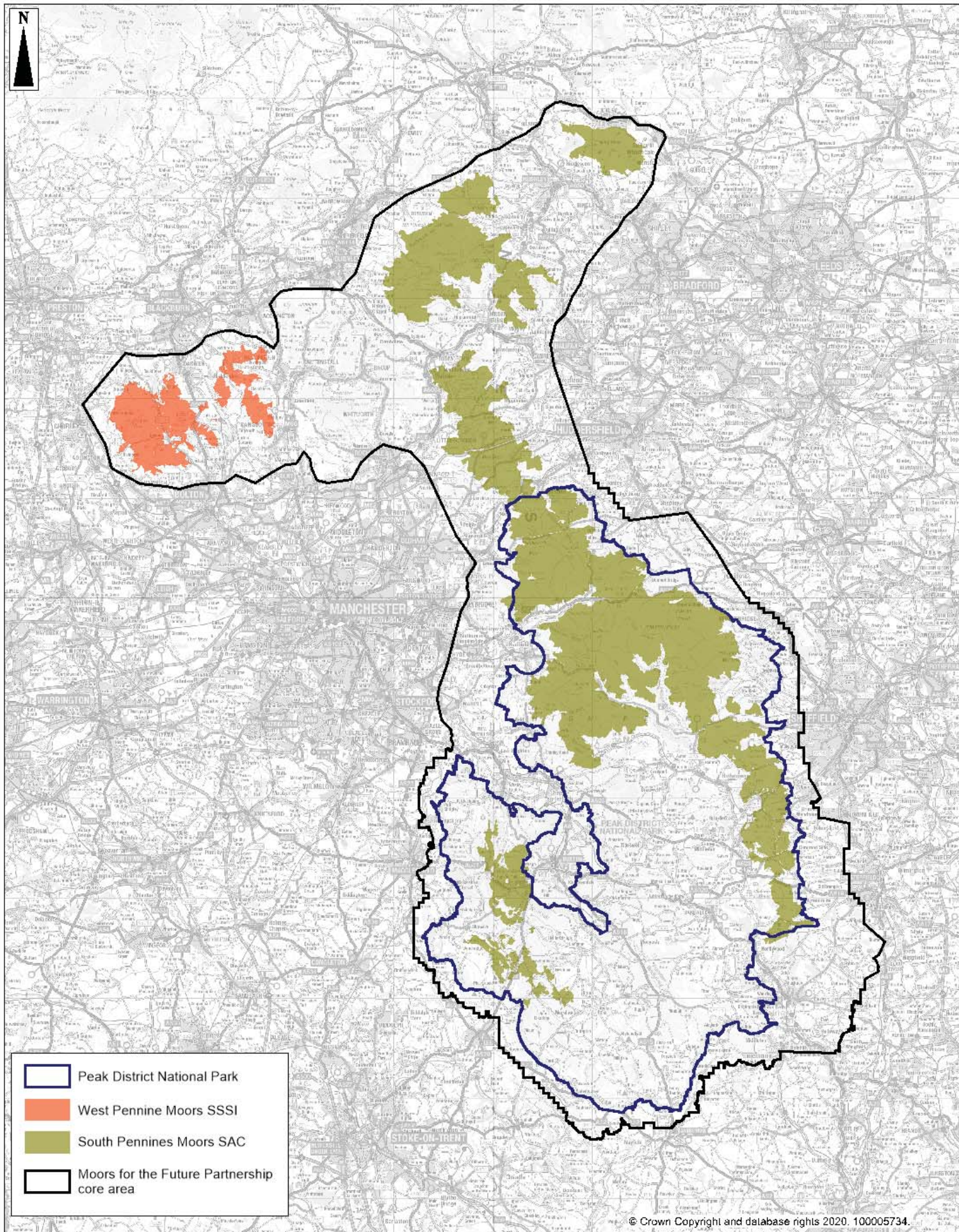
## **7 Monitoring This Operational Plan**





We produce a Programme Progress Log four times a year which identifies approvals and financial values of projects - with issues 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

0 6 12 18  
Kilometres

Scale: 1:300,000



## Appendix 2

### 2020/21 Service Risk Register for Moors for the Future Partnership

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

Corp. 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				
Which corporate strategy outcome this relates to	A risk should be expressed as: If (x were to happen)..... then (the consequence would be) or “failure to .....	Actions currently taken or controls we have in place that mitigate the risk e.g. standing orders	This should take into account existing controls	If the rating BEFORE mitigation is green, then no further action is essential. Otherwise, complete what actions you intend to take	The risk level taking into account the mitigating action you are proposing					To complete the mitigating action (s)		Monitoring you intend to use to ensure the action is completed	Against mitigating action and source of assurance To be completed prior to ¼ly meetings
Strategic Risks – (impact on legal entity of Moors for the Future Partnership PDNPA)													
Sustainable landscape that is conserved & enhanced	Failure to maintain core income leading to insufficient funding for core team and loss of key personnel.  Adverse impact on Corporate Strategy. Unable to deliver key elements of the NP Management Plan.	Partial funding of core team.  Reduce hours/redundancy of core team.	High Likelihood High impact	High level advocacy by PDNPA Senior Leadership Team with Partners.  Identify Funding opportunities which support the partnership infrastructure with bidding supported as appropriate. Financial contingency in place for redundancy.	R					September 2020	Director of Conservat ion & Planning	Core budget monitored monthly and reported to NPA quarterly.	
Sustainable landscape that is conserved & enhanced	Programme team reduced (see above) Reputational risk for NP - Inability to meet contractual commitments.	As lead partner NPA is accountable for all current commitments.	High likelihood High impact	NPA to identify corporate resource to cover programme management.	R					September 2020	Director of Conservat ion & Planning	Core budget monitored monthly and reported to NPA quarterly.	

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				
Sustainable landscape that is conserved & enhanced	Failure to obtain project funding PDNPA Management Plan adversely affected/ undeliverable	Maintain core programme team who deliver business development.	Medium Likelihood High impact	MFFP team bring bidding opportunities to NPA. NPA assist with writing opportunities. Increase business development resource.	A					ongoing	Director of Conservation & Planning	Identify funding opportunities and resource to support business development.	
Sustainable landscape that is conserved & enhanced	Health & Safety incident in MFFP programme - or elsewhere in the NPA. Impact on individuals.  Reputational risk Future funding and grants adversely affected	Appropriately trained staff.  Effective Health and Safety monitoring controls.	Low Likelihood High Impact	Actively participating in NP H&S Working Group. (MFFP) H&S Task & Finish group active.	A					On going	Director of Conservation & Planning	Accident and near miss reporting procedure. MFFP Health & Safety issues log monitored by Team Managers.	
Sustainable landscape that is conserved & enhanced	Adverse media attention Reputational risk	Partnership Communication strategy and work plan in place	Low Likelihood Medium impact	Regular meetings with Head of service for marketing and communications	G					On going	Director of Conservation & Planning	Media reporting monitored daily.	

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				
Programme risks – risks to delivering programme of projects across the partnership													
Sustainable landscape that is conserved & enhanced	Failure to maintain core income leading to loss of key personnel. Programme management affected. Reduced bidding for future work and funding. Failure to obtain future project funding. Loss of experienced project delivery teams.	Funding opportunities for core requirements and business development identified and followed up as appropriate.	High Likelihood High Impact	The Moor Business Project will produce funding strategy for 20/21 onwards.  Partners to a more take active role in securing core funding.  Robust time management to avoid providing unfunded advice.	R					Sept 2020	MFFP Programme team	Core budget monitored monthly and reported to NPA quarterly.	
	Failure to engage partners. Current and future projects impacted. Programme management and delivery impacted.	Key role and objective of Head of Programme Delivery (MFFP) role. Robust Action Plan; active engagement, communication and awareness raising.	Medium Likelihood High Impact	Advocacy plan including new partner development in place  Business Development role if funding allows	A					March 2021	MFFP Programme team	Quarterly Programme Progress Log. Monitoring via project management triple constraints	
	Insufficient staff capacity leading to long term staff sickness. Staff overworking. Programme management and delivery affected.	Monitor workload/ resource planning. Robust health and safety practices at work. Staff trained and appropriate skills in place.	Low Likelihood Medium Impact	Moor Business Project will enhance succession and resource management planning.	G					On going	MFFP Programme team	Staff working time monitored. Monthly staff updates.	
	Poor project delivery leading to; Reputational risk. Contractual commitment failure.	Project management toolkit in place.  Quality assurance on delivery via Project toolkit (triple constraints)	Low likelihood Medium Impact	Toolkit, monitoring, reporting, review	G					On going	MFFP Programme team	Weekly status updates. Monthly updates with Project Managers. Quarterly operational plan reporting.	
	Inadequate infrastructure/ service provision for remote working.	Large investment in corporate overhead.  Productivity impact	Low Likelihood High Impact	Corporate resources teams Business Continuity plan	A					On going	Dir. Conservation & Planning & Dir. Corporate services	Property Support requests, Sysaid	

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				
	Financial management and administration	Compliance with Standing Orders. Partner agreements in place. Quality assurance role in programme office.	Low likelihood Medium Impact	Cash flow closely monitored	G					On going	MFFP Programme team	Income register maintained. Monthly project management updates. Updates with Chief Finance Officer	



## **7 AMP 7 2020-24 WORKS (MS-C)**

### **1. Purpose of the report**

This report puts before Committee the proposal to extend vital peatland restoration works in the Dark Peak and South Pennines working directly with Moors for the Future Partnership's Water Company partners through Asset Management Period 7 (AMP7) between 2020 -2024.

#### ***Key Issues***

Moors for the Future Partnership (MFFP), through the Peak District National Park Authority and its partners, have over 16 years led and delivered landscape scale peatland restoration on the most degraded upland landscape in Europe. In this the Partnership has been successful in attracting a large amount of investment (circa £40m) into the landscape from a variety of sources, and through its expertise and collaborative approach has brought about a landscape scale change in the condition of the region's peatlands.

#### **The state of Peak District peatlands requires more investment**

Even in acknowledgement of the significant achievements of the Partnership, it is vital to recognise that there remains a need for further investment into the landscape to bring the peatland habitats into favourable condition (Active Blanket Bog). Despite now being on a positive trajectory towards this aspiration by virtue of the works completed to date, evidence shows that without further intervention, this impressive feat is only temporary and there is a real danger that it will revert back to its previous state. Further work is now urgently needed to build on the achievements made thus far.

#### **Water Company Asset Management Plan 7 (AMP 7): Development of further conservation proposals beyond the achievements of AMP 6 with Water Company partners**

By the 2020/21 financial year MFFP will have completed its work with the Water Companies delivering conservation actions through the AMP 6 period as part of the MoorLIFE 2020 project. During the last quarter of 2019/20 collaborative work has been ongoing with partners to scope out further conservation works proposed to be delivered by MFFP in AMP 7. With the approval of this Committee it is anticipated that contracts for this can be in place by April 2020 with Severn Trent Water and Yorkshire Water for working together until 2024, specifically in the Upper Derwent Catchment. Project development dialogue is ongoing at the time of writing with Severn Trent, Yorkshire Water and United Utilities about their AMP 7 commitments.

Due to the Partnership not bidding to the EU for further LIFE funding, conservation works in AMP 7 with Water Company partners are proposed to be delivered directly between MFFP (PDNPA) and individual Water Companies, rather than as being used as match funding as successfully delivered in AMP 5 (MoorLIFE) and AMP 6 (MoorLIFE 2020).

The proposal to deliver further vital restoration work with Water Companies in AMP 7 is in line with the objectives set out in the MFFP 2020/21 Operational Plan and fits into the bigger vision of delivering both the National Park Management Plan 2018-23; outcomes and Key Performance Indicators of the 2019-24 Corporate Strategy - whilst taking into account the requirements of the Moors for the Future Partnership partner organisations. The projects within the Operational Plan are funded by, and involve, 24 important

partners and private landowners. Working through AMP 7 in this way will give the Authority good engagement opportunities with key partners who have significant influence over the management of the moorland landscape.

MFFP Programme Management continually builds and develops succession within our programme of projects to consistently build on the recovery of the habitats. This is achieved by matching the available sources of funding with Partnership and PDNPA outcomes over a huge working area. Securing further investment into the landscape through continuing our work with Water Company partners is vital to ensuring this continues at pace in the face of the Climate Emergency. This also offers the Partnership a further valuable opportunity to restore Blanket Bog Habitats at a landscape scale and achieve multiple beneficial ecosystem service outcomes.

While our initial focus is on repairing and revegetating bare peat, we also want to continue working with our partners on landscape scale solutions to other issues that will increase Ecosystems Service benefits and Natural Capital, and protect and enhance biodiversity. The Partnership and the programmes we operate are intergenerational; our objective is to return the moors and catchments of the Peak District and South Pennines to sustainable condition. To achieve this we have continued to seek support from our Water Company partners and Government through the Price Review process (PR19 and PR24) to continue to restore this vital resource. This has included producing 'Our Plan for water in the upper catchments of the South Pennines until 2030' This document set out the Partnerships plans for protecting the uplands through the 2019 and 2024 price review process and was launched with our partners at a House of Commons reception in 2018.

#### **Anticipated AMP 7 Project Value 2020-24**

Based on the Water Company Catchment Measure Specification requirements the anticipated maximum value of this project between 2020-24 is up to £3m. This sum includes capital works costs, and MFFP project management and delivery costs to include all monitoring and communications activities. Prior to confirmation of contracts MFFP will agree specific Capital Project Delivery and Project Management budgets with our partners working on a full cost recovery basis.

## **2. Recommendation**

**That the Programmes and Resources Committee supports the proposed establishment of partnering agreements and associated contracts between PDNPA and Water Company partners for MFFP to deliver AMP 7 habitat restoration aspirations (capital works) and associated research and communications outcomes.**

#### **Specifically:**

- 1) Authority to engage in new projects up to a maximum value of £3 million between 2020-2024, and delegating authority to approve the acceptance of new partnering agreements with the Water Company partners under this authority, to the PDNPA Chief Financial Officer, in consultation with the Director of Conservation and Planning and the Head of Legal Services.**
- 2) That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of the AMP 7 projects.**

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

The strategic fit of the AMP 7 work is fully integrated within the MFFP 20/21 Operational and the MFFP 2020 – 2025 Business Plan and is relevant to the Peak District National Park Management Plan Vision and covers many aspects which will support the delivery aims of the National Park Management Plan 2018-23 - specifically:

Special quality 1: Beautiful views created by contrasting landscapes and dramatic geology

Special quality 2: Internationally important and locally distinctive wildlife and habitats

Special quality 3: Undeveloped places of tranquillity and dark night skies within reach of millions

Special quality 4: Landscapes that tell a story of thousands of years of people, farming and industry

Special quality 6: An inspiring space for escape, adventure, discovery and quiet reflection

Special quality 7: Vital benefits for millions of people that flow beyond the landscape boundary

Areas of impact:

- 1: Preparing for a future climate
- 2: Ensuring a future for farming and land management
- 3: Managing landscape conservation on a big scale
- 4: A National Park for everyone
- 5: Encouraging enjoyment with understanding
- 6: Supporting thriving and sustainable communities and economy

In addition the AMP 7 work will support and contribute significantly to the National Park's Corporate Strategy 2019-24 by contributing towards key outcomes including: A Sustainable Landscape that is conserved and enhanced (specifically KPI 3 & 4), A National Park loved and supported by diverse audiences, and Thriving and sustainable communities that are part of this special place.

The proposed engagement with water company partners in AMP 7 will also contribute significantly to the outcomes of other partner organisations within MFFP.

### **Background Information**

#### Why is more investment into the Peatlands of the Peak District required?

At the start of the Partnership's operational history the principal area of focus in our work was to revegetate vast areas of bare and eroding peat damaged by atmospheric pollution after industrialisation, and exacerbated by other interacting drivers of degradation.

Accordingly, funding and projects have necessarily focused on addressing bare peat and the damaged hydrology of the peatlands, in which there have been great achievements with

significant multiple benefits for the habitats in terms of condition, whilst also benefiting a range of ecosystem services.

The revegetation achieved to date, however, only goes so far towards the aspiration of returning 'active peat forming' condition (known as State 6) to the region's blanket bog habitats (at scale). It is therefore necessary to continue the investment to ensure habitat recovery remains on a positive trajectory, and progresses as quickly as possible.

Following initial interventions at a landscape scale, bare, drained and eroding peatlands have been revegetated and significant areas have been re-wet through gully blocking in erosional channels. Building on this, recent project work has also developed to the stage of re-introducing (planting) sphagnum mosses in areas where recovery has been sufficient to provide the necessary conditions for sphagnum to thrive. Projects like the EU Funded MoorLIFE 2020 and the HLS funded works delivered through Private Lands Portfolio amongst others, have planted significant amounts of sphagnum plug plants which are establishing well. These represent an essential milestone in returning blanket bogs to peat forming condition but more hydrological restoration and sphagnum planting is still required.

Having addressed the worst bare and eroding peat the next phases of the recovery work must focus on improving the hydrological integrity of the peatlands and a continuance of the landscape-scale plug planting with sphagnum mosses (species diversification).

### Project Succession Planning

As previously highlighted MFFP Programme Management continually builds and develops succession within our programme of projects to consistently build on the recovery of the habitat and our three objectives. This is achieved by matching the available sources of funding with the restoration needs of the habitats, and the Partnership's and PDNPA's outcomes over a huge working area.

In MFFP's recent project history EU LIFE funding has played a vital role in our ability to deliver the scale of achievements that have been made. A vital funding component of which has been Water Company capital investments which we have been able to use as match funding. This has unlocked for us the large grants secured by MFFP in MoorLIFE and MoorLIFE 2020.

With the UK's exit from the European Union the EU LIFE funding stream has been deemed to no longer be a strong fit within the Programme's future funding aspirations, and we therefore will not be making any further applications to this fund. MFFP will therefore not be using Water Company capital as match funds for grant applications at this time. Following engagement with our Water Company partners we propose to establish a direct Partnering relationship with them to deliver their habitat restoration objectives which are directly aligned with those of MFFP and the Authority.

MFFP have a well-established project delivery relationship with our Water Company Partners in Severn Trent Water, Yorkshire Water and United Utilities. During AMP 5 and AMP 6 MFFP have successfully delivered the Catchment Measure Specifications agreed between the Water Companies and the Environment Agency, and we have built up an effective delivery approach and have considerable experience of the restoration requirements. This places the Partnership in a unique and ideal position to continue working in this way with Water Companies in AMP 7.

AMP 7 will be the first AMP period in which we will not use the Water Company capital budgets as match funding against a major structural grant bid as a result of not bidding for further EU LIFE funding. MFFP are however, confident that through the lifespan of the AMP 7 project (2020-24) there will be opportunities to develop further complimentary funding to add

value to AMP 7 works, and this will be a firm part of our approach in bidding for future projects. Water Company partners have acknowledged that their funds will not be used as match funding at this stage, and have expressed a clear wish to engage directly with MFFP to deliver their AMP 7 Catchment Measure Specifications on their behalf. They have also indicated that they would be content in principal for their capital to be used as match funding on future funding bids as suitable opportunities arise.

## **Programme Management**

There are typically around 20 projects being delivered at any one time, delivering MFFP's three objectives of Communications and Engagement, Research and Monitoring and Conservation and Land Management. The 2020/21 financial year will be the final delivery year of a number of these projects and the restoration opportunities presented by continuing our collaboration with Water Company partners is a valuable project succession opportunity to secure at this stage, as we develop future (post-Brexit) project funding to continue the work of the partnership.

Working with Water Companies as proposed through a direct Partnering Agreement relationship in AMP 7 has been assessed against our ongoing programme commitments, and as at February 2020 there is sufficient capacity within the programme to integrate the additional capital works, monitoring and communications objectives within our existing resource levels. Project Management will be resourced from MFFP's existing Prince 2 qualified Project Managers all of which have experience of delivering capital works projects on degraded peatlands. Project Managers will resource the project from MFFP's existing Conservation, Research and Communications Officer resources. The core MFFP Programme Team will provide overall project leadership and support for the delivery of the project.

In line with the MFFP 2020/21 Operational Plan, delivering for our Water Company partners in AMP 7 will also bring further contribution to core funding for the MFFP Programme team. This is in line with our forward strategy to generate a higher proportion of core funding from project sources as part of the solution to addressing the MFFP core funding deficit. To achieve this MFFP are therefore exploring additional projects with partners, and responding to calls for potential work and proactively seeking financial resources with current and future partners, including maximising match funding opportunities.

## **Conservation and Land Management**

The Conservation works proposals to be delivered in the AMP 7 period will be developed through an iterative process working with Water Company partners and will be specifically tailored to meet, and where possible exceed, their specific KPI requirements that have been agreed between the Water Companies and the EA/ OFWAT.

In AMP 7 there is a strong focus on biodiversity within the KPI setting and it is anticipated that much of the capital works will be directed at large scale species diversification (sphagnum). The work will also be developed in consultation with the National Trust, in particular in the Upper Derwent where they own most of the land. At this stage we have developed an indicative/draft plan from which to refine the exact interventions collaboratively as we progress through the AMP period. There is a fantastic opportunity to dovetail with the end of the ML2020 works picking up where this project left off, and this approach represents a strong successional plan to continuing the work and building on the achievements to date in the Upper Derwent.

## **Research and Monitoring**

Through engaging with AMP7 we will also have the opportunity to continue to develop our

expertise in the sustainable management and restoration of moorlands, monitoring the outcomes of our restoration work, and taking an active lead in research and development in this field of conservation. We have defined a bespoke suite of monitoring to enable the evidencing of the restoration targets in AMP 7. This also provides MFFP and partners with the opportunity to focus on the ecosystem benefits delivered by peatland restoration, such as natural flood management, water quality, biodiversity, and carbon sequestration and share and disseminate this information at a national level. This will contribute to maintaining MFFP's and the Authorities position as a leaders within the peatland restoration community in the UK.

### **Communications and Engagement**

Working through AMP 7, we will continue 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. MFFP will agreed a programme of communications and engagement which will be integrated within the Programme's wider communications activities, which will add value to this area of our work over the next 5 years.

Water Company partners have identified their wish to communicate a compelling message to their customer base about the value of healthy peatlands and showcase the excellent achievements being made through the AMP process. Through MFFP's integrated approach to project delivery we will support our Partners to do this and reach key audiences in the communities surrounding the peatlands of the Dark Peak and South Pennines.

### **Proposals**

As the AMP 7 proposed works will constitute a new project for MFFP (not being linked to other MFFP grant funding applications). The proposal is brought to committee for consideration and approval as a defined project to be incorporated into the MFFP forward Programme of Projects. As per the approach to new projects set out in the 2020/21 Operational Plan (in which the AMP 7 work is highlighted), this project proposal is made as an individual report to Committee to gain authority as a new initiative to meet Standing Orders.

The process for confirming contracts for AMP 7 if Authority is granted will be as follows:

- **Resource Management Meeting in February 2020:** The AMP 7 proposals are Presented for comments and approval to progress to Committee.
- **Audit Resources and Performance Committee in March 2020**  
AMP 7 Proposals put to Committee for approval.
- **Confirmation of Partnering Agreements and associated Contracts by 31 March 2020:**  
Upon Authority approval, recommendations for delegated approval to accept new contracts with water companies will be made by MFFP and upon acceptance finalised for project start up in April 2020.

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

#### **Financial:**

The resources available to develop and agree the agreements for working with water companies in AMP 7 are those of the existing MFFP staff team with welcome advice from senior officers. No additional resources will be required.

Prior to gaining delegated authority the project cost models will be baselined and spending and income forecast. This information will be provided to PDNPA officers with delegated authority to accept new projects in tandem with MFFP recommendations.

The AMP7 can be expected to provide project funding income to support core MFFP activities over the 2020-24 period. This is in line with the intention set out in the 2020/21 Operational Plan for projects to generate additional funds to support core MFFP programme activities.

The Partnership has a history of sound financial management, income control (including draw down of funding and claims) is 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.

### **Risk Management:**

The AMP 7 proposals are an integral part of the 2020/21 Operational Plan and MFFP 2020-25 Business Plan, as such the Project Management risks once in delivery will be adequately managed as part of MFFP's programme risk management activities.

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

Our health & safety log is reviewed weekly.

Appendix 1 (provided) outlines the AMP 7 project risks being managed through the developmental stages of this project, and the high level delivery risks that are anticipated at this stage.

Project Managers update their project logs weekly and report via the weekly programme status update meetings with in-depth updates held monthly.

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

### **Sustainability:**

From a business sustainability perspective, this proposal fits within the context of the Moors for the Future Partnership interim Business Plan 2020-2021 (under development at the time of writing). Undertaking additional projects for our partners, building on work which is already being done, is a key part of our business model and has allowed immense improvements to the landscape and conservation of the Dark Peak and beyond. Creating synergies between projects is a key component of the sustainability of the Moors for the Future programme.

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

The revegetation and conservation of peatlands is a vital role in reducing erosion, enhancing the quality of the landscape and transforming a source of carbon into a carbon sink. Our

work, to date, has avoided the loss of circa 62,000 tonnes avoided loss per annum of CO<sup>2</sup>.

In addition, the moorland fires and drought conditions have shown how the upland landscape needs to be in the best ecological condition to withstand the shocks and stresses of a changing climate in order to deliver positive benefits for the downhill, downstream and downwind communities in places such as Manchester.

By revegetating the areas of damaged blanket bogs, we aim to:

- halt the erosion of peat from the moors
- reduce the loss of carbon
- increase the amount of carbon absorption
- turn the damaged carbon sources back into carbon sinks

#### **4. Equality**

There are no equality issues arising from this report.

#### **5. Background papers (not previously published)**

None

#### **6. Appendices**

Appendix 1: MFFP AMP 7 Risk Log

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

Matt Scott Campbell, Programme Manager: Conservation & Land Management, Moors for the Future Partnership, 12 March 2020



Project Name	MFFP: AMP 7 (Peatland Restoration)
Project Manager	Matt Scott - Campbell
Date	March-20
Version Control	V1

Date Raised	Risk Owner	Description of Risk	Impact on Project / Programme	Impact (I)	Probability (P)	Rating (I x P)	Risk Rating	Mitigating Actions	Target Resolution Date	Action Owner	Date Last Updated	Status
01/02/2020	Water Companies / MFFP/PDNPA	Amp 7 Contracts are not in place between water companies and PDNPA (MFFP) by the end of March 2020	£1.5m capital investment into the peatlands of Upper Derwent Catchment not delivered	3	1	3	Low	Engage with Water Companies proactively managing the timescales. Plan RMM and required committee in line with key dates	31/03/2020	MSC	02/03/2020	Open
01/09/2019	Water Companies / MFFP/PDNPA	Relationship and delivery mechanism between Water Companies and PDNPA/MFFP in the event of no match funding grant opportunities being available for AMP 7. How will Water company outcomes be delivered through the partnership going forward if that was the case	Inability to confirm working arrangements for AMP7 possible delay to start of project.  Delay/reduction to outcomes	3	1	3	Low	Early engagement with water companies to plan a joint approach to future work in the event of no opportunity to deliver AMP7 outcomes as match funding with major structural bid.  Development of new approach for working in AMP7 as a contingency for no match funding opportunity with a major grant.	31/03/2020	MSC	02/03/2020	Open
01/09/2019	Water Companies / MFFP/PDNPA	Inability to define exact scope of works prior to detailed planning through GIS and ground survey.  How to progress to agreeing MFFP/PDNPA working relationship with Water Companies for the AMP7 proposed delivery without prior definition of exact conservation works to be delivered?	Potential inability to confirm future working arrangements. Loss of time / impact on conservation outcomes in the Upper Derwent Catchment  PDNPA Management Plan adversely affected/ undeliverable	3	1	3	Low	Working collaboratively MFFP to develop with water company partners an approach that manages the requirement to confirm the scope of the works as an iterative process through AMP7. MFFP has also advocated for this approach with the EA who oversee the water company AMP.  Seek to establish a Partnering Agreement relationship for AMP 7 that embeds sufficient flexibility within the project to develop plans for the AMP period that is agreeable to both water company partners and PDNPA.  (This represents a move away from agreeing specific deliverables prior to the start of the project and makes the definition of the deliverables one of the initial project objectives that will be progressed through collaborative working with water company partners.)	31/03/2020	MSC	02/03/2020	Open
01/09/2019	Water Companies / MFFP/PDNPA	Inability to define specific KPIs and effective objective setting prior to detailed planning through GIS and ground survey	Inability to agree meaningful KPIs to be included in future Partnering Agreements	2	1	2	Low	As part of moving towards an iterative process of defining the conservation works actions within AMP7 projects, A high level area based (hectares) KPI will be established at the Agreement stage. This will be non-prescriptive about the associated deliverables to meet the KPI outlining that these will be defined collaboratively through detailed planning at the start of the project and overseen by the project steering group.	31/03/2020	MSC	02/03/2020	Open

01/09/2019	Water Companies / MFFP/PDNPA	Possibly Restrictive KPI setting leading to the potential for PDNPA being in breach of Partner Agreement if targets can't be met.	Inability to deliver to the required scope.	2	1	2	Low	<p>All KPI and deliverable setting will be done in collaboration between Water company and MFFP.</p> <p>Partnering Agreement approach to be taken to PDNPA working with water company's which will include an iterative process to defining the scope of works through the AMP period after an initial agreement on an overall area based KPI (hectares).</p> <p>MFFP assess an early stage the proposed area based KPIs and the project timescales and budget to ensure that the target is achievable.</p> <p>MFFP to fully impact the area KPI against the forward MFFP programme of works to ensure there is capacity over the required period.</p>	31/03/2020	MSC	02/03/2020	Open
01/09/2019	Water Companies / MFFP/PDNPA	<p>Inability to evidence deliverables / outcomes</p> <p>Prior agreement required on Monitoring arrangements</p>	Inability to evidence outcomes could cause issues during delivery.	2	1	2	Low	<p>MFFP to engage water company partners and agree monitoring requirements to include both compliance criteria to sign-off against the deliverable to be agreed and also in a more detailed academic sense where research outcomes may also constitute a project deliverable/KPI.</p>	31/03/2020	MSC	02/03/2020	Open
01/09/2019	MFFP	<p>Projects fail to deliver on cost, quality and timescale aspirations</p> <p>Poor project delivery leading to; Reputational risk. Contractual commitment failure.</p>	<p>Reputational risk to MFFP/PDNPA</p> <p>landscape doesn't receive vital conservation works</p>	2	1	2	Low	<p>MFFP have well defined and established Programme and Project Management protocols in place that will be utilised in the delivery of this project.</p> <p>MFFP Project managers are Prince 2 trained</p> <p>All the proposed and potential works to be delivered within the scope of this project fall completely within MFFP established areas of expertise.</p>	31/03/2020	MSC	02/03/2020	Open

Date the risk was identified and added to the RAD log	
Enter the name of the individual who is accountable for the Risk	
Describe each risk clearly and succinctly, identifying the root cause of each one	
Detail Project Delivery impacts.	
1	Insignificant / Negligible
2	Moderate
3	Critical / Catastrophic
1	Very Unlikely / Rare
2	Possible
3	Almost Certain
Rating is calculated by impact multiplied by probability	
Enter risk mitigation and describe how the mitigation will take place	
Target date for completion of the mitigation action	
Person responsible for implementing the mitigation action	
Date of last update provided on the Risk	
Status - closed ,reducing, increasing, or no change	